INSTITUTIONAL FACTORS AFFECTING THE PROCESSING OF THE BENEFITS PAYMENT IN NATIONAL SOCIAL SECURITY FUND (NSSF) IN UGANDA

BY

HARRIET. H. KARUHUYE

REG NO. 09/MMS/FM/18/002

A DISSERTATION SUBMITTED TO THE SCHOOL OF MANAGEMENT SCIENCES IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF MASTERS DEGREE IN MANAGEMENT STUDIES (FINANCIAL MANAGEMENT) OF UGANDA MANAGEMENT INSTITUTE

NOVERMBER, 2014

DECLARATION

I, **Harriet. H. Karuhuye** hereby declare that this dissertation is my original work and has never been submitted for any award in any University or Institution.

Signed:……

Date:……

APPROVAL

This dissertation has been submitted for examination with the approval of my supervisors.

DR: SEBASTIAN BIGABWENKYA

UMI BASED SUPERVISOR

Date……...……

MRS: KAKUMBA WINIFRED

WORK BASED SUPERVISOR

Date……..……

DEDICATION

I dedicate this work to my Husband Andrew Kulayige.

ACKNOWLEDGEMENT

To my Supervisors, I am greatly indebted to you for your constructive criticism of this dissertation.

Also I would like to thank a number of UMI Consultants especially those from the department of Higher Degrees for their continued guidance during my study.

I must in a special way thank the staff of NSSF who participated in this study for their commitment to share the required information.

Lastly my sincere thanks go to my dear Husband Mr. Andrew Kulayige and my parents Amb. and Mrs. William Hakiza, and to my siblings for having encouraged me to complete this Masters Course.

TABLE OF CONTENTS

CONTENTS

LIST OF FIGURES

LIST OF TABLES

LIST OF ABBREVIATIONS AND ACRONYMS

B2B	:	Business-to-Business
B2C	:	Business-to-Consumer
BPR	:	Business Process Reengineering
C2C	:	Consumer-to-Consumer
CVI	:	Content Validity Index
ICT	:	Information and Communication Technology
KAS	:	Knowledge, Attitudes and Skills
MIS	:	Management Information System
NSSF	:	National Social Security Fund
SSA	:	Social Security Administration
TQM	:	Total Quality Management

ABSTRACT

The purpose of the study was to establish the factors affecting the process of benefit payment in the National Social Security Fund (NSSF). The Objectives of the study included (a) to establish the extent to which the organization structure influences payment of benefit claims in NSSF (b) to assess extent to which the Management Information System has influenced processing payment of benefit claims in NSSF and, (c) to determine the contribution of Human Resource in processing payment of benefits in NSSF. A cross sectional research design using only a quantitative approach was used on an accessible population of 190 respondents comprising of managers, supervisors, officers and assistants using self administered questionnaire. The study found out that organization structure significantly influenced payment of benefit claims in NSSF and it was the highest predictor of the variance in payment of benefits. MIS significantly influenced payment of benefit claims in NSSF while human resource significantly influenced payment of benefit claims in NSSF. The study concluded that organisational structure indicators of departmentalization and coordination significantly influenced payment of benefits by NSSF while the MIS indicators of ICT and its usage significantly influenced payment of benefits by NSSF. Human resource indicators of staffing, KAS, training and development significantly influenced payment of benefits by NSSF. The study recommended that to to effectively process and pay NSSF claims, the board and management of NSSF should create units of sub units charged with responsibility to process specific forms of benefits; deploy adequate and secure ICT infrastructure platform such as NSSF internet shops or points of sale, conduct a human resource audit to guide deployment of adequate staffing; with the right knowledge, attitudes and skills. Other studies need to examine the extent to which NSSF policies and financial resources availability could have influenced the performance of NSSF

CHAPTER ONE

INTRODUCTION

1.1. Introduction

This study seeks to analyze the institutional factors affecting the process of the benefits payment in National Social Security Fund (NSSF) in Uganda. Chapter one gives the introduction which comprises of a brief background, problem statement, objectives and research questions guiding this study as well as the conceptual frame work, the scope and the significance of the study. The variables selected are in a many to one relationship with the Independent Variable (IV) being Institutional Factors (organizational structure, human resources, management information systems) and Dependent Variable (DV) which is benefits payment.

1.2.Background of the study

1.2.1. Historical background

According to Jerrell (1997) workers in the early 20th century saw little of employee benefits. The base rate of pay was the only employee compensation concern of most employers with no minimum wage, unemployment or workers' compensation laws. This meant social security would not be addressed for another 30 years but medical insurance had taken shape and was in its infancy. Hence, few individual employers saw the need to address issues related to employee benefits. Industries sporadically addressed certain issues, such as efforts to create the first known pension plans in the United States by the railroads (Kleiler,1989), but most employers offered little in the way of nonwage compensation. In

contrast, by 1950 a federal minimum wage law was in place, as were unemployment and workers' compensation laws in all states. Social Security had been paying benefits for a decade and private pensions and medical insurance coverage had been a primary bargaining tool of unions for years.

Employee benefits, not part of the average company budget in 1900, had risen to 20% of payroll expense according to the Chamber of Commerce of the United States in the 1950s. Legally required benefits consumed four percent of payroll, and another seven percent involved pensions and other negotiated payments such as health care. Although potentially negligible in dollar terms, the social ramifications reflected a significant shift of responsibility for providing higher worker standards of living from individuals to employers, with the government as a safety net. Pivotal changes in public perceptions of what should be included in employee benefits (e.g., profit sharing, bonuses, increased compensation in the form of breaks, lunch periods and other time not worked) became evident (Jerrell, 1997).

The changes in workers social security benefits were influenced by a range of factors such as the Industrial Revolution induced many social, economic, and political changes in worldover. These changes were the foundation of shifts in responsibility for the aged, unemployed, ill, or injured worker. The Industrial Revolution increased the quality of life and life expectancy for most workers, reorganizing societal demographics. The elderly population, as defined by life expectancy of the day, grew faster than the overall population between 1880-1920 and at twice the rate of the general population during the 1920s. As life

expectancy increased, longer periods of retirement were anticipated (King & Cecil, 2006).

According to Beam and McFadden (1992) related force behind the emergency of social movements headed by religious and philanthropic activities aimed at improving living standards of Americans in general were the origin of initiatives to elevate the condition of workers. The social insurance movement effort saw social scientists, social workers and others insisting on, among other things, universal health care and aid to the poor and disabled, with a general emphasis on shifting wealth from the rich to the poor. Questions were many: Who should shoulder the burden of the elderly's plight now that family structured care for the elderly was fast vanishing? Should the federal government help maintain a certain standard of living for the aged? What about support for widows, the unemployed, injured, or ill worker? How could employers be required to accept a share of the burden? Would a federal social welfare system be preferable to the patchwork, or nonexistent, legislation of the states in these areas?

According to King and Cecil (2006), as societies grew in economic and social complexity, and as isolated farms gave way to cities and villages, Europe witnessed the development of formal organizations of various types that sought to protect the economic security of their members. Probably the earliest of these organizations were *guilds* formed during the Middle ages by merchants or craftsmen. Individuals who had a common trade or business banded together into mutual aid societies, or guilds. These guilds regulated production and employment and they also provided a range of benefits to their members

including financial help in times of poverty or illness and contributions to help defray the expenses when a member died.

Blanche (1995) highlights that although Social Security did not really arrive in America until 1935, there was one important precursor, that offered something recognized as a social security program, to one special segment of the American population. Following the Civil War, there were hundreds of thousands of widows and orphans, and hundreds of thousands of disabled veterans. In fact, immediately following the Civil War a much higher proportion of the population was disabled or survivors of deceased breadwinners than at any time in America's history. This led to the development of a generous pension program, with interesting similarities to later developments in Social Security.

Paul (1995) noted that prior to the rise of company pension plans, paternalistic companies sometimes "graduated" older workers to token jobs at reduced pay. A few paid some form of retirement stipend but only if the company was so inclined, since there were no rights to any kind of retirement benefit. Most older workers were simply dismissed when their productive years were behind them. The biggest problem with company-provided pensions according to Paul (1995) was that the percentage of workers anticipating an employment-related pension from their company or their union was tiny. Indeed, in 1900 there were a total of five companies in the United States offering their industrial workers company-sponsored pensions. As late as 1932, only about 15% of the labor force had any kind of potential employment-related pension. And because the pensions were

often granted or withheld at the option of the employer, most of these workers would never see a retirement pension. Indeed, only about 5% of the elderly were in fact receiving retirement pensions in 1932. So the company pension was an option not available to most Americans during the time prior to the advent of Social Security**.**

Social security in sub-Saharan Africa tends not to be very developed and yet the growth of some of the region's economies and concerted attempts to tackle poverty mean that this situation may change considerably in the future. Bailey (2007) noted that inevitably, the pattern of social security provision in Africa reflects colonial preferences and considerations. New systems of organised social protection emerged to support economic development. Initially, the colonial powers extended their own system to their expatriates. The extension of such provisions to African workers varied but was mainly concentrated on urban and industrial workers to stabilise the labour force and to satisfy the trade unions. However, the majority of the population remained beyond the scope of such an extension.

As such several distinct patterns developed in Africa, which reflected colonial traditions and linkages. In North Africa, where proximity to Europe was a dominant factor, schemes are to be found in Algeria, Egypt, Libya, Morocco and Tunisia, which provide pensions based on social insurance principles and which were established in the 1950s. Efforts have also been made both to provide a wide range of benefits with contingencies such as unemployment and also to reach

beyond employed persons to coverage of the self employed. In the former British colonies, priority was given to employment injury schemes, but here the development of social insurance was slower. Liability was instead placed directly on the employer and only later were schemes developed which relied on the payment of contributions by employers into a public social security fund and at least, to some extent, on the pooling of risks (Bailey, 2007).

The systems introduced by the British were generally more modest and except in the case of provision for public servants, did not follow the lines of schemes operating in the United Kingdom. Although there was a growing recognition of the need to provide some form of protection to other workers in the organised sector, this led only to the establishment of national provident funds. These were effectively compulsory savings schemes, financed from contributions paid by employers and workers, which accumulated, with investment interest, to form an individual savings account for each worker. They were seen as simple to operate and also as consistent with the future needs of the African workers who were expected to return to their village on retirement where they would benefit more from a lump sum than a pension. Some countries such as Sierra Leone did not establish either pension schemes or provident funds for private sector workers and particularly in southern Africa this development was delayed and instead there was considerable reliance on occupational pension schemes and private provident funds (Fultz, 1997).

Barbone and Sanchez (1999) observed that provident funds in Africa focused exclusively on retirement and do not include other benefits. They operated as compulsory individual savings accounts, with beneficiaries entitled to a lump sum at retirement. Although annuities are possible, often people prefer to take the lump sum. Several provident funds have been transformed into social security arrangements with pensions organized around a defined benefit principle. This has already happened in countries like Ghana and Nigeria. In 1998 The Tanzania Parliament approved a law transforming the National Provident Fund into a broad social security arrangement covering pensions and other benefits (including possibly health insurance). Kenya and Uganda retained the provident fund design of which contribution rates among provident funds vary considerably and are very high for the NPF in Tanzania--20 percent of salaries. Contributions to the Uganda provident fund stand at 15 percent--10 for employers and 5 for employees. Kenya's contribution stands at 10 percent, but with an effective ceiling for most workers--around three dollars, half for the employees and half for the employers.

Barbone and Sanchez(1999) concludes by observing that many social security institutions have sought to improve their administrative practices, often with external technical assistance and have centered on information management and record keeping. While progress is reported, continued administrative difficulties suggest focusing first on the basic institutional design, before engaging in micro administrative reforms. For instance, social security institutions undertake a wide variety of tasks including collection, account management, investment of

reserves, benefit payments, and often other tasks on behalf of the government. To carry out multiple missions within a single organization has proven complex.

In Uganda, the National Social Security Fund (here after NSSF) began operations in 1986 following the enactment of Act 8 of 1985 of the Parliament of Uganda. The NSSF replaced the Social Security Fund, which had been established by Act 21 of 1967. The National Social Security Fund (NSSF) is National Saving Scheme mandated by Government through the National Social Security Fund Act, Cap 222 (Laws of Uganda) to provide social security services to employees in Uganda. It was established by an Act of Parliament (1985) to provide for its membership, payment of contributions to, and payment of benefits out of the Fund. NSSF is a provident fund and covers all employees in the private sector including Non Governmental Organizations that are not covered by the Government's pension scheme. It is a scheme instituted for the protection of employees against the uncertainties of social and economic life (NSSF Act, 1985).

1.2.2. Theoretical background

The study was guided by the Business Process Reengineering (BPR) theory and Total Quality Management (TQM) theory proposed by Hammer (1990). Hammer defines BPR as;

> *"the fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical contemporary measures of performance, such as cost, quality, service, and speed"*

Hammer (1990) suggested that the major challenge for managers was not the use of technology to eliminate work but rather the obliteration of non-value adding work through use of appropriate organisational structures, management information systems and competent human resources. BPR is a continuum of change initiatives with varying degrees of radicalness, typically supported by IT systems. The major objective of BPR is the delivery of superior performance standards through establishing process sustainable capability (Al-Mashari and Zairi, 2000).

Related to TQM, is the concepts of Business Process Reengineering (BPR) which refer to the radical redesign of business processes to achieve dramatic improvements in performance (Hammer, 1990). TQM combines a quality-oriented culture with intensive use of management and statistical tools to design and deliver quality products to customers (Daily and Bishop, 2003). Some of the benefits attributed to the implementation of TQM includes improved quality of products and services; improvement in production performance; and cost reduction (Yang, 2006).

In using the BPR and TQM models, this study identified the variables of organizational structure, management information systems (MIS) and human resource proposed for improved service delivery and in this case- benefits payment. Each of these concepts are explained in the conceptual review below.

1.2.3. Conceptual background

Mullins (2005) defines structure as the pattern of relationships among positions in the organization and among its members. It makes possible the application of the

process of management and creates a framework of order and command through which activities of the organization can be planned, organized, directed and controlled. The structure defines tasks and responsibilities, work roles, relationships and channels of communication, and enable the efficient utilization of organizational resources, through monitoring of activities, and accountability for work undertaken by groups and individuals which give the indicators of departmentalization and coordination.

According to Mintzberg, (1979); Drucker (1997); Mullins (2005) Departmentalization is the manner in which work is subdivided in an organization. The classic subdivisions are by function and product. With a functional subdivision of work, subunits with similar *inputs* are grouped together. In this instance, subunits would be differentiated: manufacturing, marketing, and research. Each subunit contributes similar inputs to the organization. Drucker (1997) defined co-ordination aspect of organizational structure as the degree to which the subunits of an organization operate according to the requirements of each other and of the total organization. Low co-ordination exists when the subunits refuse to communicate with each other or resist compromises in the interests of the firm.

