THE IMPACT OF EMPLOYEE RELATIONS ON THE PERFORMANCE OF
ORGANIZATIONS IN UGANDA

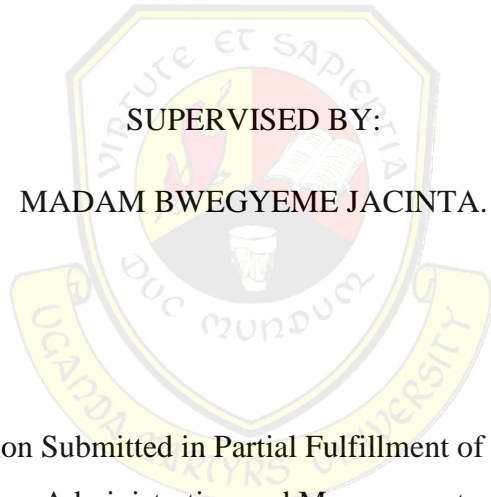**CASE STUDY**: CENTENARY BANK, MBARARA BRANCH

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Dedication

I dedicate this work to the entire family of Mr. & Mrs. Nturanabo H. of Sheema district for supporting me in my studies in different ways both financially and spiritually. It's entirely because of my family that I have made it to this level. May the almighty bless my lovely parents, brothers and sisters for loving me dearly and supporting me throughout my research. I too dedicate this piece of work to the management of centenary bank Mbarara branch without whose continuous support I would not produce this dissertation, may God bless you all abundantly.

Acknowledgement

My sincere gratitude goes to all those who helped me in one way or the other to make sure that this research is a success one, may the good Lord bless you all.

I am so humbled by the support given to me by the entire management and staff of centenary bank by making sure that I'm availed with all the necessary information that subsequently led to the successful completion of the study.

In a special way, I would like to thank my dear supervisor Mrs. Bwegyeme Jacinta for her continuous support and guidance throughout this study hence it's successful. May the lord reward her and make her prayers come true.

To my dear classmates of Business Administration and Management 2011/2014, thank you so much for being there for me to ensure that we struggle and finish together, May you all be blessed abundantly.

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Abstract

The primary role of this research was to determine the impact of employee relations on the performance of an organization in Uganda. The research question addressed the extent to which improved employees relations have influenced the performance of centenary bank, Mbarara branch. The primary core aspect of the study was the use of cross-sectional survey research design in generating the required primary data and the use of questionnaires and interview guides which were highly comprehended. The time duration of study was between November 2012 and April 2013. A sample of 10 management staff, 20 employees and 22 clients, were respondents totaling to 52 was used. SPSS was used in analyzing the different samples of 52 employees using stratified random sampling method for the purpose of questionnaire administration. The results revealed that employee relations are an important tool in any organization toward achieving its goals in centenary bank, Mbarara branch as it was indicated by the majority 70.5% of the respondents as it is shown in section D of chapter four. It therefore recommends among; open and effective communication, management's flexibility, timely rewards and team building. The research also concluded that employee empowerment, employee rights and employee involvement should always be observed at all times in an organization for its effectiveness and efficiency.

CHAPTER ONE

1.0   Introduction

The study was aiming at discovering the impact of employee relations on the performance of organizations in Uganda

Employee relations involve the body of work concerned with maintaining employer-employee relationships that contribute highly in areas of productivity, motivation and morals of employees in an organisation. Essentially employee relations are concerned with preventing and resolving problems that may arise with in employees themselves or with the organization.

Maintaining positive communication with employees, supervisors and managers need to minimize the occurrence of employee relations problems in the organisation.

This research comprised of a broad range of concepts, practices, and objectives arising out of the relationship between an organization and its employees and among the employees themselves. The research covered the effects of the organization's rules and culture on employee relations, helping Human Resource professionals gain the knowledge and skills necessary to anticipate, address and diffuse workplace issues that may interfere with employee engagement and the organization's business objectives.

1.1 Back Ground of the Study

According to Frank B. (1997), Employee relations in any organization are a great motivator of employees to attain the set goals of the organization. Poor relations have only negative effects in the organization which may include; employee turnover, poor customer service, late coming and all these make an organization to be out competed by other organizations.

Globally, financial institutions have tried to overcome all these effects that are as result of employee relations through; observing their rights, involving them in decision making in an organization and even empowering them.

According to Price (1977), employee turnover is the ration of the number of organizational members who have left during the period being considered divided by the average number of people in that organization during the period. This term is also often utilized in efforts to measure the relationships of employee in an organization as they leave regardless of the reason.

