

EMPLOYMENT RELATIONS AND THE PERFORMANCE OF GOVERNMENT
ENTITIES: A CASE STUDY OF KABALE DISTRICT LOCAL GOVERNMENT

BY

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A RESEARCH REPORT SUBMITTED TO THE FACULTY OF ECONOMICS AND
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DECLARATION

I **hereby** declare that this research report titled "Employment Relations and the Performance of Government Entities. A case study of Kabale District Local Government" is entirely my original **work** except where acknowledged and that it has never been submitted to any other university or any other institution of higher learning for the award of the Degree

SIGNATURE~.....

DATE: 21/01/21

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APPROVAL

This research report titled "Employment Relations and the Performance of Government Entities **with the** specific case study of Kabale District Local Government" has been submitted for examination.

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MS. NYESIGIRE JOLLY

(SUPERVISOR)

I,

DEDICATION

Dedicated to my parents Mr. Namara John Bosco and Mrs. Buryahika Agiripinah

ACKNOWLEDGEMENT

I would like to use this opportunity to express my deepest appreciation to my supervisor for the **constant** help, guidance and endless support towards this research.

Great thanks go to my beloved parents for their financial, spiritual and moral support during my **studies**.

Lastly, I extend a lot of thanks to my friends for their love and encouragement throughout the course of this long journey.

TABLE OF CONTENTS

Declaration	i
Approval	ii
Dedication... ,	iii
Acknowledgement.	iv
Table of contents	v
List of abbreviations	vii
Abstract.	ix
CHAPTER ONE	1
1.0 Introduction	1
1.1 Background to the study.....	1
1.2 Statement of the problem	2
1.3 Purpose of the study	3
1.4. Objectives of the study	3
1.5 Research Questions	3
1.6 The Scope of the Study	3
1.7 Significance of the Study	4
CHAPTER TWO: LITERATURE REVIEW.....	6
2.0 Introduction	6
2.1 The impact of employee relations	6
2.2 Relationship between employee relation and organizational performance of government entities	8
2.3 Challenges faced by the employees in government entities	9
CHAPTER THREE : METHODOLOGY	13
3.0 Introduction	13

3.1 Research design	13
3.2 Study population	13
3.3 Sampling size	13
3.4 Sampling technique	14
3.5 Sources of data	14
3.6 Methods of data collection and instruments.....	15
3.7 Research Procedure	16
3.8 Ethical Considerations	16
3.9 Limitation of the study	16
CHAPTER FOUR: PRESENTATION, ANALYSIS AND INTERPRETATION OF STUDY FINDINGS	18
4.0 Introduction	18
4.1 Background information of the respondents	18
4.2 The impact of employee relations .. ;	21
4.3 Relationship between employee relation and organizational performance of government entities	23
4.4 Challenges faced by the employees in government entities	26
CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS	29
5.0 Introduction	29
5.1 Summary of the study findings according to objectives	29
5.2 Conclusions	30
5.3 Recommendations	31
5.4 Suggested areas for further researcher.	32
References	33
Appendices I: Questionnaire kabale district local government staff	35

Appendix II: Interview guide chief administrative officer	38
APPENDIX IV: Research project budget.	40

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LIST OF ABBREVIATIONS

KDLG: Kabale District Local Government
United Kingdom
Kigezi Region

ABSTRACT

The **study** considered the relationship between employee relations and organizational **performance** in Kabale District Local Government. The study was guided by the impact of **employees** relations on the performance of the government entities with specific case study of Kabale District Local Government, the relationship between employee relation and organizational performance of government entity with specific case study Kabale District Local **Government** and the challenges faced by the employees in the government organizations.

The study used descriptive research design that aimed at generating information after the incident had occurred; Qualitative approach included the use of interviews. Data was collected using a questionnaire and interview guide, simple random and purposive sampling method were used. Both qualitative and quantitative methodologies were used to analyze data as a sample size **of** 50 respondents was used.

The study revealed that the impact of employee relations used at Kabale district local government **include**; regulations and agreements by which employees are managed both as individuals and the organization, promotes teamwork which achieves organization goals, employees will be treated fairly and honestly. The study revealed that some of the relationship between employee relation and organizational performance of government entities were employee relationship is the major factor determining the performance of employees, beliefs and behavior of the enterprises employees are held to occupy strategic role in corporate success, security and sense of belonging was more important in determining workers morale and productivity.

That the study revealed that challenges faced by the employees in government entities as prevailing negative attitudes about government and government employees, frequent and abrupt changes in leadership, different employee motivations, strong civil-service rules and employee protections, constraints on the use of financial incentives. The study findings concluded showing the impact of employee relations used at Kabale district local government as regulations and agreements by which employees are managed both as individuals and the organization, promotes teamwork which achieves organization goals, employees will be treated fairly and honestly. Finally the study recommended that employees' input should be recognized and valued by the employer.

CHAPTER ONE INTRODUCTION

1.8 Introduction

This chapter comprises of the background of the study, statement of the problem, purpose of the **study**, objectives of the study, research questions, the scope of the study and the significance of **the** study.

1.1 Background to the study

Employee relationship refers to the relationship between employees and management as a frame **work** of organizational justice consisting of organizational culture and management style as well as rules and procedural sequence for grievances and conflict management indeed, the objective **of** employee relationship is to achieve harmonious employee relations and minimize conflict practices in employment (Torrington and Hall , 1998).

Employees occupy a very strategic place in an organization because of their centrality to the production process. They contribute a very indefinable role both in achievement of various organization goals and objectives as well as the government economic programme. However, for employees to perform their crucial work effectively and efficiently there must exist a strong cordial relationship between employer and employee of such organizations. Although conflict in an organization is inevitable, it must however be noted that friction between employer the employee must be reduced through a vibrant collective bargaining process to ensure smooth operation in the business of the organization (Kerning and Jaeger, 1990).