MIS is a set of interrelated components that collect (or retrieve), process, store, and distribute information to support decision making and control in an organization (Laudon & Laudon, 2004). Similarly, O'Brien (2004) defines an MIS as an organized combination of people, hardware, software, communication

networks, and data resources that collect, transform, and disseminate information in organizations. Thus to deliver a service, organisations need to adopt a set of ICT technology and ensure its adequate usage in the instituted MIS.

There are three main types of resources that may be used: physical resources (ie technology and equipment); human resources (experience and knowledge of people in the organisation); organizational resources with considerations of staffing; knowledge skills and attitudes; training and development for effective service delivery (Porter, 1985). Achieving sustained competitive advantage is effected by acquiring resources that are non substitutable, inimitable, rare and valuable one of which is the human resources (Wright *et al*, 1994; Truss, 2001).

1.2.4. Contextual background

The National Social Security Fund of Uganda was established by the 1985 Act of Parliament to provide for its membership, the payment of contributions to and the payments out of the Fund. It covers employees in the private sector including Non Governmental Organization's and parastatals not covered under the government pension scheme. It is a scheme instituted for the protection of employees against the uncertainties of social and economic life. NSSF is now under the supervision of the Ministry of Finance, Planning and Economic Development. It is a corporate body with its own Board of Directors responsible for making policies that govern it.

ccording to the NSSF Annual report, (2006) the scope of the Act is all employers and their employees, in the private sector, where the employer employs 5 or more employees. An individual may also voluntarily register and save with NSSF.

NSSF is a fully funded contributory scheme financed entirely by employees who pay 5% of their total monthly wages; and their respective employers who top it up with 10% of earnings. Effectively, every member therefore saves 15% of their wages to the NSSF. NSSF has a mandate to collect member contributions, invest them judiciously and pay commensurate benefits to qualifying members.

Accordingly, the money collected monthly is maintained on individual member accounts, invested and earns a variable annual interest depending on the return on our investments. NSSF pays five types of Lump sum benefits, three of which (Old age, Invalidity and Death) are among the nine (9) major contingencies contained in Convention 102 of 1952, set as the minimum standards of benefits. Old age benefit is paid to members aged 55 and above and withdrawal benefits (following early retirement) to all members who have attained the age of 50 years but have been out of employment for at least a year. Exempted employment benefits are also paid to members who join employment that provides alternative social protection schemes recognized under the existing law and exempted from contributing to NSSF. These include the Army, Police, Prisons, Civil Service & Government Teaching Service employees or members of any scheme who have received exemption from the Ministry responsible in writing. Emigration grant is another benefit paid to a member (both Ugandan and expatriate) who is leaving the country permanently. In the event that any of these contingencies occurs , a member or dependant survivors(in case of death) is paid a lump sum benefit being the total contributions a member has on his/her account plus interest earned

throughout the contributing period. As of June 30, 2005, NSSF had a total of 5,619 employers registered with the agency. The number of account holders stood at 247,660 members, of whom 138,000 actively contributed to their accounts during the previous 12 months. As of September 2010, the number of active contributors had risen to over 450,000 In May 2011, the number of active contributors exceeded 500,000, belonging to over 9,600 registered employers (NSSF Strategic Plan, 2007-2012).

On processing of claims, all social security schemes strive to make this process as short as possible as the public sees this as an indicator of the scheme's efficiency. The shorter the period within which a beneficiary is paid, the more perfect the social security scheme is seen to be (Semanda, 1997). To meet this goal, many social security schemes try to computerize their work and attempt to reduce the number of stages through which the claim has to go before it is paid. Uganda's social security system is poorer than that of Cyprus, for instance, because Cyprus has only seven stages through which claims have to go before payment whereas Uganda's has 14 stages.

Kasente,Asingwire,Banugire and Kyomuhendo (2002) noted that by that time, there was no comprehensive register of organizations or businesses and therefore, the identification of eligible employers proceeds by mere enquiry by NSSF field staff which is costly for NSSF. Claims to benefits are also sometimes delayed if the information given by the employer does not correspond with that given on the original S.F. 3/4 card of the employee. This necessitates the cumbersome interviewing of the employees. Understaffing is another constraint with

inadequate numbers of field officers and supervisory--staff. Kampala, for instance, has only six supervisory area managers although most of NSSF activities are concentrated in Kampala

1.3. Statement of the problem

Since the inception of the NSSF in 1985, there have been several structural changes in the Funds management and operations of which the fund set its adequacy as promptness, the viability, security, flexibility, fairness, and gender balance all aimed as paying benefits much faster. Similarly, there was efforts to restructure the fund and install an modern social data management systems to make its more efficient. Despite the structural programmes that have taken place timely payment of benefits remains a dream. Payment of benefits takes an average of 20 working days for Age Benefit (AB), 30 days for Withdrawal benefit (WB), 40days for Emigration Grant (EG),40 days for Invalidity Benefit (IB), 40 days for Exempted Employment Benefit (EE), and 60 days for Survivors Benefit(SB), as opposed to the expected benefits processing standard 2009/2010 where by AB should be paid in 12 days, WB 16days,EG 16day,IB 22days, EE 18 days, SB 40 days respectively. The has resulted into outcries by the public about the fund and many beneficiaries dying without accessing benefits. Thus the study therefore sought to analyze the institutional factors affecting the process of benefit payment.

1.4. Purpose of the study

The purpose of the study was to establish how some factors affect the process of benefit payment in the National Social Security Fund.

1.5. Objectives of the study

The specific objectives of the study were:

i. To establish the relationship between organization structure and payment of benefit claims in NSSF Uganda.

ii. To establish the relationship between Management Information System and processing payment of benefit claims in NSSF Uganda.

iii. To establish the relationship between Human Resource factor and processing payment of benefits in NSSF Uganda.

1.6. Research Questions

i. What is the relationship between organization structure and payment of benefit claims in NSSF Uganda?

ii. What is the relationship between Management Information System and processing payment of benefit claims in NSSF Uganda?

iii. What is the relationship between Human Resource factor and processing payment of benefits in NSSF Uganda?

1.7. Research Hypotheses

i. There is a significant relationship between organization structure and processing of benefit claims in NSSF Uganda.

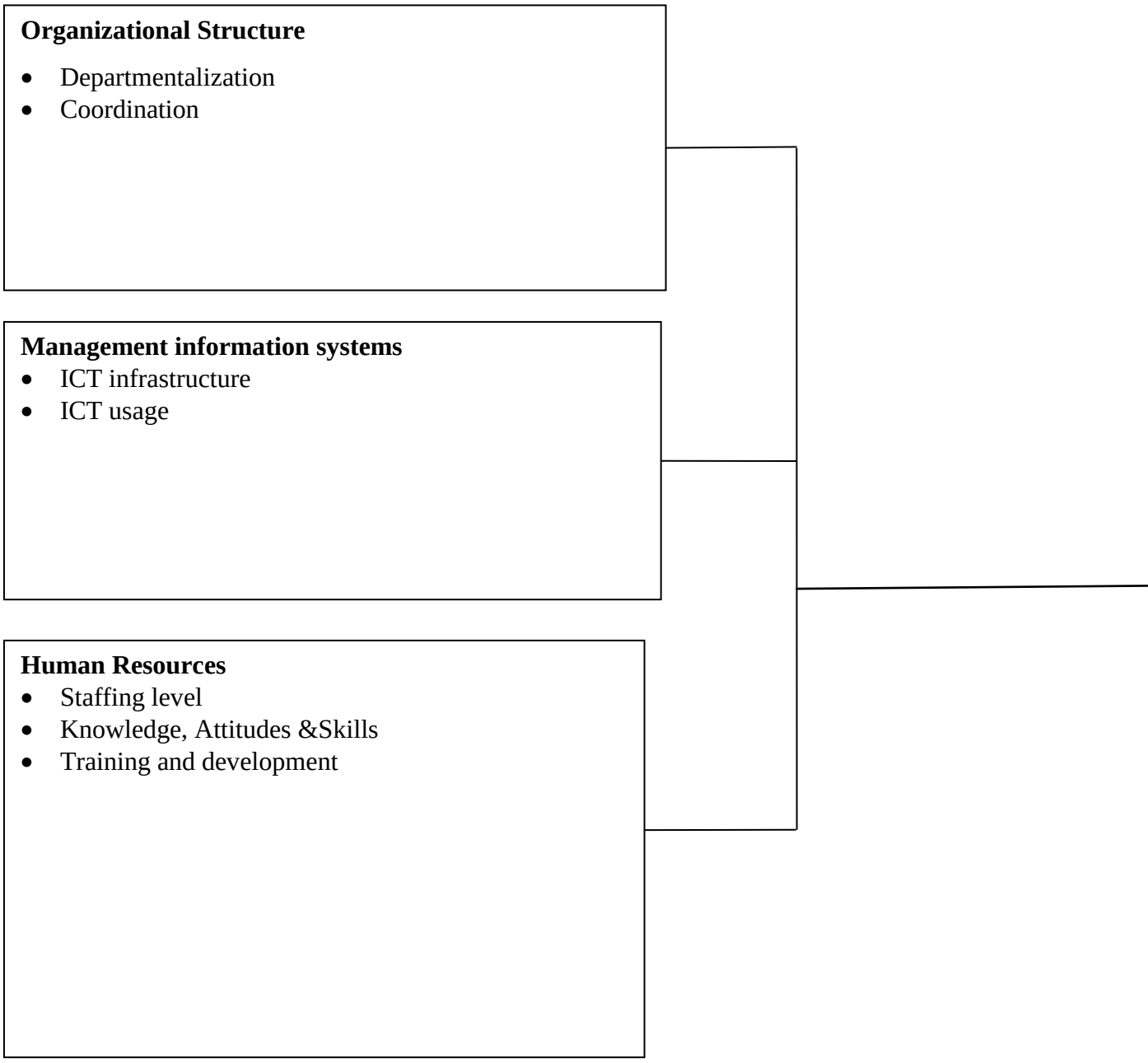
ii. There is a significant relationship between Management Information System and processing of benefit claims in NSSF Uganda.

iii. There is a significant relationship between Human Resources considerations and processing benefits in NSSF Uganda.

1.8. Conceptual framework.

The model below shows the schematic illustration of the relationship between the independent variables of organizational structure, management information systems, human resource factors and payment of benefits.

Independent Variables
Institutional Factors



Source: Adapted and modified from Business Process Reengineering and Total Quality Management model by Hammer (1990).

Figure 1.1: Model showing the relationship between institutional factors and payment of benefits in NSSF

The model shows that payment of benefits dependents on the effectiveness of the organizational structure, management information systems and human resources in NSSF. Thus a well functioning organizational structure with adequate departments which are well coordinated is necessary for timely payment of benefits. The organizational structure need to be complemented with an effective management information system comprising of ICT infrastructure and its usage. The human resource considerations of staffing level, knowledge, attitudes and skills together with raining and development come in handy to enhance the process of processing and payment of benefits by NSSF.

1.9. Scope of the study

The study concentrated on the organizational structure, ICT and human resource factors affecting payment of benefits in NSSF.

The study was limited to the NSSF headquarters situated at Plot 1 Pilkington Road, Workers House, Kampala City one of the operational area offices from the five regions across the country out of 13 area offices and 12 branches under the operations-benefits department.

The study considered the period 2005-2010, the time NSSF was implementing its five year plan which included a change in structural programs by moving from a Social Data Management System before 2003/2004 to an integrated management information system yet still faces with a backlog in the processing of benefits

1.10. Significance of the study

The study will be useful in the following ways:

To the board and management of NSSF, the study helps identify the factors that influence the processing and payment of benefits that will be used to guiding policy development to enhance the payment of benefits in NSSF.

To the benefits department, the study helps provide an opportunity for staff to express their concerns on the factors influencing the processing of benefits which management need to respond to for improved benefits processing and customer service.

To the academia, the study helps generate new knowledge in the management of social benefits of a provident fund in a developing country, Uganda.

1.11. Justification of the study

NSSF's performance since the implementation of an integrated management information system in 2004 has since improved though not up to the set standards, however there are still delays in the payment of benefits that are caused by some institutional factors, thus the researcher found it imperative to carry out a study on these factors, so as to provide relevant solutions.

1.12. Operational Definition of Key Concepts

For the purpose of this study the following shall be defined as follows:

Organizational structure refers to the departmentalization of the organization and the level of coordination between the different departments.

Management information system in this study refers to the information and communication technology infrastructure and its usage.

Human resources in this study refers to the level of staffing, staff knowledge or skill or attitudes needed to perform their duties and the staff training and development efforts.

Payment of benefits in this study refers to the process of receiving processing and disbursement of claims.

CHAPTER TWO

LITERATURE REVIEW

2.1.Introduction

This chapter presents a review of related literature on factors affecting the processing of benefits based on other scholars and practioners findings and viewpoints. The first section presents the theoretical review. This is followed by a review of related literature on organizational structure and payment of benefits, ICT and payment of benefits and Human resource and payment of benefits and a summary of the literature review.

2.2.Theoretical review

The study was guided by the Business Process Reengineering (BPR) and Total Quality Management (TQM) proposed by Hammer (1990). BPR is a continuum of change initiatives with varying degrees of radicalness, typically supported by IT systems. The major objective of BPR is the delivery of superior performance standards through establishing process sustainable capability (Al-Mashari & Zairi, 2000). The overall theme of BPR is the quest for improvement through quick and substantial gains in organizational performance by starting from scratch in designing or redesigning the core business process (Attaran & Wood, 1999). That is, the reengineering process has to account for quantum leap improvement in performance and involves core competencies of the business. Davenport and Short (1990) maintain that BPR is cross-functional in nature; and it is predominately an IT-enabled approach. The main thesis behind BPR (Hammer and Champy, 1993) is that:

> *"…companies designed during the nineteenth century to work well in the twentieth", is simply a risky and uncalculated chance to be taken by CEOs. The literature is abundant with BPR success stories.*

The concept of BPR emerged within a Massachusetts Institute of Technology management research program that examined the role that IT would play in organizations in the 1990s (Peppard & Fitzgerald, 1997). Early publications in emphasized that this concept was radical, revolutionary, and a one-time undertaking (Hung, 2006).

Total quality management TQM on the other hand was one of the earliest approaches to improving the quality of manufactured products (Ehigie &McAndrew, 2005). TQM is an integrated management philosophy and set of practices that promotes an organization-wide focus on quality starting with top management, but involving workers at all levels of the organization. The major objective of TQM is the development of a business strategy that harnesses all of the company's resources to achieve world-class quality at reasonable costs (Pheng a& Teo, 2004).Operationally, TQM combines a quality-oriented culture with intensive use of management and statistical tools to design and deliver quality products to customers (Daily and Bishop, 2003). Some of the benefits attributed to the implementation of TQM includes improved quality of products and services;. improvement in production performance; and cost reduction (Yang, 2006).