Organizations all over Uganda and the world at large including financial institutions have invested a lot in their employees in terms of training, developing, maintaining and promotions for example, many banks in Ghana such as standard chartered bank, Barclays bank and Ecobank have established training centers and allocates huge budget to these training centers so that their employees can be equipped with necessary skills and knowledge.

The essence of providing these huge sums of money towards training actually conforms to the comment given by Becker (1999) that the most common cause of employee turnover in an organization is the relationships between employees, management and the organization.

Many financial institutions in Uganda have tried to promote employee relations through different ways like providing get together parties for their employees especially at the end of the year, giving them holiday packages and free healthy services as the way of improving on the relations they have with their employees so as to achieve organizational goals.

William H. (1993), many organizations have seen employee relations as one way of trying to avoid problems with unions by making them unnecessary. That is, the firm tries to keep its employees so satisfied that they see no need of joining a union.

That one company which has been successful with this approach is Du Pont. By stressing employee well-being and keeping wages competitive, Du Pont has successfully held off more than 17 years of attempts by the steelworkers union to win a company-wide election.

Some companies attempt to forestall unionization of their workforce, or at least to keep the work force satisfied by employing an Ombudsman, whose job is to check out and resolve the employee complaints. Ombudsmen are now found in corporations and in governmental and educational organizations.

1.2 Problem Statement

Employee relations according to Rose E. (2004), involves the body of work concerned with maintaining employer-employee relationship that contribute to the satisfactory productivity, motivation and morals within an organization.

In Uganda many organizations emphasizes good relations between the employees and management as the way of motivating them to achieve the organizations' goals.

Nevertheless, there appears to be a consensus that employee relations continues to be a critical area for Human Resource managers to manage in different organizations. Though not a universal belief, research and other evidence may suggests that many larger employers in both the public and private sectors are concerned with aspect of employee relations or if necessary, establish effective machinery for consulting employees.

The general view was that organizations needed to be capable of dealing with employees on both an individual and a representative basis. In terms of what actually needs to be managed, the emphasis is not so much on pay but on issues such as recruitment, retention, and rights. The most detailed and persuasive responses may reflect a view that effective employee relations practitioners are strong at storytelling and making sense of situations

However, with much emphasis being put on the employee relations like through motivating them, giving them holidays, arranging for end of year parties and rewarding them for the work done, organizations have still failed to perform to their expectations which has triggered the researcher to find out the impact of employee relations on the performance of organizations in Uganda.

Therefore, the researcher aimed at finding out how the employee relations relates to performance of organizations in Uganda taking a case study of centenary bank, Mbarara branch in Mbarara district.

1.3 Purpose

To find out the impact of employee relations on the performance of organizations in Uganda

1.4 Objectives

To establish the role of employee rights on the performance of organizations in Uganda

To find out the role of employee involvement in decision making on the performance of organizations in Uganda

To examine the need of employee empowerment on the performance of an organization in Uganda

1.5 Research Questions

What were the impacts of employee rights on the performance of organizations in Uganda?

What were the roles of employee involvement in decision making in an organization in Uganda?

What was the need of employee empowerment on the performance of an organization in Uganda?

1.6 Research Hypothesis

Employee rights have an influence on performance of organizations in Uganda

Employee involvement in decision making greatly influence the performance of organizations in Uganda.

Employee empowerment is a necessity of performance of organizations in Uganda.

1.7 Scope of the Study

The research was carried out on the centenary bank Mbarara branch. The researcher aimed at ranch concentrating to be able to get reliable results to be able to draw conclusion son the research.

The study was centered on the impact of employee relations on the performance of organizations in Uganda. The study aimed at identifying different ways on how to improve on the employee relations in centenary bank and other financial institution as they may share similar challenges.

1.8 Geographical Scope

The bank is located in Mbarara town in Mbarara municipality, Mbarara district and western part of Uganda. The study mainly focused on the employees, some clients of centenary bank and management team of that bank in particular.

1.8.1 Time Scope

The researcher was focusing mainly on the period of about five years to gather the necessary information that was from 2008 to 2013, while conducting his research. The researcher focused on that period to estimate possible challenges which was hindering employee relations in that particular period. The findings of that period were to help the researcher to estimate the possible ways on how to improve employee relations in the bank and other organizations that might find it useful.

1.9 Justification of the Study

The research intended to benefit all organizations of all kinds in Uganda through equipping the management with necessary skills to observe and understand the need of good employee relations in their respective organizations. The study further went in to details of the employees and not only stopping at the functions of those organizations, it was to seek to explain the need of good relations between organizations and their employees'.