Organizational performance refers to composition of the actual output or results of an organization as measured against its intended outputs. Organization effectiveness depend on constantly improving the performance of organization members and maintaining the human potential that serves as the backbone of the organization (Kerning and Jaeger, 1990). Performance refers to the ability to achieve organizational goals more effectively and efficiently. If an organization is to meet its goals effectively and efficiently ways of accurately measuring management performance must be implemented for performance to be effective employers should recognize the legitimate desires and needs of employees for progress in their professions Harold Koontz (1994)

Most organizations in an attempt to increase productivity have come up with motivation of employees aimed at improving on the organization performance and condition of job, hence ~ performance, Organizations should induce their employees to work hard towards

achieving the business set objectives. This can be done through provision of incentives Peter

Drucker (1999)

Organization renewal is increasingly perceived to depend not only on management skills in areas such as finance, production and marketing, but also critically in the intertwined fields of people management. Armstrong M (1987).

The values, beliefs, attitudes and behavior of the enterprises employees are held to occupy strategic roles in corporate success. All organizations which aim at high performance need to have policy agenda to create relationship with the employees or working people, which support their business objectives what this calls for, is to have an employee management relations Sultan Kermally (1997). Among the objectives of Kabale District Local Government is focusing on people. The organization seeks to have well motivated, trained and professional people who will contribute fully towards achieving successful results. In support of this, the organization has a fully fledged human resource department that is charged with the responsibility of supporting organizational and human resources development policies and maintain a fit for purpose employee relation climate. Therefore it is against this background that the researcher carried out a study on employment relationship and the performance of government entities. A case study of Kabale District Local Government.

1.2 Statement of the problem

Employee relationships are known to play significant roles in fostering organizational performance (Drucker, 2009). Kabale District Local Government is perceived as successful organization within the Kigezi Region because of capability in managing its employees. It involves many issues from collective bargaining, negotiations, employment legislation to more recent considerations such as work-life balance, equal opportunities and managing diversity. Employee Relations offers assistance in a variety of ways including employee recognition, policy development and interpretation, and all types of problem solving and dispute resolution. It involves handling the pay-work bargain, dealing with employment practices, terms and

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conditions of employment, issues arising from employment, providing employees with a voice and communicating with employees. Employee relations is concerned with maintaining employee-employer relation, which contributes to satisfactory productivity, increase in employee

and motivation. Hence managing these relationships becomes important for business success, as strong and healthy relationships can lead to greater employee happiness and even

increased productivity. Therefore it is against this background that the researcher carried out a study on employment relationship and the performance of government entities. A case study of Kabale District Local Government

1.3 Purpose of the study

The study was conducted to establish the relationship between employee relations and organizational performance in Kabale District Local Government.

1.4. Objectives of the study

2. To examine the impact of employee relations' on the performance of the government entities with specific case study of Kabale District Local Government.
3. To find out the relationship between employee relation and organizational performance of government entity with specific case study Kabale District Local Government.
4. To establish the challenges faced by the employees in the government organizations

1.5 Research Questions

1. What is the impact of employees relations on the performance of the government entities with specific case study of Kabale District Local Government?
 - ii. What is the relationship between employee relations and organizational performance of government entities with specific case study Kabale District Local Government?
111. What are the challenges faced by the employees in the government organizations?

1.6 The Scope of the Study

1.6.1 Time Scope

The study covers a period of 4 years between 2018-2021 that gives the researcher a true picture and draw up the rightful conclusion about the topic in question.

1.6.2 Geographical Scope

The researcher was focused her findings ON the relationship of employees and organizational performance in Kabale District Local Government Headquarters. Kabale District is located in **South** Western Uganda.

1.6.3 Content Scope

The study was focused to determine how employee relationship as the independent variable affects organizational performance which is the dependent variable. It was based on examining the impact of employees relation on the performance of the government entities with specific case study of Kabale District Local Government, to find out the relationship between employee relations and organizational performance of government entities with specific case study Kabale District Local Government and to establish the challenges faced by the employees in the government organizations.

1.7 Significance of the Study

This research study will be useful in the following ways;

To the researcher

The study will help the researcher to know the contributions, impact and challenges of employee relations on the performance at > local government level and be able to design possible solutions to challenges faced by the organization. The study will be helpful to the researcher in attaining her award of a Bachelor's degree in Business Administration of Kaba le University.

To the University

The research findings will be beneficial to Kabale University library because it will use by other students when carrying out research in the related field. The research study was a resource to the University since academicians with the related work will use it for further research in form of Literature review.

To the government

The study findings will help the government leaders to identify the relationship between employee relations and organizational performance of government entities in Uganda so as to

achieve **their** set objectives. The study findings might help the government to identify challenges **hiierg**
workers' performance at local government level and put up mitigation measures to the challenges

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CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Literature in this chapter reviews necessary information pertaining to the subject area of this study. This chapter is divided into 3 sections; the first section discusses the impact of employee's relations in government entities with specific case study Kabale district local government, the second section discusses the relationship between employee relation and organizational performance of government entities with specific case study Kabale district local government. While the third discusses the challenges faced by the employees in the government organizations.

2.1.1 The impact of employees relations on the performance of the government entities Gennard J and Judge G (2008) define employee relations as Employee relations is a study of the regulations and agreements by which employees are managed both as individuals and as a collective group, the priority given to the individual as opposed to the collective relationship varying from company to company depending upon the values of management. As such it is concerned with how to gain people's commitment to the achievement of an organisations business goals and objectives in a number of different situations.

Schein (2018) is largely responsible for this notion of a psychological contract and his suggestion -- as that between employer and employee there exists an implicit contractual relationship which is derived from a series of assumptions on the part of employer and employee about the nature of their relationship. These assumptions may not be legally enforceable but they constitute a set of reciprocal arrangements and form the basis for a series of expectations that may have a considerable degree of moral force.

The main assumptions are that: Employees will be treated fairly and honestly, the relationship will be characterized by a concern for equity and justice and this will require the communication of sufficient information about changes and developments, Employees' input will be recognized and valued by the employer.

Cully (2018) addressed this issue as part of an attempt to ascertain the extent to which employees in the UK were satisfied with their job/work. They compiled a measure of job satisfaction which took into account employees' satisfaction with four different components of their overall reward

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paiaageincorporating both intrinsic and extrinsic factors. The intrinsic factors can be seen to

er components of the psychological contract above and consist of:

the level of autonomy and control) over the job, a sense of achievement derived from
meer, the challenge presented by work; and respect from managers in terms of recognition for well done. The

fourth component of the measure was pay. The conclusions of the

were that, overall, a majority of employees were satisfied however: Employees tended to be
least satisfied with pay; Managers tended to be more satisfied than other **occupational** groups; older workers
tended to be more satisfied than younger workers; and Part-

e workers were more satisfied than full-time workers.