While both BPR and TQM have a common focus on improving organizational processes, TQM is considered a rather incremental, evolutionary approach,

aiming at continuous improvement (Zairi & Sinclair, 1995; Hung, 2006). However, most of the business process research literature recognizes that both concepts must be viewed as complementary and integral parts of a process-oriented strategic management system (Corbitt et al., 2000; Hung, 2006). For example, on the subject of BPR, Kettinger et al. (1997, p. 56) argue that "[r]ather than a 'quick fix', BPR is increasingly recognized as a form of organizational change characterized by strategic transformation of interrelated organizational subsystems aimed at efficient and effective response to customer need.

This study borrows from the BPR and TQM models too guide the extent to which process improvements in NSSF have or could be used to improve benefits payments by the provident fund.

2.3. Organizational Structure and payment of benefits

Galbraith (1993) organization can be viewed as a set of processes which are structured to satisfy customers, internal or external. Mullins (2005) defines structure as the pattern of relationships among positions in the organization and among its members. It makes possible the application of the process of management and creates a framework of order and command through which activities of the organization can be planned, organized, directed and controlled. The structure defines tasks and responsibilities, work roles, relationships and channels of communication, and enables the efficient utilization of organizational resources, through monitoring of activities, and accountability for work undertaken by groups and individuals. Drucker (1997) notes that it is the correct design of structure which is of most significance in determining organizational

performance. Good organization structure does not in itself produce good performance. But a poor organizational structure makes good performance impossible, no matter how good individual managers may be.

To deliver quality services to customers, however, we need to understand their expectations (Shostack, 1984). Given accurate understanding of expectations, customer service should be designed to match them. Here, customer service means those activities that occur at the interface between customers and server organization, other than proactive selling, aiming for customer satisfaction and operational efficiency (Lovelock, 1996). We can regard customer service as a process that consists of actual steps to satisfy customer requirements. For analyzing customer expectations and designing customer service, we need a customer service process model. A good service description with the process model is the first step for organizations to gain competitive advantage by satisfying customer needs (Innis & LaLonde, 1994). Accordingly, better service design provides the key to market success and to growth (Lovelock, 1996).

Kim and Kim (2001) noted that unlike manufacturing, however, service industries typically do not apply rigorous process design standards prior to introducing new services. The service description does not guarantee that the service will be successful. Based on the description, we need to identify bottlenecks and rationalize them for effective customer service. In addition, we need to test the validity and feasibility of the changed service process before its

real application. Without such a performance test, service change projects are liable to incur high risk due to their high management complexity and organization wide impacts across functional units. Based on these problems, we identified several requirements for the customer service process model. First, since it aims to model customer service, it should focus on customer-server interaction activity flows. Second, the interaction activity flows should be modeled from the customer's viewpoint, which can be used in identifying customer requirements more correctly and enhancing customer satisfaction. Then, the model can be seen as if through the customer's eyes. Third, the model should be diagrammatic for easy communication between customers, service employees, and managers. The understandability of the model can also foster collaboration between the operations, marketing, and service employees. Fourth, the model should reflect the four representation perspectives of Curtis et al. (1992) in process modeling, functional (activity and data flow), behavioral (activity flow), organizational (place and server), and informational (data). Finally, the model should be useful in bottleneck identification and its rationalization. Based on these requirements, we developed a customer service rationalization method.

Kim and Kim (2001), noted that performance of a service process needs to be improved in two ways: first, to maximize customer's satisfaction, and second, to do it as efficiently as possible. For customer satisfaction, we focused on the process throughput time and its most critical component, the customer's delay time. Second, for the organization's management performance, one needs to focus

on improved productivity and each station's utilization. Based on the customer's delay time and the station's utilization considering the common applicability to any domain, we can classify service processes at stations into four situations and suggest change guidelines.

In situation one scenario according to Kim and Kim (2001), customers pass through a highly utilized service point with short delay time. Since the service point is also highly utilized, it is an ideal situation for management and it requires no change action. Scenario two occurs when the station is highly utilized but customer delay time is long. From the customer perspective, we need to shorten the delay time by minimizing customer's frequent moving/waiting time and for this purpose, we can relocate stations to minimize distance between them. Also we can rearrange the processes and/or events to take place more in parallel because sequential processing is generally more time consuming than the parallel. From the organization perspective, we need to increase the station's work capacity.

For this purpose, we can standardize or integrate the redundant processes to reduce the number of processes. And we can consider shortening the processing time by automating some manual tasks when they cannot be eliminated. If the work capacity cannot be increased by any information technology or procedural change, then we should consider adding more human servers or installing additional hardware facilities.

In scenario three according to Kim and Kim (2001), customers pass through a less busy station with short delay time. From the customer's perspective, they can receive service rapidly, possibly as soon as they arrive at the station. But it is not a preferable situation from the management perspective, because the station is under-utilized. Therefore we should allocate some work performed at other overloaded stations to this station or transfer surplus work capacity to other overloaded ones. Scenario four occurs when customers experience long delays while the stations are under-utilized. This may result from either a peak-load condition or a batch oriented work policy. If the peak-time rush is the cause, we may try to change the customers' arrival pattern. For instance, providing time period-related incentives may be considered to balance the peak-time utilization. On the other hand, the station's batch-oriented work policy may be the cause. For instance, if account adjustment and expense handling tasks are performed once a week in the accounting department, we can consider changing the work processing mode from batch to interactive since the batch processing model may boost internal efficiency at the expense of more critical customer satisfaction (Johnston & Kong, 2011).

The literature above does not offer empirical evidence of the contribution of organizational structure considerations of departmentalization and coordination on social benefits payment. This study therefore sought to fill this literature gap by providing empirical evidence on the extent to which the organizational structure factor has influenced payment of benefits in NSSF Uganda.

2.4.Management Information Systems and payment of benefits

Porter and Ketels (2003) noted that information and communication technology in core to automated MIS and includes the organization's information technological infrastructure such as the computers networks, groupware, software, satellite communication, fax machines, cellular modems and pen-based notebook computers, data bases, distributed processing and networks and its usage by the intended users. Similarly, Turville (2006) observed that technologies continue to evolve rapidly, especially in the areas of collaboration and search engines. This evolution, combined with the pervasive nature of and access to Web-based technologies, has catalyzed effective service delivery. In the review of the literature, a pattern or mapping between technology(ies) and specific service delivery applications is evident.

Kamal (2006) noted that ICT offers substantial benefits to organisations, but it also gives rise to new management and policy challenges. Government practitioners face new challenges as priorities shift and program goals and objectives change with the political, economic, and social environment. The effective use of information technology tools is essential to meeting these shifting programmatic goals. Emerging innovative ICT tools such as the worldwide web, Geographic Information Systems (GIS), data warehouses, and customer relationship management (CRM) applications are being used by government organisations to support their objectives and to change the conventional way that organisations communicate internally, and interact with citizens, and with private sector, non-profit and other government organisations. The implementation of

these technologies raises new and different information management and policy challenges and increases public expectations with respect to information access and services delivery. New information policy issues generated by ICT use also influence practices as new legislation and regulations are developed that affect the way organisations collect, use and disseminate information. As government is also a substantial market for the ICT industry, its requirements and uses of ICT has an effect on the industry's development of new technologies and applications.

Various claims exist of the internet as a tool to empower consumers (Bush, 2004; Wind & Mahajan, 2001; Rha et.al., 2002). Online information provision is key to this assertion. The internet offers consumers unparalleled access to a massive body of knowledge and information with comparatively lower search costs relative to established sources of information (Bakos, 1997). More conventional media based information sources, such as advertising, lack the immediacy, searchability and interactivity of internet-based information. Voss (2003) calls services, provided via web, services in a virtual environment. This concept has actually developed with the emergence of the internet during 1990. Internet provides new platforms for delivering information-based services, as well as a new potential for building and maintaining relationship with customers (Reicheld & Schefter, 2000).

Voss (2003) refers to services through internet as e-services. He differentiates between providing pure service via web (free or with service contract), selling information, selling value added service, selling a bundle of service and goods,

and selling goods (Voss, 2003). Examples of such services are order tracking via internet, car configuring on a web page of a car manufacturer or making a service appointment at a car dealership. Katzan (2008) speaks about information service – a resource capable of supporting a service event or instantiating a service event based on information. Buying a pair of shoes through in internet is an information service, for instance. The execution of information service event changes the state of the provider and of the client without resulting in physical transformation of objects (Katzan, 2008). Although the author does not necessarily related information service to the information and communication technology (important is that information travels), more and more information services are supported today by ICT.

Many developments in the area of services in the automotive industry are related to the emergence of ICT. Automotive companies react to these developments by re-designing existing services and by introducing new, technology-based service offers. Online service appointments, car configurators on web sites or a weather forecast delivered on a screen of a GPS-system are all examples of ICT-supported services. As Karmakar (2004) states, a certain portion of the business is moved to the Internet and other ICT technology, for instance, PDAs, phones, and personal computers, which affects customer behaviour. Anywhere and anytime customers expect access to information, simple interfaces, customisation, personalisation and responsiveness (Karmakar, 2004).

The framework needs to include the following: (1) Dividing the impacted group into four entities, i.e. project managers, direct users, infrastructure groups and indirect users: project managers – the people charged with planning for and managing the introduction of the new innovation; direct users – this is the group of users that is at or close to the point of technology insertion; infrastructure group – the functions supporting the introduction of new technology and the direct users; and indirect users – the users of data, information or processes that change as a result of changes made to the environment of the direct users of the new technology (Kamal, 2006).

While most attention has been paid to ICT in the private sector, citizens and public leaders are increasingly aware of the potential of ICT to improve government organisations. In recent years, the use of ICT has emerged as an instrument that can bring benefits to government organisations such as cost savings, improved communications and coordination, expanded citizen participation by government initiatives and increased government accountability.

According to Sanchez et.al., (2003), citizens and policy makers all agree that governments can improve their services and operations by more effectively utilising ICT at all levels. For example, Chircu et.al, (2003) state that private organisations can achieve operational efficiencies by investing in IT that automates tasks and reduces headcount. However, government organisations have limited discretion in firing or reassigning employees to attain similar efficiencies

from ICT investment. Also, government organisations have more incentives to share information and develop systems that will benefit external entities and ensure public accountability and equal access to government services, thus fulfilling their politically mandated mission. In contrast, Rocheleau and Wu (2002) state that private organisations are usually more concerned with investing in ICT systems that will create competitive advantage. In the private sector, organisations making investments in ICT are also expected to appropriate the most economic benefits from the investment.

Carr (2003) argues that ICT has become a commodity and not a strategic resource, implying that companies cannot expect to obtain sustainable competitive benefits from ICT. However, much of the contemporary research unearthed sustained earning improvements from ICT investments that had a positive impact on organisational performance. Chatterjee et al. (2001) asserts that it does take time for organisations to adapt to new technology and implement changes in business activities: as a result, the performance impact of infrastructure may not be manifest until two to three years after the ICT investment occurred (Anderson et al., 2003). According to Hislop, et.al (2000), network hosting offers built-in business continuity capabilities; secure, carrier-grade infrastructure; and customer interaction via voice, email, web chat and fax – a set-up that minimises the need for systems integration. And by enabling access to previously untapped workforce segments, such as the semiretired, the mobility-restricted and parents with young

families, web contact centres may also assist employers to efficiently manage peaks and troughs.

Computerized systems that can produce highly reliable information quickly must comply with the following criteria (1) Availability thus the system is available for operation and use at times set forth in service agreements. (2) Security implying that the system is protected against unauthorized physical and logical access (Logical access is the ability to read or manipulate data through remote access (3) Integrity this system processing is complete, accurate, timely and in accordance with the entity's transaction approval and output distribution policy (4) Maintainability calling for the system can be updated in a manner that provides continuous availability, security and integrity of information(McClea &Yen, 2005),

Mirghani Mohamed, Arthur Murray and Mona Mohamed (2010) noted that the modern ICT infrastructure must embed the capabilities for cooperation and collaboration within its core design, in addition to providing connectivity, processing and storage. If that is achieved, with its higher bandwidth, improved performance and ubiquity, ICTs will make the world progressively smaller and its development much faster. The latest procession in connectivity, scalability and interoperability may allow for unprecedented geographic expansion of organizational boundaries, human networking and knowledge dissemination.

Shahrokhi (2008) highlights that e-finance sector can be divided into five broad categories: (1) Business-to-Business (B2B), (2) Business-to-Consumer (B2C), (3) Consumer-to-Consumer (C2C), (4) Technical infrastructure to support the e-finance platform, and (5) Global institutional and regulatory environment that facilitate the functioning and growth of e-commerce and e-finance. The B2B sector includes services in corporate finance, investing, institutions, and international finance issues such as foreign exchange, derivatives and new issues, and back-end processing. The B2C sector includes services such as online trading, basic online banking, electronic bill payment, mortgages, and insurance. The C2C sector includes payment for online transactions and electronic money transfers. The fourth component is the technological services that support the e-finance platform integrating the IT architecture of the firm with the internet platform as well as older legacy systems. The infrastructure services are key enablers of the industry and are designed to create, migrate, and support e-finance. Finally, regulations influence and are influenced by e-finance products and service an indicator of high reliance on ICT in e-finance.

Beheshti and Bure (2000) on their part found that in the administrative sections, nearly 100% of the companies surveyed were using desk-top PCs. Notebook PCs, cellular telephones and PHSs (Personal Handy phone System) were being used by 80-90% of the companies in our survey. 40-50% of the companies in the administrative sections use cellular telephones with Internet connection capability. In the production sections, more than 50% of the companies were

using desk-top and/or notebook PCs. Overall, 80% of the companies surveyed had adopted intra-LAN or electronic boards. In the production sections, the most common case was for one PC to be shared by more than six people. In the administrative sections, the average number of PCs per employee was higher. About 1/3 of the companies surveyed from the administrative sections have 2 or 3 employees per PC and about half have more than one PC per employee. The diffusion of e-mail showed a similar pattern: about 40% of all firms in the administrative sections have more than one e-mail address per employee. In the production sections, the most common case was to have one e-mail address shared by 6-20 employees (McClea &Yen, 2005).