1.10 Definition of Key Terms

Employee relations---this refers to the degree to which employees in an organization relate to each other or with supervisors/ management.

Employee rights-----These are rights that an employee is entitled to in an organization or firm and they are supposed to be observed by his or her employer.

Training; Jerald et al (1995) defined it as a process through which people systematically acquire and improve the skills and abilities needed to better their job performance.

Employee involvement---- a way of creating or managing good relations between employers and management and employees in an organization.

Employee empowerment---this is the delegation of additional decision-making authority and responsibility to operative employees**.**

Employee turnover----this is the ratio of number of people in an organization who have left during the period being considered to the average number of people in the organization during the period.

Productivity------this is the ratio of output to input of an organization in a given period

Morale----this is the mental attitude of employees towards the employer or their job.

Empowering---this is the delegation of additional decision-making authority and responsibility to operative employees.

Grievance—this is an employee or union complaint that management is violating some provision of the union cont.

1.11. Conceptual frame work

INDEPENDENT VARIABLE **Employee relations** ➢ Employee rights ➢ Employee involvement ➢ Employee empowerment	DEPENDENT VARIABLE **Performance on organizations** ➢ Increased market share ➢ Quality services ➢ High turnover

Intervening variable

➢ Management style
➢ Monetary policies
➢ Conflicts in firms
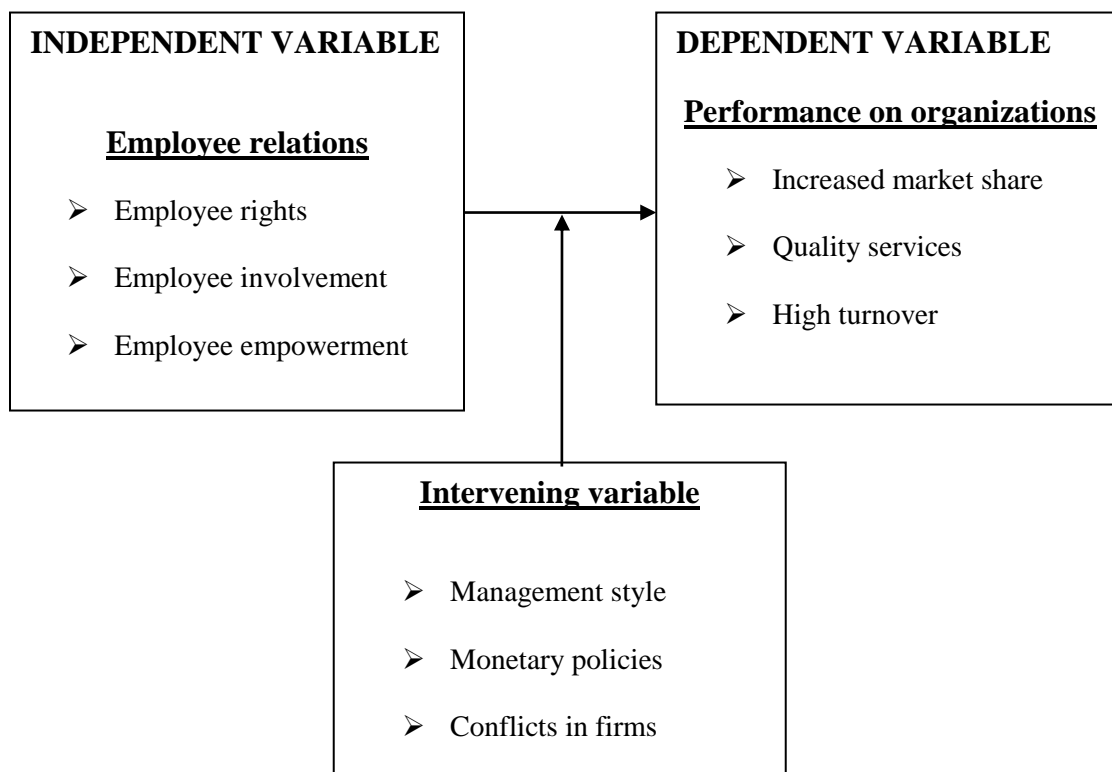
Source: Developed by the Researcher

The researcher split the different variables as per his study into independent, dependent and intervening variables. Dependent and intervening variables were linked to the independent variable to find out their impact on the employees relations and the performance of the organizations in Uganda. The researcher used many variables to one approach while discussing the variables in details and show they how relate to each other and to the employee relation in an organisation. The dependent variable, only happen when the independent variables are in place which affect them either positively or negatively.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

In this chapter, the researcher explained his research objectives in relation with other people's work. He aimed at seeing what other scholars talk about in relation his area of interest which was topic of study by reviewing their literature.