Erzioni (2005), Identified three different sources and forms of power that could be utilized by employers and
three different forms of involvement. The sources and forms of power were named coercive, remunerative
and normative, and the forms of involvement were named
alienative, calculative and moral.

Gazioglu, Saziye (2013) Job satisfaction in relation to managerial attitudes towards employee, **King, Price &**
Dainty (2004) an organizations strengths and weakness relies on the way they manage and undertake
employee relations within their businesses. Gospel & Palmer (1993)

Conducted a study that revealed: employees do not put up their best performance at work if the
employee-employer relations are estranged. Regarding to employee relations they stated:

Conflict and cooperation coexists in organization. Blyton & Turnbull (2008)

It promotes teamwork which achieves organization goals. Teams are collections of people who must rely on
group collaboration if each member is to experience the optimum of success and goal achievement. Keith
(2009).

Good employee's relationships boost employee morale and encourage discipline among employees. Hence
reducing labor unrest like strikes which would affect organization
performance.

Good relationship with employees promotes motivation at work that is employees will be willing to work.
Motivation helps to increase the amount of commitment, which improves performance and create a good
company image.

2.2 Relationship between employee relation and organizational performance of government entities

Employee relationship is the major factor determining the performance of employees. Good relationship with employees can be created through motivating employees, effective communication, good working conditions and effective communication .Deming (1997) as he cited workforce as a major contributor to higher contributor to high productivity levels.

A basic obligation of employees is adequate performance. How well an employee fulfills his or her obligation depends on the degree to which the management and the employees on what defines satisfactory performance

The values, beliefs and behavior of the enterprises employees are held to occupy strategic role in corporate success. All organization which aims at high performance need to have a policy agenda to create relationship with their or working people, which support their business objectives what this therefore calls for is to have an employee management relation. Also Douglas Mc Gregor (1966) said· staff contributed more to the organization if they were treated as responsible and valued employees.

George Elton mayo (1927) also stated that the need for recognition, security and sense of belonging was more important in determining workers morale and productivity than the physical conditions under which they work.

Companies have good employee relationship this is because it's a leading company in Uganda. Employees work hard to achieve organization goals. Its produces several products such as cement products, steels products and other products.

Employees are one of the major stalk holders for every organization, both commercial and nonprofit organizations. Employees give the best part of their lives to organization; there is therefore a moral obligation to let them know how they are performing. At the same time organizations have to measure the performance of all their resources unlike technology and capital. This resource peoples has expectation and interests and they are manifested in behavior which impacts performance.

Torrington and Hall (1998) refers to the relationship between employees and management as a framework of organizational justice consisting of organizational culture and management style as

well as rules and procedural sequence for grievance and conflict management indeed, the objective of employee relationship is to achieve harmonious employee relations and minimize conflict practices in employment

2.3 Challenges faced by the employees in the government organizations

Studies on employee relations seem to confirm that it improves employee' performance and satisfaction. For example, Brown and Shepherd (1997) examine the characteristics of the work of teacher-librarians in four major categories: knowledge base, technical skills, values, and beliefs. He reports that they will succeed in meeting this challenge only if they are motivated by deeplyheld values and beliefs regarding the development of a shared vision. Vinokur, Jayarantne, and Chess (1994) examine agency-influenced work and employment conditions, and assess their impact on social workers' job satisfaction: Some employee relations' issues were salary, fringe benefits, job security, physical surroundings, and safety. Certain environmental and motivational factors are predictors of job satisfaction. While Colvin (1998) shows that financial incentives will get people to do more of what they are doing, Silverthorne (1996) investigates employee relations and managerial styles in the private and public sector. The results indicate that there is a little difference between the employee relations needs of public and private sector employees, managers, and non-managers.

In these highly-visible environments, managers need government workforces to be highly engaged if they are to succeed. This requires that public sector leaders understand and address the factors that make increasing engagement in the public sector a special challenge.

Prevailing negative attitudes about government and government employees. Critics of government, including politicians and some media, portray public sector employees ("nameless and faceless bureaucrats") as overpaid and underworked. Understandably, these images hurt employee morale and engagement. One approach to mitigating this situation is to show public employees that their agencies are working to educate the public about what they do and how it affects the public's wellbeing. This can be done through press releases, public forums, websites, social media, and even outreach to schools. Managers can make employees aware, too, of how much power they have to shift public opinion. Research conducted by Gallup and the nonprofit Partnership for Public Service revealed that when citizens report having positive interactions with public servants, they are three times more likely to hold positive opinions of government in

general. Engaged public servants can move the needle of public opinion about government, one interaction at a time. (Evans, 2006)

Frequent and abrupt changes in leadership. Turnover might be more common than it used to be, but the private sector still has nothing on the public sector in this regard. Many government jurisdictions and agencies are led by elected or politically-appointed leaders (including legislators) with brief tenures, specific policy agendas, and short-term perspectives. As the president of a large state university system recently put it, "legislators live in a two-year world." Political turnover (without any real succession planning) makes it difficult to sustain engagement. To compensate, career managers must provide strong and stable leadership - and they need to manage not just down but also up, by on boarding new political leaders so they understand the agency's values, mission, and goals, and especially how career employees are critical to achieving policy goals. (Vinokur, Jayarantne, and Chess, 1994)

Hard-to-measure achievement. Few things are more engaging than making important progress toward goals, but the goals of public-sector organizations are often hard to translate into objectively measurable units. Government managers must therefore clearly articulate long-term missions, values; goals, and impacts - and help employees see how their work connects. As one local government public servant put it: "When I found myself getting down, I would head to the front lines. Being among the citizens we served reminded me why I was there and why it was important to keep fighting." (John J. Gabarro, 2006)

Strong civil-service rules and employee protections. Engagement suffers terribly when some employees are seen as getting away with not pulling their weight. The fact that public employees have stronger job protections, even in nonunion organizations, than their private-sector colleagues, makes it more difficult to deal with poor performers. Managers must therefore clearly define employee expectations, provide frequent feedback, and take action to deal with substandard performance. They must also use the new-hire probationary period to weed out bad fits. All this applies to private sector managers, too, but the steps are even more important in government agencies, which are typically not at-will employers. (Akerle, A.,2001).