In social security administration, Romig (2009) also highlighted that social security administration relies upon an extensive computer system, which is used for keeping track of worker and beneficiary records, processing claims, providing a public website, and more. Services available on social security administration via website, established in 1994, include online benefit applications, requests for statements, replacement Medicare cards, and disability reports. Social security administration in USA according to Romig (2009) has announced its intention to enhance the services available on its website. In July 2008, the agency launched on online calculator that provides personalized benefit estimates to help people plan for retirement. The "retirement estimator" is tied to a person's actual Social Security earnings record. The agency also introduced a new online retirement application for benefits in December 2008. In FY2009, SSA's information

technology initiatives include plans to: add a web-based claims processing system to replace the 54 different systems used by the state agencies; replacing social security administration Primary Data Support Center; and increasing the automation of hearing offices and expand video teleconferencing to offer attorneys the ability to participate in video hearings from their own offices. Despite these improvements and plans, it was noted that the computer system was outdated, and could prove unreliable and subject to security risk if not replaced.

The literature above does not offer empirical evidence of the contribution of MIS aspects of ICT infrastructure and its usage on social benefits payment. This study therefore sought to fill this literature gap by providing empirical evidence on the extent to which the MIS factor has influenced payment of benefits in NSSF Uganda.

2.5. Human Resources Considerations and Payment of Benefits

There are three main types of resources that may be used: physical resources (ie technology and equipment); human resources (experience and knowledge of people in the organisation); organizational resources (structure, systems planning, monitoring and controlling). As such, the resource-based approaches blend organizational, economic and strategic management, advocating that for organisations to be successful they must gain and sustain competitive advantage (Porter, 1985). Achieving sustained competitive advantage is effected by acquiring resources that are non substitutable, inimitable, rare and valuable

(Wright *et al*, 1994). Such achievements become a focus for HRM in the development of people in the organisation (Wright *et al*, 1994; Truss, 2001).

Donald, Thomas and Andrew (2006) in their study of sales persons commitment noted that training programs can not only train salespeople for their current positions but can also provide them with the skills and competencies they need for their next position or other future positions. When salespeople or their managers identify weaknesses that the salespeople possess or competencies that the salespeople need to develop, these can be addressed by company sponsored training programs that the salesperson can attend. Training might consist of seminars, workshops, conferences, or on-line courses. Powell suggests that regardless of current career status the individual has to make a commitment to the concept of continuing education (Powell, 2000).

According to Thach and Heinselman career coaching consists of three key elements: it consists of one on one interaction about work-related issues, its focus is on providing employees with feedback on their strengths and weaknesses, and its goal is to improve salespeople's work effectiveness in their current positions (Thach and Heinselman, 1999). Career coaching is used to turn around differences in salespeople's current performance or to strengthen underdeveloped skills. Career coaching is also used to groom employees for advancement (Tyler, 1997).

In support, to gain employee commitment early, Proctor and Gamble has an established college intern program as part of their new-hire process that assigns interns to work on high profile projects visible by the CEO and other senior management (Ready and Conger, 2007). While an extensive intern program can drain management resources (e.g. managers' time spent monitoring, mentoring, and coaching interns), Proctor and Gamble feels this is time well spent because the company converts a much higher-than-industry-average of interns into full-time employees who are productive from day one. Once new hires are brought on board, a process of continuous employee development begins. Pfeffer (2005) suggests that organizations which are excellent in this realm employ a range of activities, including incentive pay, employee ownership, information sharing, participation and empowerment, self-managed teams, training and skill development, cross-utilization and cross-training, and promotion from within. The global financial services firm HSBC reinforces its strategy of being the ''world's local bank'' by developing local talent while maintaining global standards including potential new-hire assessment, recruiting, performance and career management, 360-degree feedback, and leadership development. The firm also maintains a global talent pool of high-potentials who are given assignments that cross geographic and organizational boundaries (Ready & Conger, 2007).

In a similarly vain, Romig (2009) noted that social security administration's staffing levels have decreased overall and fluctuated among the specialized staff who manage key workloads; at the same time yet the USA appropriations for

social security administration's administrative expenses have increased over time increasing to approximately 52% in the 10-year period from 1999 to FY2008, or 19% after adjusting for inflation. Over the last three decade there has been an explosion of interest in the connection between the way people are managed and organizational performance. To this effect the management of human resources (personnel) has significant relationships between human resource management (HRM) policies and practices, and various performance outcomes, such as: financial turnover (Huselid, 1995); and productivity (Hoque, 1999). The best practices approach has shown strong support for the idea that specific sets, or bundles, of HR practices do have a beneficial effect on a range of employee and organizational outcomes such as improved levels of commitment, quality or productivity, and even profits (Guest *et al*, 2003).

Staffing issues in social security administration according to Romig (2009) point to the fact that staff provide direct service to the public in field offices, over the telephone, and on the Internet. They work in field offices, teleservices centers, Social Security card centers, program service centers, hearing offices, regional offices, and headquarters. The staffing levels at social security administration are lower than in the past, both overall and among the specialized staff needed for key workloads. Productivity has increased, according to SSA's measures, which partially mitigates the reduction in staff.

The literature above does not offer empirical evidence of the contribution of human resource considerations of staffing, KAS, training and development on

social benefits payment. This study therefore sought to fill this literature gap by providing empirical evidence on the extent to which the human resource factor has influenced payment of benefits in NSSF Uganda.

2.5. Summary of the literature review

The literature suggests that organizational structure involves considerations of efforts to departmentalize the organisation with proper coordination between the separate departments for efficient service delivery. Similarly, the literature suggests the use of MIS of ICT infrastructure and its usage for efficient and effective service delivery. The above factors are complemented by the human resources considerations of staffing, KAS, training and development. However the literature was not explicit on the extent to which the institutional factors of organizational structure, MIS, and human resource influence payment of benefits in provident funds. This study therefore strived to provide literature gaps on the influence of the fore mentioned institutional factors on the payment of benefits in NSSF Uganda.

CHAPTER THREE

METHODOLOGY

3.1.Introduction

This chapter presents the study design, population of study, sampling method and sample size, data collecting method and instrument, reliability and validity of the study instrument, data management and presentation test the study hypothesis.

3.2. Research design

The study used a cross sectional research design to help examine the institutional factors affecting payment of benefits in NSSF. This design was appropriate for this study because it enabled the researcher to fully describe the current situation at NSSF at that point in time (Amin, 2005). The quantitative approach was used to enable quantification of the findings on each variable using a correlation and regression analysis.

3.3. Population of Study

The study was carried out in NSSF Uganda on total population of 621 employees but a target population of 190 respondents comprising of managers, supervisors, officers and assistants was used. This population was used because they are directly involved in the processing of benefits on a day to day basis and therefore have experiences on the factors affecting benefits processing.

3.4. Sample Size

The study used a sample of 123 respondents based on Krejcie and Morgan (1970) sampling guidelines. Table 3.1 below shows the summary of the sample size of the respondents and the sampling techniques to be used in the study.

Table 3.1: Sample size of the respondents

Population category	Target population	Sample size	Techniques
Managers	10	10	Purposive
Supervisors	35	30	Purposive
Officers	95	60	Simple random
Assistants	50	23	Simple random
Total	**190**	**123**	

Source: NSSF Staff Establishment 2010/2011

3.5. Sampling Techniques and procedures

The study used a probability sampling method of simple random sampling and purposive sampling to select the respondents to be used in the study. In using the simple random sampling the researcher to use the lottery method where all names of the elements were written on tag and placed in a container of which each tag were picked without replacement until the required number is reached (Amin, 2005). Purposive sampling involved consideration of managers and supervisors who were directly involved in processing and payment of benefits in NSSF.

3.6. Data Collection Methods

The study used a survey approach in which only quantitative data was collected, which allows greater objectivity and accuracy of results, quantitative methods are designed to provide summaries of data that support generalizations about the problem under study. Kruger (2003) confirms that quantitative methods allow us to summarize vast sources of information and facilitate comparisons across categories and over time. There are several survey approaches; however for the purpose of this study questionnaire approach was used as discussed below.

Questionnaire survey

A questionnaire is a formulated written set of questions used to obtain important background information about the study from the study population. The question was used basing on the fact that the variables cannot be observed such as views, opinions, perceptions and feelings of the respondents (Amin, 2005) on institutional factors affecting payment of benefits. The questionnaire was also used as it is less expensive for data collection (Amin, 2005). The questionnaire was administered by personally delivering them to all selected respondents within Kampala.

3.7.Data Collection Instrument

A uniform self-administered open and close-ended questionnaire on performance audits and governance was used. The questionnaire was divided into sections namely: background information, Organizational structure, MIS and HR. The questionnaire was scored on a five point Likert scale ranging from 1=Strongly Disagree 2=Disagree 3=Agree 4= Strongly Agree.

3.8.Pretesting of data collection instruments

Pretesting was conducted to establish the validity and reliability of the study instrument in measuring institutional factors and payment of benefits, on a sample of 10 respondents in NSSF.

3.8.1. Validity of the Study Instrument

The relevance of the questionnaire was used to measure variables and validity of the instrument was tested using the Content Validity Index. This involved judges

scoring the relevance of the questions in the instruments in relation to the study variables and a consensus judgment given on each variable. The CVI was measured using the formula:

$$CVI = \frac{\text{Number of items declared valid}}{\text{Total number of items}}$$

The results of the CVI are shown in Table 3.2 below.

Table 3.2: Content Validity Index Results

Variable	**Total No of items**	**Number of valid items**	**CVI**
Organizational structure	08	07	0.875
MIS	08	06	0.750
Human resource	10	8	0.800
Payments of claims	11	9	0.818

Source: Expert Judgments

Table 3.2 shows that organisational structure yielded CVI of 0.875, MIS yielded a CVI of 0.750, Human resource yielded a CVI of 0.800, while payment of benefits yielded a CVI of 0.818. Since all variable yielded a CVI above 0.70 accepted for social sciences, it was inferred that the instrument was relevant in measuring institutional factors and payment of benefits in NSSF.

3.8.2. Reliability of the Study Instrument

The internal consistence and reliability of the instrument was measured using Cronbach's alpha coefficient taking only variables with an alpha coefficient value more than 0.70 accepted for social research (Amin, 2005). The reliability

generated from SPSS for each variable used in this study and the results are shown Table 3.3 below

Table 3.3: Reliability results

Variable	**Total No of items**	**Cronbach's alpha**
Organisational structure	08	0.885
MIS	08	0.780
Human resource	10	0.820
Payments of claims	11	0.830

Source: Primary data

Table 3.2 above shows that organisational structure yielded Cronbach's alpha value of 0.885, MIS yielded Cronbach's alpha value 0.780, Human resource yielded Cronbach's alpha of 0.885 while payment of benefits yielded Cronbach's alpha of 0.780. Since all variable yielded alpha values above 0.70 accepted for social research, it was concluded that the instrument was reliable in measuring institutional factors affecting benefits payments in NSSF.

3.9. Data collection procedure

Permission to conduct the study was sought from the management of the NSSF to authorize the study. Anonymity and confidentiality of the respondents was observed by not asking the respondents to put their names on the questionnaires. A covering letter from Uganda Management Institute was used to seek permission from the management of the NSSF.

3.10. Data analysis

The data collected was edited, coded and later analyzed using SPSS computer programme. Quantitative data was analyzed using graphs, correlation analysis to show the relationships and regression analysis to show the influence of performance audits and governance. Pearson's correlation coefficients (r) and significance (p) were used to identify the significance levels to test the hypotheses at the 99 and 95 confidence levels in the correlation analysis. This involved running a bivariate correlation analysis using Pearson's coefficient analysis allowing it to sort it at 2-tailed. The adjusted R^2, t values, beta, and significance values was used to measure the influence of the independent variables on the dependent variable in the regression analysis.

3.11. Measurement of variables

The variables were measured by operationally defining concepts. For instance the questionnaire was designed to ask responses about institutional factors of organizational structure, MIS, human resources and Payment of benefits. These were channeled into observable and measureable elements to enable the development of an index of the concept. A four point Likert scale ranging from 1=strongly disagree, 2= disagree, 3=agree 4=strongly agree were used to measure both the independent and dependent variables. The characteristics of the respondents were measured at nominal and ordinal scales as appropriate.

3.12. Limitations of the study

The study used a quantitative approach to collect data on the institutional factors affecting funds delivery as interviews with managers and customers failed for

logistical reasons. The qualitative approach would have enriched the study findings with explanations of the statusquo. Similarly, the study was constrained in accessing any documentary secondary data from the NSSF administration as such information was classified. Furthermore the study did not consider the moderating influence of other variables such as NSSF policies, financial resources availability on the processing of benefits and determining the extent to which they influenced payment of benefits.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF RESULTS

4.1. Introduction

This chapter presents, analyses and interprets the study findings arising from the field information collected from questionnaires, interview and documentary analysis on institutional factors affecting payment of benefits claims in NSSF. The first section presents the response rate. This is followed by presentation and analysis of the study findings in relation to the background information about the respondents and specific objectives.

4.2. Response rate

A total of 123 questionnaires for staff were distributed to staff and 104 useable ones were returned giving a response rate of 84.5% suggesting that the results contain substantial information and the survey results were representative of the survey sample from the selected population. The higher response rates also suggested a more accurate survey results (Weller & Romney, 1988).