Abbassi (2000) employees are seen as major contributors to organization's competitive advantage and as such for the competitive advantage to be maintained, employee relation should be encouraged by management.

2.1 Over View of the Topic

In this chapter, the researcher used other people's work in relation to his research study/topic. The chapter entailed the literature review of other scholars who were in line with the study topic, how employee relations impact on the performance of organizations in Uganda. Different views from different scholars who have researched on this topic in the researchers study and he acknowledged them in his work.

2.2 Review of Related Literature

Several authors, scholars and lecturers have proposed means for evaluating the effectiveness of employees in banking sectors. This study was therefore incomplete without discussion on the various concepts that determine employee relations as practiced in various areas of the world. The banking industry is no exception. The important role that service firms play in the development assisting its customers can not be under estimated or over emphasized. This has led

to a lot of research activities both in the developed and developing countries. With ever increasing choices, today's companies place more important role on employee relations.

2.3 The Role of Employee Rights on the Performance of Organizations In Uganda

Employees need to be treated fairly and the management should be able to observe their rights since they are resources for the organisation Gomez R.et al (2008). That, this is done through creating good relations between the management and the employees are largely focused on their jobs. They want to be treated fairly and with respect by the management of any organisation. That new employees are likely to need more challenging work assignment that will advance their career, while senior employees may be interested in job security and retirement benefits. Firms that neglect employee stake holders may have to deal with angry labor unions which can disrupt output through work stoppages or loss of the most valuable or marketable employees to their competitors.

However, Fredrick D (1985) believes there are other ways or mechanisms of giving employees a greater voice and protection from abuses which discourage employee relations in an organization hence contributing to poor performance. That numbered companies have established an office of corporate ombudsman. This provides all employees of a company with good offices where they can discuss their grievances and other concerns in an organisation. Also organizations have tried to assure open communication and process by means of an open-door policy. This is an assure way of improving on the employee relations in an organisation which result in high performance. That if such a policy is to be more than mere lip service to the concept of openness, and then all managers respect the rights of people under their supervision to voice complaints and express frustration about problems without the threat of losing their jobs. As industrial physiologists Charles L. Hughes describes the idea; "one the key factors in the effective use of open door

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policy is the "24 hour turn around". Under this concept, employees who have problems may contact any member of the management whom they feel can help.

This makes the employees in an organisation to feel that they are respected, observed and are taken as main contributors of the organizational performance hence increasing their relations with the management especially with their supervisors since they are assured of response within 24 hours.

In relation, Appleby C. (1994) states that it is important to note that employment protection (consolidation) Act 1978 provides an employee continuously employed between four weeks and two years is entitled to not less than one week notice, with further entitlement of more one week for each succeeding year, continuous employment up to twelve years.

That it is of course, possible for the employee to be given wages in view of notice. However, it's vital to grasp that, even though an employee is given a notice of which she/ he is entitled to as his/her right, she/he may still claim for unfair dismissal, organizations should observe such closes for better relationships with their employees to achieve their goals.

He also, argues that, employees are entitled to training. That arrangement should be made for new employees to be introduced to the firm and the job. A new employee must be shown where his/her place of work in the organization depending on its type, and this should include; brief history about the company products, names of department heads, the rules of working, safety and health regulations, human resource policy regarding discipline, transfer, promotion, holidays and introduction to see new employees own department. That also, some training needed for all employees and not only new ones. It may give which wider general knowledge of new techniques or broader outlook, but can be most beneficial to employee employer relationship.

That employee is also entitled to rights of maternity leave and to have her old job back when she returns. In addition she is entitled to maternity pay for six weeks of absence. However, to claim these rights, the employee must have completed two years continuous employment at the eleventh week before the time of her expected confinement which is when her entitled to maternity leave and pay begins

Gomez R. (2008) all this justifies that good relations in an organization as a result of observing employee rights can greatly influence the performance of organization.