Constraints on the use of financial incentives. Government agencies usually can't provide performance incentives like large pay raises and bonuses; or perks like stock options, fitness

center club memberships, and car services. Faced with limited ways to reward and recognize performance, government managers need to focus on agency mission and impact, and also provide nonfinancial recognition. This includes adopting workplace flexibility practices, and providing non-financial recognition that sometimes means simply saying "thank you" and praising good performance. The University of Wisconsin Hospital and Clinics developed a "Thanks for Caring Recognition Tool Kit" to help managers and supervisors provide recognition. It lists rewards that managers can purchase but also includes ways to thank employees "without spending a dime." (Jay W. Lorsch, John J. Gabarro, 2003)

Strong union influence. Unlike in the private sector, where union membership has declined to an all-time low (less than 7%), union membership in the public sector remains stable (more than 35%). Managers must therefore form alliances with labor. The city of Minneapolis has 23 separate collective-bargaining agreements and a workforce that is more than 90% unionized. Before conducting its first employee engagement survey, HR staff met with union representatives to discuss survey strategy and ask for support to generate a high response rate. HR staff also met

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with union reps to review survey results, including areas of strength and opportunities for improvement. (Vinokur, Jayarantne, and Chess, 1994)

Public visibility of government. The work of government is uniquely visible, due to open meetings/records laws that require agencies to meet in public and also provide, on request, meetings minutes, memos, decision documents, emails, and even text messages. This transparency means that public-sector managers committed to improving engagement need to help employees feel safe and secure, allowing them to feel comfortable voicing opinions, taking

Different employee motivations. Research has shown that public servants find meaning in their work by making a positive difference in the lives of the citizens they serve. This is an advantage in building engagement. Many employees enter public service because they are already committed to the mission of government. Agencies need to find, aggressively recruit, and then hire job candidates who are motivated by public service. Managers must then leverage publicservice motivation by involving employees in decisions and helping them see and appreciate their individual contributions. As managers increasingly focus on engagement, a cottage industry has grown that promises any number of one-size-fits-all solutions and "secrets" to improve engagement. In truth, there are no secrets to maximizing employee engagement. Great

management always begins with understanding the unique characteristics of the workforce, figuring out what makes employees tick, and creating the environment in which they can and want to do their best work. (Fran Johnston, 2000).

CHAPTER THREE

METHODOLOGY

3.0 Introduction

The term "Methodology" describes all the activities involved in the collection of all the necessary data and information required for the project. This chapter provided methods that were used in data collection and they include; Research design, Survey population, sampling design, Sampling size, Sources of data, Tools and methods of data collections and probable problems to be encountered during data collection.

3.1 Research design

The research design used cross sectional, explanatory and descriptive research design. Cross sectional is a research design where data are gathered once perhaps over period of days, weeks and months. Explanatory research design sought to explain the variable by associating it, with the study and this was used because the researcher was interested in explaining why and how the variables behave the way they do. Descriptive research design was used to describe the variable which was under study. Descriptive aspect of the study laid in identifying the relationship between employee relations and organization performance.

3.2 Study population

The study targeted population is 60 respondents. The study population consisted of CAO, 2 accountants, 2 cashiers, 3 personnel's officers and 52 staff of Kaba le District local government.

3.3 Sampling size

A sample size of 50 respondents were selected using simple random sampling consisting of CAO, 2 Accountants officers, 2 cashiers, 3 personnel's officers and 42 staff of Kaba le District local government. The sample size was determined using Morgan's table of 1970 for determining sample size.

Table 1: Sample size of respondents

Categories	Number of respondents	Method of sampling
CAO	1	Snowball
Accountants officers	2	Purposive sampling
Cashier	2	Purposive sampling
Personnel's officers	3	Purposive sampling
Staffs	42	Simple random sampling
Total	50	

3.4 Sampling technique

3.3.1 Simple random sampling

Simple random sampling was used in selecting respondents from the sample frame. The researcher used this technique to ensure that each members of the target population has an equal and independent chance of being included in the sample of this study.

Purposive sampling

Purposive sampling technique is a non-probability sample that is selected based on characteristics of a population and objectives of the study.

It was adopted in selecting participants like the CAO and accounts of Kabale District Local Government. This was attributed to the fact that these individuals were given credible information regarding the information under investigation and they are few and would all be reached. These were selected because they are believed to have in-depth information on the phenomenon under investigation where by the researcher went to Kabale District Offices.

3.5 Sources of data

Two sources of data were used for purposes of research. These were primary data and secondary data.

Secondary data Collection

Roston (2001) defines secondary data as that kind of data that is available, already reported by some other scholars. Secondary data included policy documents and abstracts of the various scholars relating to the topic of discussion in question. Secondary data for this study was got from sources like libraries, archived records from the district, records of selected small and

medium enterprises, government publications, online information, text books, news papers, and published research reports. This was because it was readily available and easier to comprehend, as it was comprised of extensively researched work.

Primary Data collection

According to Roston (2001), primary data is that kind of data that has been gathered for the first time, it has never been reported anywhere. Shortcomings of secondary data sources such as out datedness and inadequacy in terms of coverage, necessitated the use of primary source for first data. Self administered questionnaire were used and this enabled the researcher to cover a large population quickly and at a reasonable cost.

3.6 Methods of data collection and instruments.

Questionnaires

A questionnaire is a reformulated written set of questions to which respondents record their answers, usually within rather closely defined alternatives. The questionnaire was used on the basis that the variables under study cannot be observed for instance the views, opinions, perceptions and feelings of the respondents. The questionnaire were equally used because the information had been collected from a large sample in a short period of time yet the respondents could read and write (Sekaran, 2003). The questionnaire were used in collection of data from respondents (Kabale district local government staff). The questionnaires consisted of both open and close ended questions administered to respondents of Kabale District Local Government.

Interviews

The researcher also administered interviews. An interview is a dialogue between an interviewer and interviewee. It was an organized conversation aimed at gathering data about a particular topic. This was a method where a researcher interviews respondents to obtain information about the study. In this case, the interviews during this research were structured and were specifically been administered to staff of Kabale District Local Government.