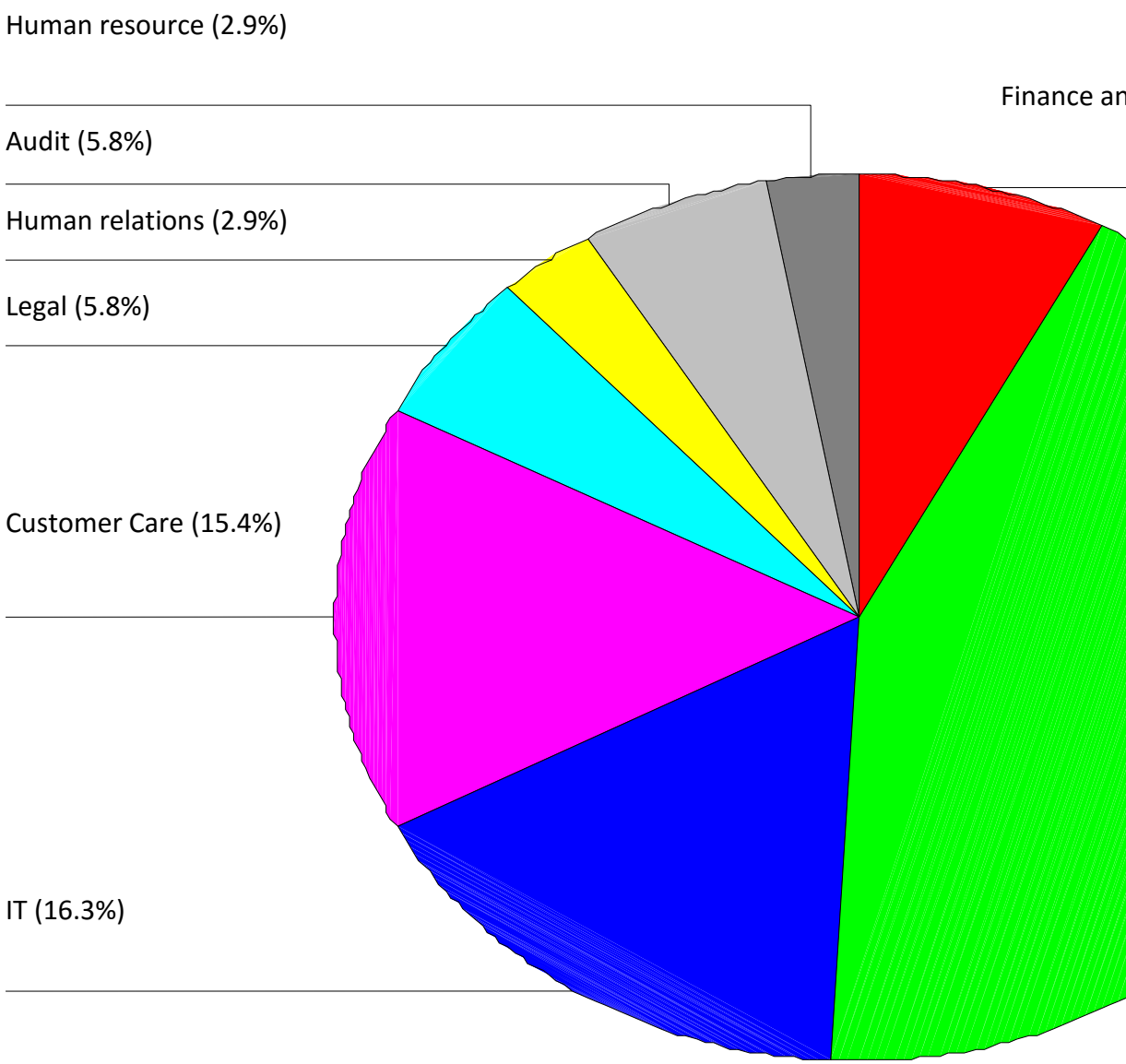
4.3. Background information about the respondents

This section gives the characteristics of the respondents in relation to work units, length of service and job title. This is based on the information provided on the questionnaire by the respondents themselves.

4.3.1. The work units of the respondents

The work units or departments of the respondents were arrived at by asking them to indicate their work unit on the questionnaire of which the findings are presented in figure 4.1 below.

Figure 4.1: The work unit of the respondent



Source: Primary data

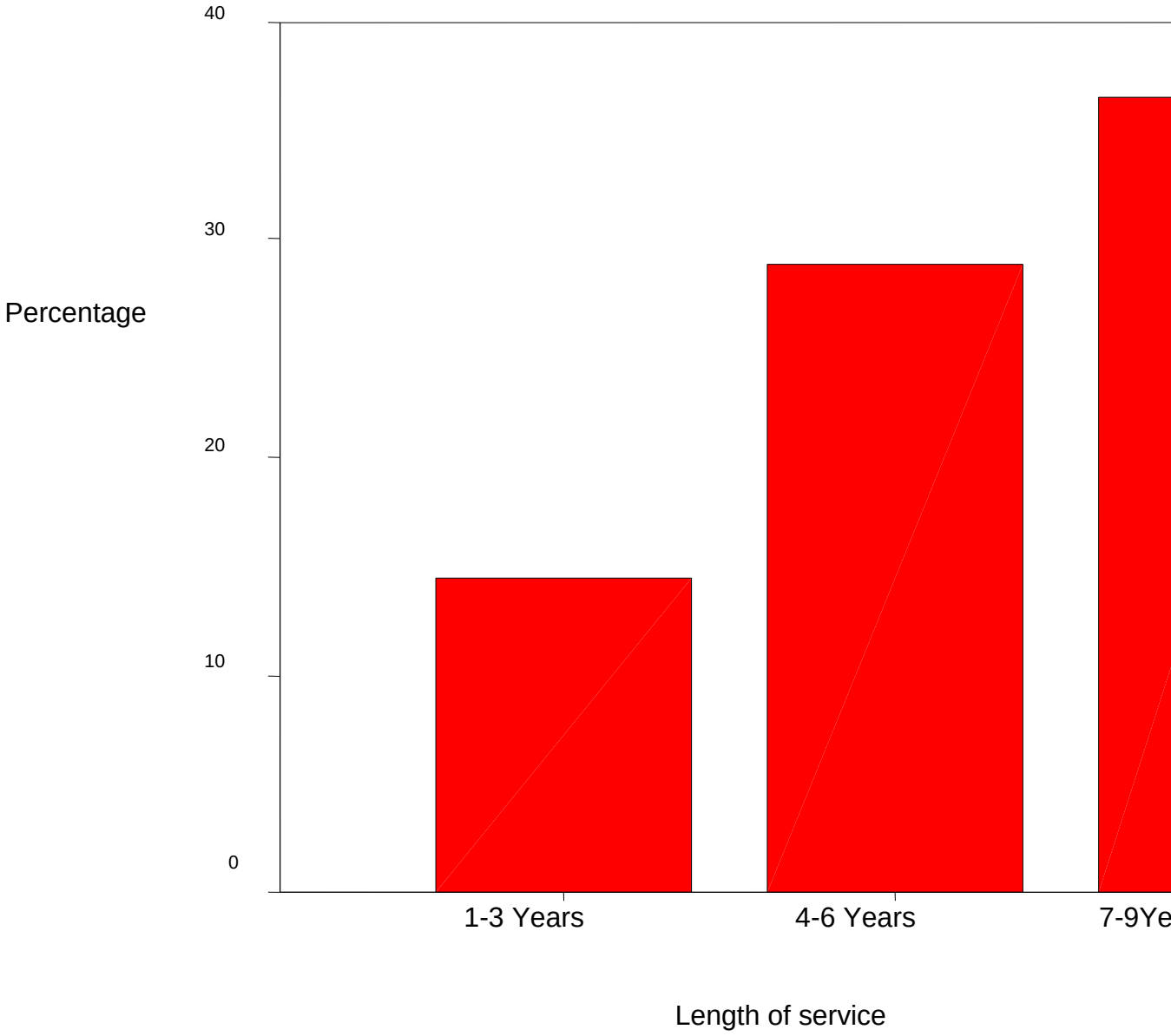
Figure 4.1 above shows that most respondents worked in the benefits unit representing 43.3% of the total number of respondents followed by 16.3% who

were from the IT section and 15.4% who were from the customer care unit. Those who were from the legal and audit work units represented 5.8% each of the total number of respondents while those form human resource and human relations each constituted 2.9% of the total number of respondents. This finding suggested that the respondents were from all units of NSSF and the findings are representative of the NSSF situation.

4.3.2. The length of service of the respondents

The length of service of the respondents was arrived at by asking them to indicate how long they have worked in NSSF, according to the findings are presented in figure 4.2 below.

Figure 4.2: The length of service with NSSF of the respondent in this study



Source: Primary data

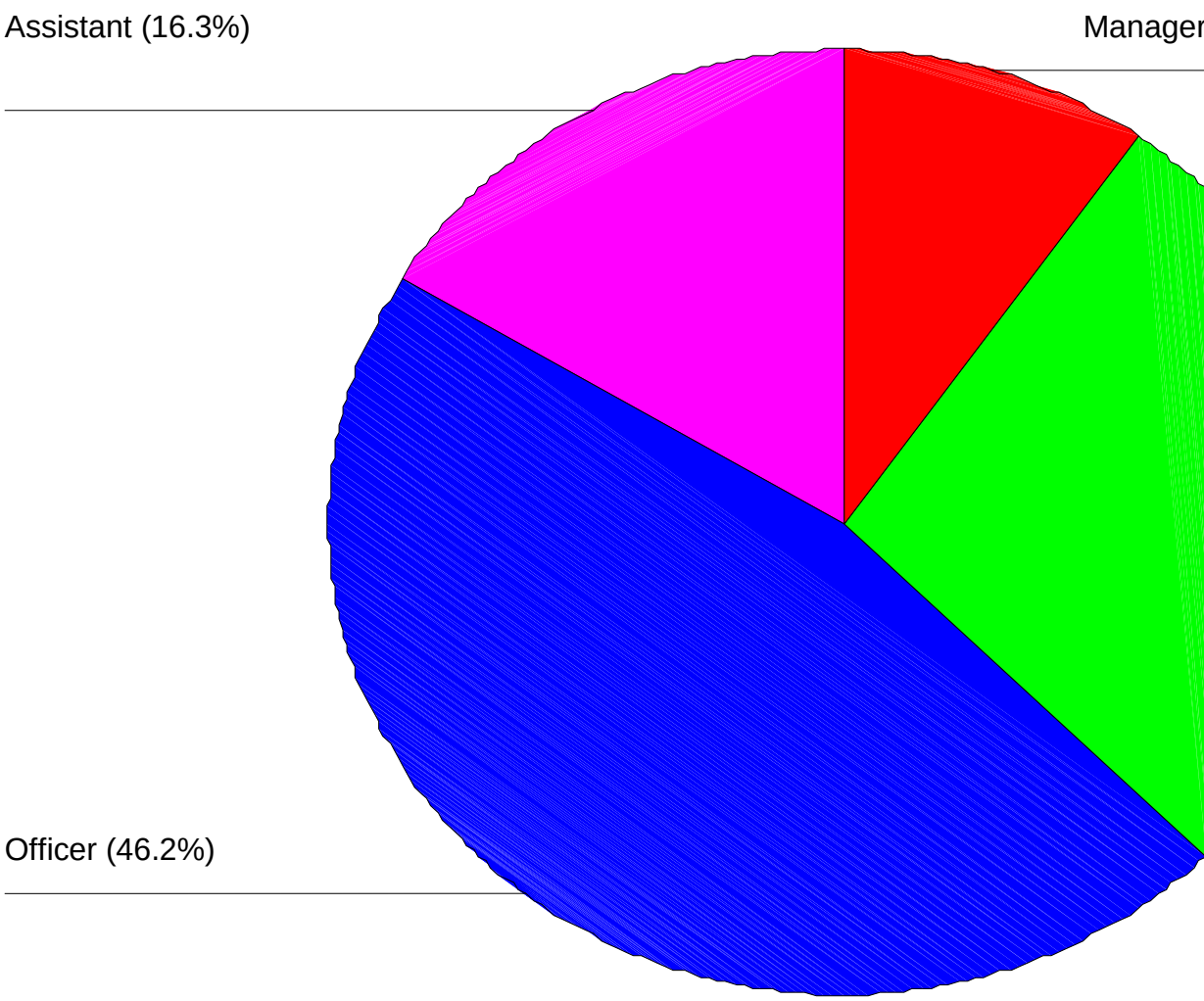
Figure 4.2 above shows most respondents had worked in NSSF for period of 7-9 years representing 36.5% of the total number of respondents. This was followed by 28.8% who had worked with NSSF for 4-6 years, 20.2% who worked for more

than 10 years and 14.4% who had worked for 1-3 years. This finding suggested that the respondents had worked for a reasonable number of years with NSSF and had accumulated a lot of experience and knowledge on institutional factors affecting payment of benefits in NSSF.

4.3.3. The job title of the respondents

The job title of the respondents was arrived at by asking them to indicate their job titles in NSSF on the questionnaire of which the findings are presented in figure 4.3 below.

Figure 4.3: The job title respondent used in this study



Source: Primary data

Figure 4.3 above shows that a majority of 46.2% of the respondents were officers followed by 27.9% who were supervisors and 16.3% who whose job title was

assistant and 9.6% who were managers. These findings show that the findings are representative of the different job categories in NSSF.

4.4. Empirical findings

The empirical findings are presented and analyzed using measures of central tendency of mean and standard deviation, measures of covariance using Pearson's correlation coefficient technique and analysis of variance (ANOVA) using simple regression analysis in relation to the specific objectives. The general objective of the study was to assess the institutional factors affecting the process of benefits payment in NSSF. In this section the study findings are presented as follows:

i. To establish the relationship between organization structure and payment of benefit claims in NSSF Uganda.
ii. To establish the relationship between Management Information System and processing payment of benefit claims in NSSF Uganda.
iii. To establish the relationship between Human Resource factor and processing payment of benefits in NSSF Uganda.

4.4.1. Organization structure and benefit claims in NSSF Uganda

The first objective of this study was to establish the relationship between organization structure and payment of benefit claims in NSSF Uganda. Organisational structure was conceptualized as one of the dimensions of institutional factors and according to the conceptual framework (figure 1.1) included indicators of departmentalization and coordination measured using 8 items scored on four point Likert scale ranging from 1= Strongly Disagree, 2 =

Disagree, 3 = Agree, 4 = Strongly agree. The findings on this objective are presented and analysed in table 4.2 below using means and standard deviation.

Table 4.1: Mean and Standard deviation results for organisational structure

	N	Min	Max	Mean	S.D
Departmentalization					
1. The functional divisionalisation of similar related activities in NSSF has been helpful in processing of benefits.	104	1	4	1.87	0.50
2. The geographical sub divisions in major towns in the country have been helpful in processing of NSSF benefits.	104	1	4	1.83	0.47
3. Efforts have been undertaken to make work units with respect to type of benefit to help efficient processing of benefits.	104	1	4	1.84	0.46
4. The restructuring efforts undertaken by NSSF have helped improve the processing and payment of benefits.	104	1	4	2.55	0.87
Coordination					
5. The different sub units in NSSF highly cooperate with each other during processing of benefits	104	1	4	1.87	0.56
6. The different subunits of NSSF communicate with each other	104	1	4	1.81	0.56
7. The different subunits of NSSF always meet to discuss any problems that may arise during processing of claims	104	1	4	2.72	0.99
8. There is a well planned work assignments for staff within a unit and with other units in relation to processing of benefits	104	1	4	2.55	0.82

Source: Primary data

Table 4.1 above shows that on departmentalization indicators, the respondents only felt that the restructuring efforts undertaken by NSSF had helped improve the processing and payment of benefits (Mean = 2.55, Standard Deviation = 0.87). On the other hand the respondents felt that the functional divisionalisation of similar related activities in NSSF had not been helpful in processing of benefits (Mean = 1.87, Standard Deviation = 0.50) while they also felt that the geographical sub divisions in major towns in the country had not been helpful in processing of NSSF benefits (Mean = 1.83, Standard Deviation = 0.47) yet they also disagreed that efforts have been undertaken to make work units with respect to type of benefit to help efficient processing of benefits (Mean = 1.84, Standard Deviation = 0.46).

These findings generally revealed a need to create work units by product line or simply according to type of benefits, strengthening and empowering geographical branches of NSSF to compressively process and oversee the payment of claims and organising functional units in such a complementary way that reinforce processing and payment of claims in NSSF. The mere establishing of functional units and placing of geographical offices county wide without autonomy to process and effect payments of benefits could be significantly hindering the payment of benefits in NSSF.