3.7 Research Procedure

The researcher got a letter of introduction from the Department of Business and Economics at Kabale University to conduct a research. She presented the letter to Kabale District Local Government where she carried out her study

Data processing analysis and presentation

Data processing

Data collected was checked for completeness, categorized and coded and entered into a computer where it was summarized into frequency tables.

Data analysis

The data got was analyzed automatically using micro soft word and excel. The Microsoft excel package was opted for, because it handles a large number of variables.

Data Presentation

Quantitative data was presented using descriptive statistics inform of frequency tables. Qualitative data was then sorted and grouped into themes. The researcher thereafter evaluate and analyzed the adequacy of information in answering the research questions through coding of data, identifying categories and parameters that emerge in the responses to the variables of the study. Qualitative data was presented using narrative text.

3.9 Ethical Considerations

Informed consent was sought from respondents who requested to voluntarily participate in the study. Rapports were emphatically built. Respect and attention to discomfort of the respondents will delicately be considered

Ethical practices were considered noting confidentiality welfare, sensitivity safety and privacy was respected.

3.9 Limitation of the study.

Limited time: Inadequate time frame required for a detailed research study. Comprehensive research study involves a great deal of collecting, analyzing and processing that requires a lot of time.

Respondents not willing to cooperate. Some of the respondents with reliable information tend to be busy with their duties and failed to attend fully to the researcher in time. Although this delayed the process of data collection, the researcher tried to overcome this by being patient and later obtained data from them.

Limited funds. The researcher faced this challenge especially in meeting expenses that required transport, stationery, and accommodation during the process of data collection. This was overcome by using relatively cheap means of transport in order to collect the research data in time.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF STUDY FINDINGS

4.0 Introduction

This chapter presents the study findings as collected from the field study that was set out to establish the relationship between employee relations and performance of government entities in Kabale District Local Government. The study was guided by the following objectives: to examine the impact of employees relations on the performance of the government entities with specific case study of Kabale District Local Government, to find out the relationship between employee relations and organizational performance of government entities with specific case study of Kabale District Local Government, to establish the challenges faced by the employees in the government organizations.

4.1 Background information of the respondents

The qualified demographic characteristics of the respondents included gender, age, marital status and level of education. The researcher managed to issue out questionnaires, conducted interviews and carried out observations during the collection of data for the study.

The researcher collected data from Kabale district local government staffs. The researcher distributed all 50 questionnaires to the respondents.

4.1.1 Gender composition of the respondents

Table 1: Showing gender composition of respondents

Gender	Frequency	Percentage(%)
Male	41	82
Female	09	18
Total	50	100

Source: Field data, January 2022

As illustrated in table 1, the study found out that the majority of the respondents were male as compared to the female. The number of males who participated in the study was represented by 41(82%) as compared to less number 09(18%) of the female respondents.

4.1.2 Age composition of respondents

Table 2: Age composition of the respondents

Age range	Frequency	Percentage(%)
Below 30	02	04
30 -40	15	30
40-- 50	23	46
51 & above	10	20
Total	50	100

Source: Field data, January 2022

The table 2 above shows that most of the respondents were between the ages of 40- 50 accounting for 23(46%). This implied that there are better employment relations at Kabale District Local Government. The other category of the respondents were in the age range of 30-40 as reported by 15(30%) of the study respondents and these respondents' views were very important for the study as most of them were participating at the district headquarters.

More, 10(20%) of the study respondents were in the category age of 51 & above. These respondents' views were so great in the process of analyzing the study variable that helped to understand the problem. Finally 02(04%) of the respondent indicated to be of below 30 years as these were of the least in number. The age composition of the study respondents could therefore be important factor in generating valid information in relation to the issues of employment relations and the performance of government entities.

4.1.3 Marital status of the respondents

Table 3: Showing marital status of the respondents

Marital status	Frequency	Percentage ()
Married	29	58
Single	19	38
Separated/divorced	00	00
Widowed	02	04
Total	50	100

Source: Field data, January 2022

As seen in the table 3 above, majority of the study respondents constituting 29(58%) were married and these were followed by respondents who were single as reported by 19(38%) of the respondents finally 02(04%) were widowed as non of the study respondents reported to fall under the category of Separated/divorced. All these respondents of the study regardless of their status were willing to provide the information that was required by the study that helped in understanding the study problem that was under research. The gender distribution of the respondents implied that most of the people participating in Kabale district local government are stable with families as they cannot easily leave their areas of operation in the process of providing their services to organizations.

4.1.4 Level of education of respondents

Table 4: Showing level of education of the respondents

Level of education	Frequency	Percentage (%)
Primary level	05	10
Secondary level	26	52
Tertiary level	11	22
University level	08	16
Total	50	100

Source: Field data, January 2022

The table 4 above shows that most of the respondents had attained secondary level of education with 26(52%), followed by 11(22%) of the study respondents who had attained tertiary level of education then university level as was indicated by 08(16%) of the respondents, finally 05(10%) of the respondents who cited that had attained primary level of education. The study on further understanding showed that all the study respondents who had attained secondary and primary levels of education. This is a manifestation that the information was from literate people and who understood the relationship between the study variables.

4.2 The impact of employee relations on performance of government entities

The study objective one was set to find out the impact of employee relations on performance of government entities used at Kabale District Local Government. According to the study findings, all (100%) of the respondents were able to understand the term employee relations as none of the study respondents was able to reveal of not understanding the same study variable.

Table 5: Impact of employee relations on performance of government entities

Impact of employee relations	Yes	No	Frequency	Percentage (%)
Job satisfaction in relation to managerial attitudes towards employee	40(80%)	10(20%)	50	100
Promotes teamwork which achieves organization goals	23(46%)	27(54%)	50	100
Employees will be treated fairly and honestly	17(34%)	33(66%)	50	100
Employees' input will be recognized and valued by the employer.	21(42%)	29(58%)	50	100
Regulations and agreements by which employees are managed both as individuals and the organization	50(100%)	00(00%)	50	100

Source: Field data, January 2022

As illustrated in table 5, the researcher sought to know whether Kabale District Local Government was determining the impact of employee relations. This was answered by the respondents views, as indicated in the table 5 above as 40(80%) were in agreement as compared to the least of number of the study respondents cited by 10(20%) who were in a disagreement with the statement that at Kabale district Local Government there was Job satisfaction in relation to managerial attitudes towards employees. This was in agreement with Price & Dainty (2004) who reported that an organizations strengths and weakness relies on the way they manage

and undertake employee relations within their businesses

The researcher also sought to understand whether employee relation at Kabale District Local Government promotes teamwork which achieves organization goals. Results from respondents' views indicated that 27(54%) disagreed with the statement and 23(46%) of the respondents were in agreement with the statement.

The above findings were corroborated by an interviewee who said;

"

"We work as a team at Kabale district local government. Therefore team work Kabale district has achieved its organizational goals because staff at Kabale district work in groups so as to achieve the set target ."

The study findings as in table 5 indicate that most of the respondents disagreed with the statement that employee relation at Kabale district employees will be treated fairly and honestly as it was reported by 33(66%) of the respondents. However, the least 17(34%) of the respondents agreed with the same statement.

The findings were in agreement with Mr. Byamukama who said that:

"

"We are treated fairly and honestly by our leadership at the district headquarters and this has promoted good relation "

The study findings also indicated that at Kabale district local government employees' input will be recognized and valued by the employer and this was accounted by 21 (42%) respondents who were in agreement with the statement while 29(58%) of the respondents disagreed.

Lastly, the researcher also sought to understand whether regulations and agreements by which employees are managed both as individuals and the organization. Results from respondents'

views indicated 50(100%) of the respondents agreed while none of the respondents disagreed with the statement. These study findings showed that at Kabale District Local Government, there are regulations and agreements by which employees are managed both as individuals and the organization.

4.3 Relationship between employee relation and organizational performance of government entities

Table 6: Showing the Relationship between employee relation and organizational performance of government entities

Relationship between employee relation and organizational performance of government entities	Number of Respondents	Percentage%
Employee relationship is the major factor determining the performance of employees.	4	8
Beliefs and behavior of the enterprises employees are held to occupy strategic role in corporate success	2	4
Security and sense of belonging was more important in determining workers morale and productivity	3	6
Employees are one of the major stalk holders for every organization	6	12
Employees give the best part+of their lives to organization	2	4
A basic obligation of employees is adequate performance	3	6
The objective of employee relationship is to achieve harmonious employee relations	30	60
Total	50	100

Source: Field data, January 2022

According to table 6 above, it was found out that among the relationship between employee relation and organizational performance of government entities was that employee relationship is the major factor determining the performance of employees and this accounted for 4(8%). Other respondents who were interviewed by the researcher noted that beliefs and behavior of the enterprises employees are held to occupy strategic role in corporate success and this accounted for 2 (4%) of the total respondents. This was in agreement with Douglas Mc Gregor (1966) who noted that beliefs and behavior of the enterprises employees are held to occupy strategic role in corporate success. Respondents agreed that all organization which aims at high performance need to have a policy agenda to create relationship with their or working people, which support their business objectives what this therefore calls for is to have an employee management relation.

Basing on the study findings, it was also revealed that security and sense of belonging was more important in determining workers morale and productivity and this was accounted by 3(6%) of the total respondents. Respondents were in agreement with George Elton mayo (1927) who stated that the need for recognition, security and sense of belonging was more important in determining workers morale and productivity than the physical conditions under which they work.

The findings were in agreement with one of Kabale District Local Government staff who said that:

"We are doing all it takes to tighten the security and a sense of belonging. Security and sense of belonging are important to help Kabale District Local Government in determining workers moral and productivity"

6(12%) of the total respondents reported that employees are one of the major stalk holders for every organization. The findings further indicated that Employees are one of the major stalk holders for every organization, both commercial and nonprofit organizations. Employees give the best part of their lives to organization; there is therefore a moral obligation to let them know how they are performing. At the same time organizations have to measure the performance of all their resources unlike technology and capital. This resource peoples has expectation and interests and they are manifested in behavior which impacts performance

2(4%) of the total respondents reported that price discrimination also determines the profitability of business firms. The findings further indicated that when a firm can price discriminate it will be more efficient. This involves charging different prices for the same good so that the firm can charge higher prices to those with inelastic demand. This is important for airline firms and this was in agreement with Porter, (2014).

Other respondents reported that employees give the best part of their lives to organization and this accounted for 3(6%) of the total respondents interviewed. Respondents agreed that employees give the best part of their lives to organization; there is therefore a moral obligation to let them know how they are performing. Respondents further agree that organizations have to measure the performance of all their resources unlike technology and capital. This resource people has expectation and interests and they are manifested in behavior which impacts performance.

Finally, the findings revealed that the objective of employee relationship is to achieve harmonious employee relations. This was represented by 30(60%) of the total respondents. This was in line with Torrington and Hall (1998) who defined employees and management as a framework of organizational justice consisting of organizational culture and management style as well as rules and procedural sequence for grievance and conflict management indeed, the objective of employee relationship is to achieve harmonious employee relations and minimize conflict practices in employment.

4.4 Challenges faced by the employees in government entities

Table 7: Showing the challenges faced by the employees in government entities

Challenges faced	Frequency	Percentage (%)
Prevailing negative attitudes about government and government employees	10	28
Frequent and abrupt changes in leadership	12	24
Hard-to-measure achievement	07	14
Strong civil-service rules and employee protections	05	10
Constraints on the use of financial incentives	07	14
Strong union influence	02	04
Public visibility of government	4	08
High administrative costs	2	04
Different employee motivations	3	6
Total	50	100

Source: Field data, January 2022

The table 7 shows that of the respondents covered by the study majority revealed prevailing negative attitudes about government and government employees was among challenges faced by the Kabale District Local Government was revealed by 10(28%) of the study respondents; this was followed by frequent and abrupt changes in leadership as was reported by 12(24%) of the respondents, then 08 (16%) of the respondents mentioned hard-to-measure achievement as another challenges faced by the employees in government entities, opportunity costs and theft that were indicated by 07 (14%) of the study respondents each, then others like mentioned strong civil-service rules and employee protections with 05 (10%) of the covered study respondents during data collection process.

The findings were in agreement with one interviewee who said that:

"Frequent and abrupt change in leadership affects Kabale District Local Government programs: Once a project is in hand with current leader, it becomes difficult for a new leader to implement without knowing the details of that project".