On the coordination aspect of organizational structure, the staff felt that the different subunits of NSSF always meet to discuss any problems that may have arise during processing of claims (Mean = 2.72, Standard Deviation = 0.99) and

that there was a well planned work assignments for staff within a unit and with other units in relation to processing of benefits (Mean = 2.55, Standard Deviation = 0.82). While this was a good note for coordination aspect of organizational structure, the respondents felt that the different sub units in NSSF did not highly cooperate with each other during processing of benefits (Mean = 1.87, Standard Deviation = 0.56) while they equally felt that the different subunits of NSSF were not communicating with each other well (Mean = 1.81, Standard Deviation = 0.56).

These finding suggested that although coordination in the organizational structure was achieved in as far as meeting and discussing benefits processing problems, internal and external unit work assignments, coordination problems were still evident and could be contributing to constraints in payment of benefits significant in failure by the different units to cooperate and communicate and effectively complement each other in the processing and payment of benefits.

4.4.1.1. Correlation results between organizational structure and payment of benefits

To test if there was relationship between organizational structure and payment of benefits a correlation analysis was conducted using Pearson's correlation coefficient and significance at the two tailed level. The findings are presented in table 4.3 below.

Table 4.2: Correlation matrix between organizational structure and payment of benefits in NSSF

Organizational Structure	Pearson	
	Sig. (2-tailed)	
	N	
Payments of	Pearson	
	Sig. (2-tailed)	
	N	

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

$P \leq 0.05$
Source: Primary data

Table 4.2 above shows the Pearson's correlation coefficient r = 0.637** between organizational structure and payments of benefits suggesting that the two variables were related. The r = 0.637** and significance p = 0.000 between organizational structure and payment of benefits suggests that there was a high positive significant relationship between organizational structure and payment of benefits. This has policy implication in that to achieve the desired level processing and payment of benefits in NSSF, there was need to consider effective departmentalization and coordination of the organizational structure attributes in NSSF.

The study sought to establish the extent to which organizational structure influenced the payment of benefits and the findings are presented in following subsection below.

4.4.1.2. Regression model between organizational structure and payment of benefits in NSSF

A regression analysis was conducted to measure the extent to which organizational structure predicted the variance in payments of benefits using the ANOVA techniques of adjusted R^2 values, standardized beta values, t-values and the significance measured at 0.05 level. The results are tabulated in table 4.3 below.

Table 4.3: Regression results between organisational structure and payments of benefits in NSSF

Predictor	Adjusted R Square	Df	Mean square	F	Sig.

	0.400	1	8.721	69.749	0.000[a]
			Standardized coefficients	**t**	**Sig.**
	Adjusted R square	**Std error**	**Beta (*B*)**		
Constant		0.148		7.517	0.000
Organisational structure	0.400	0.064	0.637	8.352	0.000

$P \leq 0.05$

a. Predictor: (constant), organizational structure
b. Dependent Variable: Payment of benefits

The regression model in table 4.3 above shows adjusted R^2 value of 0.400 between organisational structure and payment of benefits suggesting that organisational structure alone predicted 40% of the variance in payment of benefits by NSSF. The adjusted R^2 = 0.400, beta 0.637, t = 8.352, and significance p = 0.000 suggested that organisational structure was a strong significant predictor of payment of benefits in NSSF. The implication is that for effective receipt of benefits claims, processing of payment and disbursement of funds to beneficiaries, there is need for effective departmentalization and coordination of the NSSF benefits processing structure. The study therefore confirmed the hypothesis that:

The organization structure significantly influences payment of benefit claims in NSSF Uganda

4.4.2. Management Information Systems MIS and payment of benefit claims in NSSF Uganda.

The second objective of this study was to establish the relationship between MIS and payment of benefit claims in NSSF Uganda. MIS was conceptualized as one

of the dimensions of institutional factors and according to the conceptual framework included indicators of ICT infrastructure and its usage measured using 8 items scored on four point Likert scale ranging from 1= strongly disagree, 2 = Disagree, 3 = Agree, 4 = Strongly agree. The findings on this objective are presented and analysed in table 4.5 below using means and standard deviation.

Table 4.4: Mean and Standard deviation results for MIS attributes in NSSF

	N	MIN	MAX	MEAN	S.D
ICT Infrastructure					
1. NSSF has put in place an adequate number of well functioning computer hardware for all staff to enable processing of benefits.	104	1	4	2.37	0.79
2. NSSF has put in place well functioning computer software that helps in the processing of benefits.	104	1	4	2.33	0.79
3. There is a high degree of automation of benefits processing using a network of computers, telephone and faxes	104	1	4	2.37	0.88
4. NSSF staff have access to the data bases they need to process benefits	104	1	4	2.54	0.89
5. The MIS used in NSSF has a parallel physical records to complement the electronic record form for processing benefits	104	1	4	2.81	0.80
ICT usage					
6. I use both the physical and electronic record form for processing benefits	104	1	4	2.62	0.77
7. I use an automated system to process benefits using a network of computers, telephone and faxes.	104	1	4	2.69	0.96
8. The use of computers and its related networks and software had enables me to meet my targets in processing benefits	104	1	4	3.20	0.93

Source: Primary data

Table 4.4 above shows that the respondents agreed that NSSF staff had access to the data bases they needed to process benefits (Mean = 2.54, Standard Deviation = 0.89) while they also agreed that the MIS used in NSSF has a parallel physical records to complement the electronic record form for processing benefits (Mean = 2.81, Standard Deviation = 0.80).

On the contrary, the respondents disagreed that NSSF has put in place an adequate number of well functioning computer hardware for all staff to enable processing of benefits (Mean = 2.37, Standard Deviation = 0.79). The respondents equally felt that NSSF has put in place a well functioning computer software that helps in the processing of benefits (Mean = 2.33, Standard Deviation = 0.79). The respondents also disagreed that there was a high degree of automation of benefits processing using a network of computers, telephone and faxes (Mean = 2.37, Standard Deviation = 0.88). These findings generally revealed that although the MIS used both a parallel electronic and physical records system, the MIS had weak points relating to provision of computer to each staff, inadequate soft ware, and low degree of automation which to a great extent could have constrained the processing of benefits.

Table 4.5 above further shows a high MIS usage by staff which contributes to effective processing and payment of benefits in NSSF, as the staff respondents indicated that they used both the physical and electronic record form for processing benefits (Mean = 2.62, Standard Deviation = 0.77). They also indicated that they used an automated system to process benefits using a network of computers, telephone and faxes (Mean = 2.69, Standard Deviation = 0.96) while they also felt that the use of computers and its related networks and software had enables them to meet my targets in processing benefits (Mean = 3.20, Standard Deviation = 0.93).

4.4.2.1. Correlation results between MIS and payment of benefits

To test if there was relationship between MIS and payment of benefits a correlation analysis was conducted using Pearson's correlation coefficient and significance at the two tailed level. The findings are presented in table 4.6 below.

Table 4.5: Correlation matrix between MIS and payment of benefits in NSSF

Management Information System	Pearson Correlation Sig. (2- N
Payments of benefits	Pearson Correlation Sig. (2- N

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

P≤0.05
Source: Primary data

Table 4.5 above shows the Pearson's correlation coefficient r = 0.305** between MIS and payments of benefits suggesting that the two variables were related. The

r = 0.305** and significance p = 0.002 between MIS and payment of benefits suggests that there was a significant relationship between MIS and payment of benefits. This has policy implication in that to achieve the desired level processing and payment of benefits in NSSF, there was need for to consider put in place an adequate ICT infrastructure and ensuring its effective usage in NSSF.

The study sought to establish the extent to which MIS influenced the payment of benefits and the findings are presented in following subsection below.

4.4.2.2. Regression model between MIS and payment of benefits in NSSF

A regression analysis was conducted to measure the extent to which MIS predicted the variance in payments of benefits using the ANOVA techniques of adjusted R^2 values, standardized beta values, t-values and the significance measured at 0.05 level. The results are tabulated in table 4.6 below.

Table 4.6: Regression results between MIS and payments of benefits in NSSF

Predictor	**Adjusted R Square**	**Df**	**Mean square**	**F**	**Sig.**
	0.084	1	1.992	10.427	0.000[a]
			Standardized coefficients	**t**	**Sig.**
	Adjusted R square	**Std error**	**Beta (*B*)**		
Constant		0.202		8.293	0.000
MIS	0.084	0.082	0.305	3.229	0.002

P≤0.05

a. Predictor: (constant), MIS
b. Dependent Variable: Payment of benefits

The regression model in table 4.6 above shows adjusted R^2 value of 0.084 between MIS and payment of benefits suggesting that MIS alone predicted 8.4%

of the variance in payment of benefits by NSSF. The adjusted $R^2 = 0.084$, beta 0.305, t = 3.229, and significance p = 0.002 suggested that MIS was a significant predictor of payment of benefits in NSSF. The implication is that for effective receipt of benefits claims, processing of payment and disbursement of funds to beneficiaries, there is need for deployment of adequate ICT infrastructure and ensuring its usage by NSSF staff and customer in the payment of benefits. The study therefore confirmed the hypothesis that: *The MIS significantly influences payment of benefit claims in NSSF Uganda*

4.4.3. Human Resources and payment of benefit claims in NSSF Uganda.

The third objective of this study was to establish the relationship between Human Resources and payment of benefit claims in NSSF Uganda. Human Resource was conceptualized as one of the dimensions of institutional factors and according to the conceptual framework included indicators of staffing levels; knowledge, attitudes and skills of staff; training and development of staff measured using 10 items scored on four point Likert scale ranging from 1= strongly disagree, 2 = Disagree, 3 = Agree, 4 = Strongly agree. The findings on this objective are presented and analysed in table 4.8 below using means and standard deviation.

Table 4.7: Mean and Standard deviation results for Human Resource attributes in NSSF

	N	MIN	MAX	MEAN	S.D
Staffing levels					
1. NSSF has the right kind of staff in the right positions	104	1	4	2.98	0.81
2. NSSF conducts a human resource Audit to establish the status of its human resources used in the processing of benefits	104	1	4	3.03	0.74
3. The required number of staff have	104	1	4	2.15	0.90

been recruited in NSSF to facilitate the fast track processing of benefits					
Knowledge, Attitudes and Skills					
4. NSSF benefits possessing teams have the relevant knowledge necessary in the processing of benefits.	104	1	4	2.55	0.74
5. NSSF benefits possessing teams have the reasonable experiences necessary in the processing of benefits.	104	1	4	2.85	0.55
6. NSSF benefits processing teams are committed to their jobs and NSSF	104	1	4	2.17	0.69
7. NSSF benefits processing teams have the relevant skills necessary to perform their activities and duties.	104	1	4	3.33	0.84
Training and development					
8. The training needs for all staff who participate in benefits processing are adequately indentified.	104	1	4	2.62	0.83
9. The staff who process benefits undergo regular relevant training to enable them perform their duties effectively.	104	1	4	2.85	0.73
10. NSSF identifies and develops its staff to take up future managerial positions to replace those who would have left.	104	1	4	2.07	0.83

Source: Primary data

On staffing, table 4.7 above shows that the staff respondents agreed that NSSF had the right kind of staff in the right positions (Mean = 2.98, Standard Deviation = 0.81) while they also agreed that NSSF conducts a human resource Audit to establish the status of its human resources used in the processing of benefits (Mean = 3.03, Standard Deviation = 0.74). The staff respondent disagreed that the required number of staff have been recruited in NSSF to facilitate the fast track processing of benefits (Mean = 2.15, Standard Deviation = 0.90).

These findings generally revealed that although NSSF had the right individuals in the right place and conducted a human resource audit to establish the status of its staff, the right level of staffing had not been achieved yet. Thus, the management needed to ensure that the right numbers of staff are recruited to fill in the vacant positions to enable the efficient processing and payment of benefits.

On the knowledge, attitudes and skills of the staff used to process benefits, the staff respondents felt that although NSSF benefits possessing teams had the relevant knowledge necessary in the processing of benefits (Mean = 2.55, Standard Deviation = 0.74) and that NSSF benefits possessing teams had the reasonable experiences necessary in the processing of benefits (Mean = 2.85, Standard Deviation = 0.55), and that NSSF benefits processing teams had the relevant skills necessary to perform their activities and duties (Mean = 3.33, Standard Deviation = 0.84), they expressed the feeling that NSSF benefits processing teams were not committed to their jobs and NSSF (Mean = 2.17, Standard Deviation = 0.69).

This finding generally suggested a need to work towards improving on the employee KAS levels in NSSF for improved processing and payment of benefits in effort to improve the knowledge, skills and attitudes of the staff.

Furthermore, staff respondents agreed that the training needs for all staff who participate in benefits processing were adequately indentified (Mean = 2.62, Standard Deviation = 0.83) while they also agreed that the staff who process

benefits undergo regular relevant training to enable them perform their duties effectively (Mean = 2.85, Standard Deviation = 0.73) but disagreed that NSSF identified and developed its staff to take up future managerial positions to replace those who would have left the organization (Mean = 2.07, Standard Deviation = 0.83).

These finding generally revealed that efforts were undertaken to develop the competencies of the staff through training but less efforts was considered to undertake succession planning in NSSF which results in loss of the competent and experienced staff.

4.4.3.1. Correlation results between human resources and payment of benefits

To test if there was relationship between human resource and payment of benefits a correlation analysis was conducted using Pearson's correlation coefficient and significance at the two tailed level. The findings are presented in table 4.8 below.

Table 4.8: Correlation matrix between human resource and payment of benefits in NSSF

Human Resource	Pearson Correlation	
	Sig. (2-tailed)	
	N	
Payments of benefits	Pearson Correlation	
	Sig. (2-tailed)	
	N	

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

$P \leq 0.05$
Source: Primary data

Table 4.8 above shows the Pearson's correlation coefficient r = 0.436** between human resource and payments of benefits suggesting that the two variables were related. The r = 0.436** and significance p = 0.000 between human resource and

payment of benefits suggests that there was a high a significant relationship between human resource and payment of benefits. This has policy implication in that to achieve the desired level processing and payment of benefits in NSSF, there was need for to consider put in place an adequate staffing, competent staff and continuous training and development of staff in NSSF.

The study sought to establish the extent to which human resource influenced the payment of benefits and the findings are presented in following subsection below.

4.4.2.2. Regression model between human resource and payment of benefits in NSSF

A regression analysis was conducted to measure the extent to which human resource predicted the variance in payments of benefits using the ANOVA techniques of adjusted R^2 values, standardized beta values, t-values and the significance measured at 0.05 level. The results are tabulated in table 4.9 below.