Further, it was established that the above challenges affecting employees in government entities have sometimes reduced greatly on the performance level due to delays.

The study further revealed that 7(14%) of the respondents mentioned constraints on the use of financial incentives as another challenge facing employees in government entities. This was in agreement with Jay and Gabarro,(2003) who reported that government agencies usually can't provide performance incentives like large pay raises and bonuses; or perks like stock options, fitness center club memberships, and car services. Respondents further agreed that government managers need to focus on agency mission and impact, and also provide nonfinancial recognition. This includes adopting workplace flexibility practices, and providing non-financial recognition that sometimes means simply saying "thank you" and praising good performance

2(4%) of the study respondents revealed that strong union influence affects employee performance in government entities. Respondents agreed that unlike in the private sector, where union membership has declined to an all-time low (less than 7%), union membership in the public sector remains stable (more than 35%). Respondents were also in agreement with Vinokur, Jayarantne, and Chess, (1994) who reported that managers must therefore form alliances with labor. The city of Minneapolis has 23 separate collective-bargaining agreements and a workforce that is more than 90% unionized. Before conducting its first employee engagement survey, HR staff met with union representatives to discuss survey strategy and ask for support to generate a high response rate. HR staff also met with union reps to review survey results, including areas of strength and opportunities for improvement.

The finding further revealed that 4(08%) of the total respondents mentioned public visibility of government as another challenge faced government entities. Respondents agreed that work of government entities are uniquely visible, due to open meetings/records laws that require agencies to meet in public and also provide, on request, meetings minutes, memos, decision documents, emails, and even text messages. They further agreed that transparency in government entities means that public-sector managers committed to improving engagement need to help employees feel safe and secure, allowing them to feel comfortable voicing opinions.

2(4%) of the respondents established that there is high administrative costs while 3(6%) revealed different employee motivations. This was in agreement with Fran Johnston, (2000) who asserted that many employees enter public service when they are committed to the mission of government. Agencies need to find, aggressively recruit, and then hire job candidates who are motivated by public service. Managers must then leverage public-service motivation by involving employees in decisions and helping them see and appreciate their individual contributions. As managers increasingly focus on engagement, a cottage industry has grown that promises any number of one-size-fits-all solutions and "secrets" to improve engagement. In truth, there are no secrets to maximizing employee engagement. Great management always begins with understanding the unique characteristics of the workforce, figuring out what makes employees tick, and creating the environment in which they can and want to do their best work.

CHAPTER FIVE

DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS OF THE STUDY FINDINGS

5.0 Introduction

This chapter contains summary of the study findings, conclusions, recommendations and suggestions for further studies. The summary of the study findings, conclusions and recommendations were done in accordance to study objectives as follows.

5.1 Discussion of the study findings according to objectives

Basing on objective one; the study showed that the impact of employee relations used at Kabale district local government include; regulations and agreements by which employees are managed both as individuals and the organization, promotes teamwork which achieves organization goals, employees will be treated fairly and honestly, employees' input will be recognized and valued by the employer, job satisfaction in relation to managerial attitudes towards employee.

These study findings can be compared with Keith (2009) who revealed that employee relation promotes teamwork which achieves organization goals. Teams are collections of people who must rely on group collaboration if each member is to experience the optimum of success and goal achievement

Basing on objective two; the study findings indicated that the relationship between employee relation and organizational performance of government entities were employee relationship is the major factor determining the performance of employees, beliefs and behavior of the enterprises employees are held to occupy strategic role in corporate success, security and sense of belonging was more important in determining workers morale and productivity, employees are one of the major stake holders for every organization, employees give the best part of their lives to organization, a basic obligation of employees is adequate performance and the objective of employee relationship is to achieve harmonious employee relations. The findings were compared with Douglas Mc Gregor (1966) who noted that beliefs and behavior of the enterprises employees are held to occupy strategic role in corporate success. Respondents agreed that all organization which aims at high performance need to have a policy agenda to create relationship with working people, which support their business objectives, what this therefore calls for is to have an employee management relation in an organization.

Basing on objective three; The study findings indicated that there are challenges faced by the employees in government entities as none of the study respondents was able to disagree with the same statement. The study further established the following challenges faced by the employees in government entities as prevailing negative attitudes about government and government employees, frequent and abrupt changes in leadership, different employee motivations, strong civil-service rules and employee protections, constraints on the use of financial incentives, strong union influence, public visibility of government, high administrative costs and hard-to-measure achievement. The findings were also compared with Jay and Gabarro, (2003) who reported that government agencies usually can't provide performance incentives like large pay raises and bonuses; or perks like stock options, fitness center club memberships, and car services.

Respondents further agreed that government managers need to focus on agency mission and impact, and also provide nonfinancial recognition. This includes adopting workplace flexibility practices, and providing non-financial recognition that sometimes means simply saying "thank you" and praising good performance

5.2 Conclusions

The study findings concluded that the impact of employee relations used at Kabale district local government include; regulations and agreements by which employees are managed both as individuals and the organization, promotes teamwork which achieves organization goals, employees will be treated fairly and honestly, employees' input will be recognized and valued by the employer, job satisfaction in relation to managerial attitudes towards employee.

In addition, it is concluded that relationship between employee relation and organizational performance of government entities were employee relationship is the major factor determining the performance of employees, beliefs and behavior of the enterprises employees are held to occupy strategic role in corporate success, security and sense of belonging was more important in determining workers morale and productivity, employees are one of the major stake holders for every organization, employees give the best part of their lives to organization, a basic obligation of employees is adequate performance and the objective of employee relationship is to achieve harmonious employee relations.

Lastly, the study concludes that challenges faced by the employees in government entities include the prevailing negative attitudes about government and government employees, frequent and abrupt changes in leadership, different employee motivations, strong civil-service rules and employee protections, constraints on the use of financial incentives, strong union influence, public visibility of government, high administrative costs and hard-to-measure achievement.

5.3 Recommendations

In light with the above study findings and conclusions, the following recommendations are made as under;

Research question one; the impact of employees relations on the performance of the government entities

The study recommends the following as the impact of employee relations used at Kabale district local government regulations and agreements by which employees are managed both as individuals and the organization, promotes teamwork which achieves organization goals, employees will be treated fairly and honestly, employees' input will be recognized and valued by the employer, job satisfaction in relation to managerial attitudes towards employee.