Table 4.9: Regression results between human resource and payments of benefits in NSSF

Predictor	**Adjusted R Square**	**Df**	**Mean square**	**F**	**Sig.**
	0.182	1	4.083	23.950	0.000[a]
			Standardized coefficients	**t**	**Sig.**
	Adjusted R square	**Std error**	**Beta (*B*)**		
Constant		0.196		6.970	0.000
Human Resource	0.182	0.073	0.436	4.894	0.000

$P \leq 0.05$

a. Predictor: (constant), Human Resource

b. Dependent Variable: Payment of benefits

The regression model in table 4.9 above shows adjusted R^2 value of 0.182 between human resource and payment of benefits suggesting that Human resource alone predicted 18.2% of the variance in payment of benefits by NSSF. The R^2 = 0.182, beta 0.436, t = 4.894, and significance p = 0.000 suggested that human resource was a high significant predictor of payment of benefits in NSSF and it was found to be the second single highest predictor among the institutional factors dimensions under this study.

The implication is that for effective receipt of benefits claims, processing of payment and disbursement of funds to beneficiaries, there is need for deployment of adequate staffing, with the right knowledge, attitudes and skills coupled with continuous staff training and development in NSSF Uganda. The study therefore confirmed the hypothesis that: *The human resources significantly influences payment of benefit claims in NSSF Uganda*

4.4. Multiple regression results

A multiple regression was conducted to establish the combined influence organizational structure, MIS and human resource on the payment of benefits in NSSF. The findings are displayed in table 4.10 below

Table 4.10: Multiple regression results between institutional factors and payments of benefits in NSSF

Predictor	**Adjusted R Square**	**Df**	**Mean square**	**F**	**Sig.**
	0.465	3	3.438	30.799	0.000[a]
			Standardized coefficients	**t**	**Sig.**
		Std error	**Beta (β)**		

Constant	0.217		2.235	0.028
Organisational structure	0.066	0.521	6.554	0.000
MIS	0.064	0.190	2.590	0.011
Human resource	0.064	0.207	2.635	0.010

$P \leq 0.05$

a. Predictor: (constant), organisational structure, MIS, Human Resource

b. Dependent Variable: Payment of benefits

The regression results in table 4.10 above shows that the institutional factors of organisational structure, MIS, and Human resource all predicted 46.5% of the variance in the payment of benefits by NSSF which was significant (sig.= 0.000^{a}) while other variables predicted the remaining 53.7% of the variance in the processing of benefits. Organisational structure was the highest predictor of the variance in predictor of the variance in the processing of benefits ($\beta = 0.521$, t= 6.554, p = 0.000) while human resource was the second highest predictor ($\beta = 0.207$, t= 2.635, p = 0.010) yet MIS was the least predictor of the variance in payment of benefits ($\beta = 0.190$, t= 2.590, p = 0.011).

4.5. Payment of benefits

Payment of benefits was the dependent variable of this study and according to the conceptual framework it included indicators of claim receipt, processing of claims and funds disbursement to beneficiaries measured using 11 items scored on five point Likert scale ranging from 1= strongly disagree, 2 = Disagree, 3 = Agree, 4 = Strongly agree. The findings on this independent variable are presented and analyzed in table 4.11 below using means and standard deviation.

Table 4.11: Mean and Standard deviation results for payment of benefits in NSSF

Scale	N	MIN	MAX	MEAN	S.D
Claim receipt					
1. NSSF benefits forms are conveniently placed for the beneficiaries to access them easily.	104	1	4	2.07	0.83
2. The beneficiaries have multiple sources to access NSSF benefits claim forms.	104	1	4	2.18	0.77
3. In NSSF the procedure of receiving of benefits claims and documentations is smooth.	104	2	4	3.55	0.67
4. The beneficiaries claim forms and documents are verified in the presence of the claimant for their appropriateness before they are taken on for processing.	104	1	4	1.76	0.88
Processing of claims					
5. The NSSF staff have targets for processing claims.	104	1	4	3.60	0.84
6. The claimants are always informed of the progress of their claims by the responsible persons.	104	1	4	1.74	0.85
7. Claims are always processed in the stipulated time limits.	104	1	4	1.77	0.87
8. The claims processing in NSSF is effective.	104	1	4	1.70	0.79
Funds disbursement to beneficiaries					
9. Funds for disbursement to beneficiaries are adequately provided for by NSSF managements	104	2	4	3.42	0.91
10. The accrued fund benefits are always paid to the beneficiaries in time	104	1	4	1.76	0.81
11. NSSF has achieved its desired customer satisfaction level	104	1	4	1.83	0.70

Source: Primary data

Table 4.10 above shows that the respondents only strongly agreed that the procedure of receiving of benefits claims and documentations was smooth (Mean = 3.55, Standard Deviation = 0.67) but disagreed that NSSF benefits forms were conveniently placed for the beneficiaries to access them easily (Mean = 2.07, Standard Deviation = 0.83) while they also disagreed that the beneficiaries had

multiple sources to access NSSF benefits claim forms (Mean = 2.18, Standard Deviation = 0.77), disagreed that the beneficiaries claim forms and documents were verified in the presence of the claimant for their appropriateness before they are taken on for processing (Mean = 1.76 Standard Deviation = 0.88). These findings suggested inadequate arrangement for receipt of claims for lack of convenience, lack of multiple sources of accessing claim forms, real time verification of accuracy of placed claims.

Findings in table 4.10 above also show that the respondents strongly agreed that the NSSF staff had targets for processing claims (Mean = 3.60, Standard Deviation = 0.84) but disagreed that the claimants were always informed in time of the progress of their claims by the responsible persons (Mean = 1.74, Standard Deviation = 0.85), disagreed that claims were always processed in the stipulated time limits (Mean = 1.77, Standard Deviation = 0.87), while they also disagreed that the claims processing in NSSF was effective (Mean = 1.70, Standard Deviation = 0.79). These findings point to inadequacies in processing of claims in area of timely communication of claimants and processing in the stipulated time which the management of the fund needs to address.

Furthermore, the findings in Table 4.10 show that although the funds for disbursement to beneficiaries were adequately provided for by NSSF managements (Mean = 3.42, Standard Deviation = 0.91), the accrued fund benefits were not always paid to the beneficiaries in time (Mean = 1.76, Standard Deviation = 0.81) yet staff felt that NSSF had not achieved its desired customer satisfaction level (Mean =1.83, Standard Deviation = 0.70). These findings

suggested constraints in the funds disbursement to beneficiaries related to timely remittance to claimants' accounts and achievement of the desired customer satisfaction levels.

CHAPTER FIVE

SUMMARY, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter discusses the findings in chapter four in relation to the research objectives of the study and review of the related literature. The first section is a summary of findings on institutional factors affecting payment of benefits in NSSF. This is followed by a discussion, conclusion, recommendations, limitations of the study, contributions of the study and recommendations for further studies.

5.1 Summary of Study Findings

5.1.1. Organization structure and payment of benefit claims in NSSF Uganda.

The study found a high positive significant relationship between organisational structure and payment of benefits (r = 0.637** and significance p = 0.000) while the regression results revealed that organisational structure predicted 40% of the variance in the payment of benefits by NSSF (adjusted R^2 = 0.400, beta 0.637, t = 8.352, and significance p = 0.000). The study confirmed the hypothesis that organization structure significantly influences payment of benefit claims in NSSF Uganda and the implication was that for effective receipt of benefits claims, processing of payment and disbursement of funds to beneficiaries, there was need

for effective departmentalization and coordination of the NSSF benefits processing structure.

5.1.2. Management Information Systems MIS and payment of benefit claims in NSSF Uganda

The study found a moderate positive significant relationship between MIS and payment of benefits (r = 0.305** and significance p = 0.002) while the regression results revealed that MIS predicted 8.4% of the variance in the payment of benefits by NSSF (adjusted R^2 = 0.084, beta 0.305, t = 3.229, and significance p = 0.002). The study confirmed the hypothesis that MIS significantly influences payment of benefit claims in NSSF Uganda and the implication was that for effective receipt of benefits claims, processing of payment and disbursement of funds to beneficiaries, there was need for deployment of adequate ICT infrastructure and ensuring its usage by NSSF staff and customers in the payment of benefits.

5.1.3. Human Resources and payment of benefit claims in NSSF Uganda

The study found a high positive significant relationship between human resource factor and payment of benefits (r = 0.436** and significance p = 0.002) while the regression results revealed that the human resource factor predicted 18.2% of the variance in the payment of benefits by NSSF (adjusted R^2 =0.182, beta 0.436, t = 4.894, and significance p = 0.000). The study confirmed the hypothesis that human resource factor significantly influences payment of benefit claims in NSSF

Uganda and the implication was that for effective receipt of benefits claims, processing of payment and disbursement of funds to beneficiaries, there was need for deployment of adequate staffing, with the right knowledge, attitudes and skills coupled with continuous staff training and development in NSSF Uganda.

5.2. Discussion of the Study Findings

5.2.1. The extent to which the organization structure influences payment of benefit claims in NSSF Uganda.

An effective organizational structure with adequate level of departmentalization and coordination is anticipated to enhance effective benefits processing and payment. That held true, this study found out that there was need to create work units by product line or simply according to type of benefits, strengthening and empowering geographical branches of NSSF to compressively process and oversee the payment of claims and organizing functional units in such a complementary way that reinforce processing and payment of claims in NSSF. This needed to be complemented by granting of autonomy to process and effect payments of benefits at the point of intersession with the clients.

On the coordination aspect of organizational structure the study found out that although coordination in the organizational structure was achieved in as far as meeting and discussing benefits processing problems, internal and external unit work assignments, coordination problems were still evident and could be contributing to constraints in payment of benefits significant in failure by the

different units to cooperate and communicate and effectively complement each other in the processing and payment of benefits.

The study found a high positive significant relationship between organizational structure and payment of benefits ($r = 0.637^{**}$ and significance $p = 0.000$) while the regression results revealed that organizational structure predicted 40% of the variance in the payment of benefits by NSSF (adjusted $R^2 = 0.400$, beta 0.637, $t = 8.352$, and significance $p = 0.000$).

The study confirmed the hypothesis that organization structure significantly influences payment of benefit claims in NSSF Uganda and the implication was that for effective receipt of benefits claims, processing of payment and disbursement of funds to beneficiaries, there was need for effective departmentalization and coordination of the NSSF benefits processing structure.

This study findings relate to a great extent to Mullins (2005) defines structure as the pattern of relationships among positions in the organization and among its members. It makes possible the application of the process of management and creates a framework of order and command through which activities of the organization can be planned, organized, directed and controlled, tasks and responsibilities defined, relationships and channels of communication defined to enable the efficient utilization of organizational resources, through monitoring of activities, and accountability for work undertaken.

According to Mintzberg, (1979); Drucker (1997); Mullins (2005) and Departmentalization is the manner in which work is subdivided in an organization. The classic subdivisions are by function and product. With a functional subdivision of work, subunits with similar *inputs* are grouped together. In this instance, subunits would be differentiated: manufacturing, marketing, and research. Each subunit contributes similar inputs to the organization. Drucker (1997) views co-ordination aspect of organisational structure as the degree to which the subunits of an organization operate according to the requirements of each other and of the total organization. Low co-ordination exists when the subunits refuse to communicate with each other or resist compromises in the interests of the firm.

5.2.2. The extent to which the Management Information Systems MIS influences payment of benefit claims in NSSF Uganda.

Business process re-engineering is enhanced by the use of ICT and its usage. This particular study found out that although the MIS used both a parallel electronic and physical records system, the MIS had weak points relating to provision of computer to each staff, inadequate soft ware, and low degree of automation which to a great extent could have constrained the processing of benefits. However, the study found a high MIS usage by staff.

The study found a moderate positive significant relationship between MIS and payment of benefits ($r = 0.305^{**}$ and significance $p = 0.002$) while the regression results revealed that MIS predicted 8.4% of the variance in the payment of

benefits by NSSF (adjusted R^2 = 0.084, beta 0.305, t = 3.229, and significance p = 0.002). The study confirmed the hypothesis that MIS significantly influences payment of benefit claims in NSSF Uganda and the implication was that for effective receipt of benefits claims, processing of payment and disbursement of funds to beneficiaries, there was need for deployment of adequate ICT infrastructure and ensuring its usage by NSSF staff and customers in the payment of benefits.

These study findings are echoed by Kamal (2006) who noted that ICT offers substantial benefits to organisations, but it also gives rise to new management and policy challenges. Government practitioners face new challenges as priorities shift and program goals and objectives change with the political, economic, and social environment. The effective use of information technology tools is essential to meeting these shifting programmatic goals. Emerging innovative ICT tools such as the worldwide web, Geographic Information Systems (GIS), data warehouses, and customer relationship management (CRM) applications are being used by government organisations to support their objectives and to change the conventional way that organisations communicate internally, and interact with citizens, and with private sector, non-profit and other government organisations.

Similarly, Sanchez et.al., (2003) argued that citizens and policy makers all agree that governments can improve their services and operations by more effectively utilising ICT at all levels. For example, Chircu et.al, (2003) state that private organisations can achieve operational efficiencies by investing in IT that

automates tasks and reduces headcount. In social security administration, Romig (2009) furthermore noted highlighted that social security administration relies upon an extensive computer system, which is used for keeping track of worker and beneficiary records, processing claims, providing a public website, and more. Services available on social security administration via website, established include online benefit applications, requests for statements, replacement Medicare cards, and disability reports, on online calculator that provides personalized benefit estimates to help people plan for retirement. The "retirement estimator" is tied to a person's actual Social Security earnings record.

5.2.3. The extent to which the Human Resource influences payment of benefit claims in NSSF Uganda.

Human resource training and development is vital for any service delivery including benefits payments by provident funds. That held as true, this study found out that although NSSF had the right individuals in the right place and conducted a human resource audit to establish the status of its staff, the right level of staffing had not been achieved yet. Thus, the management needed to ensure that the right numbers of staff are recruited to fill in the vacant positions to enable the efficient processing and payment of benefits. a need to work towards improving on the employee KAS levels in NSSF for improved processing and payment of benefits in effort to improve the knowledge, skills and attitudes of the staff. This study also found out that that although efforts were undertaken to develop the competencies of the staff through training, less efforts was considered

to undertake succession planning in NSSF which results in loss of the competent and experienced staff.

The study found a high positive significant relationship between human resource factor and payment of benefits ($r = 0.436^{**}$ and significance $p = 0.002$) while the regression results revealed that the human resource factor predicted 18.2% of the variance in the payment of benefits by NSSF (adjusted $R^2 = 0.182$, beta 0.436, $t = 4.894$, and significance $p = 0.000$). The study confirmed the hypothesis that human resource factor significantly influences payment of benefit claims in NSSF Uganda and the implication was that for effective receipt of benefits claims, processing of payment and disbursement of funds to beneficiaries, there was need for deployment of adequate staffing, with the right knowledge, attitudes and skills coupled with continuous staff training and development in NSSF Uganda.

These study findings and observations relate to a great extent to what Romig (2009) observed that social security administration's staffing levels have decreased overall and fluctuated among the specialized staff who manage key workloads; at the same time yet the USA appropriations for social security administration's administrative expenses have increased over time increasing to approximately 52% in the 10-year period from 1999 to FY2008, or 19% after adjusting for inflation. Romig (2009) recommends the adequate staffing, training and development of human resources for social security administration is social security funds are to achieve the desired level of customer service.

5.3. Conclusions of the Study

5.3.1. Organization structure and payment of benefit claims

The study concluded that Organizational structure under the indicators of departmentalization and coordination significantly influenced payment of benefits by NSSF.

Effective receipt of benefits claims, processing of payment and disbursement of funds to beneficiaries will depend on the extent to which NSSF would consider effective departmentalization and coordination of the benefits processing structure.

Notable organisation attributes that hindered effective processing of benefits related to inadequate functional divisionalisation of NSSF, inadequate geographical sub divisions in major towns in the country, lack of product work units to handle specific products, inadequate cooperation and communication within work units.

5.3.2. MIS and payment of benefit claims

The study concluded that MIS considerations of ICT infrastructure and its usage significantly influenced payment of benefit claims in NSSF Uganda. Effective receipt of benefits claims, processing of payment and disbursement of funds to beneficiaries will depend on the extent to which NSSF would consider effective deployment of adequate ICT infrastructure and ensuring its usage by NSSF staff and customers in the payment of benefits.

Notable MIS attributes that constrained the payment of benefits by NSSF included inadequate number of well functioning computer hardware and software, and low level of automation.

5.3.3. Human Resources and payment of benefit claims.

The study concluded that the human resource factors of staffing, KAS, training and development significantly influences payment of benefit claims in NSSF Uganda. Effective receipt of benefits claims, processing of payment and disbursement of funds to beneficiaries will depend on the efforts by NSSF to conduct a human resource audit to guide deployment of adequate staffing; with the right knowledge, attitudes and skills coupled with continuous staff training and development in NSSF Uganda.

Significant human resource constraints which related to failure to deploy the required number of staff to facilitate the fast track processing of benefits, low level of employee commitment to the organisation, and the inadequate identification and development of staff to take up future managerial positions to replace those who would have left.

5.4. Recommendations of the study

5.4.1. Organization structure and payment of benefit claims

The study recommends that to effectively process and pay NSSF claims, the board and management of NSSF should provide for adequate functional divisionalisation of NSSF benefits to create units of sub units charged with responsibility to process specific forms of benefits.

Develop outreach or mobile social administrations points as further avenues for geographical sub divisions in major towns in the country for enhanced accessibility of social benefits.

Develop appropriate cross functional teams and task forces, cross functional committees and sub committees that enhance cooperation, coordination and communication within work units.

5.4.2. MIS and payment of benefit claims

The study recommends that to effectively process and pay NSSF claims, the board and management of NSSF should deploy adequate and secure ICT infrastructure platform such as NSSF internet shops or points of sale (POS) where customers can easily access information on their benefits on the NSSF server within their localities especially in rural areas.

Adequately train staff in use of MIS and acquisition of computer hardware for every staff on a ratio of one staff to one computer.

Continuously automate the claims processing through use of integrated social security software capable of handling integrated benefits processing and disbursement processes with customer and internal staff interface.

5.4.3. The extent to which the Human Resource influences payment of benefit claims in NSSF Uganda.

The study recommends that to effectively process and pay NSSF claims, the board and management of NSSF should:

Conduct a human resource audit to guide deployment of adequate staffing; with the right knowledge, attitudes and skills.

Stimulate employee commitment through provision of attractive monetary and none monetary incentives, participation in decision making and use of teamwork, continuously train and management development using succession management plan.

5.6. Contributions of the study

The study makes managerial contributions in social security administration by calling for further departmentalization and adequate coordination in the organisational structure, deployment of appropriate ICT infrastructure and ensuring its usage, while considering best practices in human resource for effective processing and payment of benefits of a developing country. Similarly, the study has helped cover literature gaps by providing empirical evidence on the extent to which institutional factors of organisational structure, MIS, and human resource have influence payment of benefits in a provident fund of a developing country, Uganda.

5.7. Recommendations for further Research

The study found out that other variable other than those under this study predicted 53.5% of the variance in payment of benefits in NSSF. Other studies need to examine the extent to which NSSF policies and financial resources availability could have influenced the performance of NSSF while considering use of both quantitative and qualitative approaches and use gaining of customers' perceptions.

REFERENCES

Amin, M. (2005). *Social Science Research Concepts, Methodology & Analysis*; Makerere University Kampala

Anderson, M., Banker, R.D. & Hu, N. (2003). "*The impact of information technology spending on future performance*", Proceedings of the International Conference on Information Systems, Seattle, Washington, pp. 563-75.

Bakos, J.Y.(1997). "Information technology and corporate strategy: a research perspective", *MIS Quarterly,* Vol. 10 No. 2, pp. 107-19.

Bailey, C. (2007). Extending social security coverage in africa. Social Security Policy (SOC/POL Geneva)

Barbone, L.,& Sanchez, L.(1999). Pensions and social security in sub-Saharan Africa issues and options; Paper presented at the XIII International Social Security Association African Regional Conference, Accra, Ghana 6-9 July 1999

Beheshti, H., & Bure, A. (2000). Information Technology's critical role in corporate downsizing. *Industrial management and data systems.* 100/1, pp 31-35

Blanche, C.(1995). Safety Net: Welfare and Social Security 1929-1979," Rutgers University Press, 1995. A readable history of the welfare provisions of the Social Security Act.

Carr, N. (2003). *"IT doesn't matter*", Harvard Business Review, Vol. 81 No. 5, pp. 41-9.

Chatterjee, D., Richardson, V., & Zmud, R. (2001). "*Examining the shareholders' wealth effects of new CIO position announcements*", *MIS Quarterly,* Vol. 25 No. 1, pp. 43-70.

Chircu, A.M., & Hae-Dong Lee, D. (2003). "*Understanding IT investment in the*

public sector: the case of e-government", Proceedings of the Ninth Americas Conference on Information Systems, Tampa, Florida, USA, pp. 792-800

Cronbach, L.J. (1970). Essentials of Psychological Testing, 3rd ed., Harper & Row, New York

Drucker P.F. (1997). *"The Global Economy and the Nation-State," Foreign Affairs,* Vol. 76, no. 5, Council on Foreign Relations Inc. USA.

Fultz, E.(1997). *Social Security for Rural Households: Problems. Challenges and Prospects,* Occasional Paper, Harare, ILO

Guest, D. M. J., Conway, N., & Shenan, M. (2003). '*Human Resource Management and corporate performance in the UK', British Journal Of Industrial Relations*.

Hammer, M., & Champy, J. (1993). Re-engineering the Corporation: A Manifesto for Business Revolution, Harper Business, New York, NY.

Hislop, D., Newell, S., Scarbrough, H., & Swan, J. (2000). "Networks, knowledge and power: Decision making, politics and the process of innovation", *Technology Analysis & Strategic Management,* Vol. 12 No. 3, pp. 399-411.

Huselid, M. A. (1995). 'The impact of human resource management practices on turnover,productivity and corporate financial performance', *Academic of Management Journal*, 38:3 635–72.

Hoque, K. (1999).'*Human resource management and performance in the UK hotel industry*', British Journal of Industrial Relations, 37:419–443.

Kamal, M.M. (2006). IT innovation adoption in the government sector:

identifying the critical success factors *Journal of Enterprise Information Management* Vol. 19 No. 2, pp 232-255.

Kasente, D., Asingwire, N., Banugire, F., & Kyomuhendo, S.(2002). Social security systems in Uganda; *Journal of social development in Africa,* VOL 17 NO 2, PP 157-183

Katzman, C.N. (2008). "New Jersey hospital works to satisfy customers", *Modern Healthcare*, Vol. 29 No. 51, p. 48.

Krejcie, R. V & Morgan, D. W., (1970) "Determining Sample Size for Research Activities", Educational and Psychological Measurement

McClea, C., & Yen, T.(2005). "AICPA/CICA SYSTRUST principles and \ criteria", *Journal of Information Systems*, Vol. 14 No.1, pp.7

Mirghani, M., Arthur, M., & Mona, M. (2010). The role of information and communication technology (ICT) in mobilization of sustainable development knowledge: a quantitative evaluation, *Journal of Knowledge Management;* VOL. 14 NO. 5 2010, pp. 744-758,

Mugenda, O. M, & Mugenda, A. G (2003).*Research Methods Quantitative and Qualitative Approaches,* ACTS Press, Nairobi Kenya

Mullins, L.J (2005). *Management and Organizational Behavior*, 7th ed. Prentice Hall, Spain

National Social Security Fund Act (1985).

National Social Security Fund Annual report, (2006)

National Social Security Fund Strategic Plan, 2007-2012).

Rha J.-Y., Widdows, R., Hooker, N. H., & Montalto, C. P. (2002). E consumerism as a tool for empowerment, *Journal of Consumer Education*, 19 (20) 61-69

Romig,K. (2009). "Social Security Administration: Workloads, Resources, and

Service Delivery" (2009). *Federal Publications.* Paper 602.http://digitalcommons.ilr.cornell.edu/key_workplace/602

Sekaran. U. (2003). *Research methods for business*, John Wiley $Sons Inc, India.

Truss, C. (2001). '*Complexities and controversies in linking HRM with organizational out comes', The Journal of Management Studies*, 38:8 1121–1149.

Voss, C.A. (2003). "Rethinking Paradigms of Service: Service in a Virtual Environment. *International Journal of Operations & Production Management* (23:1), pp. 88-104

Wright, P., McMahan, G.& McWillams, A. (1994). 'Human Resources and Sustained Competitive Advantage: A resource-based perspective', *International Journal of Human Resource Management*, 5:2

Young, P. V (2006). *Scientific social surveys and research*, 4th.ed, Prentice Hall India.

APPENDICES

APPENDIX I: QUESTIONNAIRE FOR THE STAFF OF NSSF

Introduction

Dear respondent,

I am interested in examining how institutional factors have influenced the payment of benefits claims in NSSF. You have been selected as a respondent to provide us with your views which will be kept and treated with utmost confidentiality and will only be used for purposes of this study so feel free and answer diligently to enable us achieve the objectives of this study.

SECTION I: BACKGROUND INFORMATION

1. Your work unit in NSSF: Finance and Administration [ ] Benefits [ ] IT [ ] Customer care [ ] Legal [ ] Human relations [ ] Audit [ ] Human resource [ ]
2. Length of service: 1-3 Years [ ] 4-6 Years 7-9 Years [ ] More than 10 Years [ ]
3. Your job title: Manager [ ] Supervisor [ ] Officer [ ] Assistant [ ]

Organisational Structure

Indicate the extent to which you agree with the following statements in relation to the Organisational structure of NSSF on the following scale: 1= strongly disagree, 2 = Disagree, 3 = Agree, 4 = Strongly agree

Scale	1	2	3	4
Departmentalization				
9. The functional divisionalisation of similar related activities in NSSF has been helpful in processing of benefits.				
10. The geographical sub divisions in major towns in the country have been helpful in processing of NSSF benefits.				
11. Efforts have been undertaken to make work units with respect to type of benefit to help efficient processing of benefits.				
12. The restructuring efforts undertaken by NSSF have helped improve the processing and payment of benefits.				

Coordination				
13. The different sub units in NSSF highly cooperate with each other during processing of benefits				
14. The different subunits of NSSF communicate with each other				
15. The different subunits of NSSF always meet to discuss any problems that may arise during processing of claims				
16. There are well planned work assignments for staff within a unit and with other units in relation to processing of benefits				

Management Information Systems (MIS)

Indicate the extent to which you agree with the following statements in relation to the MIS in NSSF on the following scale: 1= strongly disagree, 2 = Disagree, 3 = Agree, 4 = Strongly agree

Scale	1	2	3	4
ICT Infrastructure				
1. NSSF has put in place an adequate number of well functioning computer hardware for all staff to enable processing of benefits.				
2. NSSF has put in place well functioning computer software that helps in the processing of benefits.				
3. There is a high degree of automation of benefits processing using a network of computers, telephone and faxes				
4. NSSF staff have access to the data bases they need to process benefits				
5. The MIS used in NSSF has a parallel physical records to complement the electronic record form for processing benefits				
ICT usage				
6. I use both the physical and electronic record form for processing benefits				
7. I use an automated system to process benefits using a network				

of computers, telephone and faxes.				
8. The use of computers and its related networks and software had enables me to meet my targets in processing benefits				

Human Resource

Indicate the extent to which you agree with the following statements in relation to the Human Resource of NSSF on the following scale: 1= strongly disagree, 2 = Disagree, 3 = Agree, 4 = Strongly agree

Scale	1	2	3	4
Staffing levels				
9. NSSF has the right kind of staff in the right positions				
10. NSSF conducts a human resource Audit to establish the status of its human resources used in the processing of benefits				
11. The required number of staff have been recruited in NSSF to facilitate the fast track processing of benefits				
Knowledge, Attitudes and Skills				
12. NSSF benefits possessing team have the relevant knowledge necessary in the processing of benefits.				
13. NSSF benefits possessing team have the reasonable experiences necessary in the processing of benefits.				
14. NSSF benefits processing team are committed to their jobs and NSSF				
15. NSSF benefits processing team have the relevant skills necessary to perform their activities and duties.				
Training and development				
16. The training needs for all staff who participate in benefits processing are adequately indentified.				
17. The staff who process benefits undergo regular relevant training to enable them perform their duties effectively.				
18. NSSF identifies and develops its staff to take up future managerial positions to replace those who would have left.				

Processing of Claims

Indicate the extent to which you agree with the following statements in relation to the Claims receipt in NSSF on the following scale: 1= strongly disagree, 2 = Disagree, 3 = Agree, 4 = Strongly agree

Scale	1	2	3	4
Claim receipt				
19. NSSF benefits forms are conveniently placed for the beneficiaries to access them easily.				
20. The beneficiaries have multiple sources to access NSSF benefits claim forms.				
21. In NSSF the procedure of receiving of benefits claims and documentations is smooth.				
22. The beneficiaries claim forms and documents are verified in the presence of the claimant for their appropriateness before they are taken on for processing.				
Processing of claims				
23. The NSSF staff have targets for processing claims.				
24. The claimants are always informed of the progress of their claims by the responsible persons.				
25. Claims are always processed in the stipulated time limits.				
26. The claims processing in NSSF is effective.				
Funds disbursement to beneficiaries				
27. Funds for disbursement to beneficiaries are adequately provided for by NSSF managements				
28. The accrued fund benefits are always paid to the beneficiaries in time				
29. NSSF has achieved its desired customer satisfaction level				