Research two; Relationship between employee relation and organizational performance of government entities

the study recommends that employee relationship is the major factor determining the performance of employees, beliefs and behavior of the enterprises employees are held to occupy strategic role in corporate success, security and sense of belonging was more important in determining workers morale and productivity, employees are one of the major stake holders for every organization, employees give the best part of their lives to organization, a basic obligation of employees is adequate performance and the objective of employee relationship is to achieve harmonious employee relation as relationship between employee relation and organizational performance of government entities.

Research three; challenges faced by the employees in government entities

The study recommends that prevailing negative attitudes about government and government employees, frequent and abrupt changes in leadership, different employee motivations, strong civil-service rules and employee protections, constraints on the use of financial incentives, strong

union influence, public visibility of government, high administrative costs and hard-to-measure achievement as the challenges faced by the employees in government entities.

5.4 Suggested areas for further researcher

The study was set to establish the relationship between employee relations and organizational performance in Kabale District Local Government. Further studies are suggested on the following areas as under;

The impacts of employee relations on labour turn over.

Increasing the rate of awareness of employees' relations in organizations.

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APPENDICES L:

QUESTIONNAIRE KABALE DISTRICT LOCAL GOVERNMENT STAFF

Dear Respondent,

I am **ASIMWE JACKLINE** a student at Kabale university; conducting research about the "Employment Relations and the Performance of Government Entities" as a topic for partial requirement and fulfillment for the award of Bachelor's degree in Business Administration

I request you to furnish me the information as per questionnaire provided and the information given will be so confidential and strictly for academic purposes. Thank you.

SECTION (A) DEMOGRAPHIC INFORMATION OF RESPONDENTS

Respondent's personal and District background (please tick in the appropriate box).

1(a) Age below 25years (b) 26-30years (d) 35-40years (c) 31-34years (f) 45 and above

(e) 41-44 years (b) Female

2. sex/gender (a) Male

3. Marital status;

(d) Separated

(a) Married (b) Divorced (c) Single 4. Education/Academic

qualification

(a) PHD holder (b) MA (masters)

(c) BA (bachelor)

(d) College diploma (certificate) (e) others 5. For how long have been

working at the District?

(a) 1-5 years (b) 6-10 years

(c) 11-15 years

(d) 16-20 years cover 20 years [

6. Position in the District.

- (a) CAO (b) Accountant • (c) Cashier
 •
 Others,

SECTION B; THE IMPACT OF EMPLOYEES RELATIONS ON THE PERFORMANCE OF THE GOVERNMENT ENTITIES

Please tick Yes or No to indicate your opinion about the statement

No	Question	Yes	No
1	Job satisfaction in relation to managerial attitudes towards employee		
2	Promotes teamwork which achieves organization goals		
3	Employees will be treated fairly and honestly		
4	Employees' input will be recognized and valued by the employer.		
5	Regulations and agreements by which employees are managed both as individuals and the organization		

SECTION C; THE RELATIONSHIP BETWEEN EMPLOYEE RELATION AND ORGANIZATIONAL PERFORMANCE

7. What are the impacts of the relationship between employee and organizational performance?

Positive

- (i)
- (ii)
- (iii)
- (iv)

(v)

Negative

(i)

(ii)

(iii)

(iv)

(v)

SECTION D; THE CHALLENGES FACED BY THE EMPLOYEES IN THE GOVERNMENT ORGANIZATIONS

8. What challenges do you face as Employees?

(i)

(ii)

(iii)

(iv)

(v)

9. What do you think limits Employees performance at this agency?

(i)

(ii)

(iii)

(iv)

(v)

APPENDIX II: INTERVIEW GUIDE CHIEF ADMINISTRATIVE OFFICER

1. What causes bad relations in the organization?
2. How do management solve conflicts in an organization?
3. Does motivation of employees build good relation?
4. How have employee relationship impacts on the employee performance"
5. What are the challenges faced by the employees?
6. What are the factors that lead to good relations?
7. Is there any relationship between employer and employee in this organization?

MORGAN'S TABLE FOR SAMPLE SIZE

Population Size	• Confidence = 95%				Confidence=			
	Margin of Error				Margin of			
	5.0%	3.5%	2.5%	1.0%	5.0%	3.5%	2.5%	1.0%
10	10	10	10	10	10	10	10	10
20	19	20	20	20	19	20	20	20
30	28	29	29	30	29	29	30	30
50	44	47	48	50	47	48	49	50
75	63	69	72	74	67	71	73	75
100	80	89	94	99	87	93	96	99
150	108	126	137	148	122	135	142	149
200	132	160	177	196	154	174	186	198
250	152	190	215	244	182	211	229	246
300	169	217	251	291	207	246	270	295
400	196	265	318	384	250	309	348	391
500	217	306	377	475	285	365	421	485
600	234	340	432	565	315	416	490	579
700	248	370	481	653	341	462	554	672
800	260	396	526	739	363	503	615	763
1000	278	440	606	906	399	575	727	943
1200	291	474	674	1067	427	636	827	1119
1500	306	515	159	1297	460	712	959	1376
2000	322	563	869	1655	498	808	1141	1785
2500	333	597	952	1984	524	879	1288	2173
3500	346	641	1068	2565	558	977	1510	2890
5000	357	678	1176	3288	586	1066	1734	3842
7500	365	710	1275	4211	610	1147	1960	5165
10000	370	727	1332	4899	622	1193	2098	6239
25000	378	760	1448	6939	646	1285	2399	9972
50000	381	772	1491	8056	655	1318	2520	12455
75000	382	776	1506	8514	658	1330	2563	13583
100000	3	778	1513	8762	659	1336	2585	14227
250000	3	782	1527	9248	662	1347	2626	15555
500000	3	783	1532	9423	663	1350	2640	16055
1000000	3	783	1534	9512	663	1352	2647	16317
2500000	3	784	1536	9567	663	1353	2651	16478
10000000	3	784	1536	9594	663	1354	2653	16560
100000000	3	784	1537	9603	663	1354	2654	16584
1000000000	3	784	1537	9603	663	1354	2654	16586