2.4 The Impact of Employee Involvement in Decision Making in Organizations in Uganda

Employee involvement is the process of deciding on what to be done by the organization, with the help of employees. Modern theory on the employee participation known as employee engagement was defined by CIPD 2007 as the combination of commitment to the organization and is values that go beyond job satisfaction and motivation. Bricley A, Smith W and Zimmerman L. (2009) also defined it as a way of creating or managing good relations between employers and management and employees in an organization which reduces on the negativity of employees on the decisions made in the organization since they are part of it. For example, employee by-in, often use suspicious that management-initiated decisions benefits managers at the expense of employees; managers frequently suggests that they grant decision rights to the groups of employees specifically to increase "by in" is asserted that employees who take part in the decision making process are likely to support the final decision and be more active in its implementation this occurs in at least three reasons; one being a semantics information and un certainty which in turn prevents employees from knowing the full consequences of the decision,

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second a group of employees has less to fear if they make decisions themselves and third, employees have strong incentives to invest in implementing decisions but they recommend because their reputation depend on the ultimate outcome of the decisions. Therefore, all this require good relations between the organization and the employees for the effective implementation of the organization decisions to achieve its goal since human resource contribute a lot to the organization that is two thirds, (2/3).

In support, Pettinger R. (1994), says that decision making is a constant and integral part of all managerial activities. All managers must therefore be able to take and make effective decisions and understand the processes involved in their implementation. Decisions are taken at strategic and policy level; operational level; and at lower levels concerned with day-to-day administration and maintenance of group and departmental activities. However, at which ever level, the decision is required therefore fundamental considerations have to be made if the process has to be effective and successful. There are therefore different stages in decision making process which if understood and followed, provide a model of all circumstances in which decisions have to be taken, that some of these levels are; problem definition, process determination, time scale and information gathering which is a vital to understand that very few decisions can be made with perfect information, such quality is always not available. That to get such quality information for the management to take a corrective action based on perfect decision made will depend on the level of employee involvement because these are the main source of information in an organisation.

Employees are involved in day-to-day running of the business in an organisation and therefore it's based on this fact they have a lot of information about where about of any source of challenge in the organisation.

Therefore, it makes a greater sense to involve employees while trying to make decisions for the organisation after all they are the ones to implement the corrective measures or action that are taken by the management and it becomes easier for them to implement the decisions or actions taken if they were involved in taking them.

In relation, Gennerd J and Judge G. (2005), employee involvement is a broad term that covers a range of processes designed to enable employees to voice their views to the employer and so have an involvement in management decision- making and the feelings of participation enrollment in the development of the business there is, however, no commitment on the part of management to act on the employees' views.

He argues that this, processes include indirect forms of participation such as consultative committees or work councils, as well as direct communication forms, such as regular work force meetings between senior management and the work force, problems solving groups that discuss aspects of performance (for example, quality) and briefing groups, which usually involve regular meetings between junior managers and all the workers for whom they are responsible.

It further looks in to details as to why employee involvement is important in an organization. That the control oriented approach to work force management associated with F.W. Taylor to shape in the early part of the twentieth century in response to the extending division of labour into jobs in which individuals were considered accountable.

To monitor and control effectiveness in these jobs management organizes itself into a hierarchy of specialized roles supported by top-down allocation of authority and status symbols to position within the hierarchy.

However, increasing international competition and technological change over the last twenty five years have meant that higher skills and far greater flexibility are required of the employees. Walton (1985), in this environment a commitment strategy towards the workforce is required. Following this strategic approach to managing, the work force jobs are designed to be broader than before (job enlargement), to combine planning and implementation and to include efforts to upgrade operations not just to maintain them. The responsibilities of individual employees are expected to change as conditions change (functional flexibility), and teams-not-individuals are accountable for employee performance. The teams control how they will deliver their objectives. Employees are thus said to be empowered. A commitment strategy therefore involves dispensing with whole layers of management and missing status differentials, so that control depends on shared goals and expertise rather than a formal position that carries influence with it.

In addition to the above, they also state, as defined by Marchington etl (1992), employee involvement and participation practices are initiated principally by the management and they are designed to increase employee information about, and commitment to, the organization. Employee involvement concentrates on the individual employees and is designed to produce committed work force more likely to contribute to the efficient operation of an organization.

By introducing employee involvement mechanisms, management seeks to gain the consent of the employees to its proposed action on the basis of commitment rather than control (Walton 1985). These mechanisms are just aimed at enabling individual employees to influence management decision-making processes.

That however, who makes the final decision on whether the employees are to be involved, and participate in management decision-making, remains in the hands of the management team of the organization. Employee involvement, unlike collective bargaining and work representation on the board is not about employees' sharing power (jointly regulating) with management. The decision, as to whether to accept or reject the views of the employees rests with management alone.

That the case for the employee involvement and participation system from economic efficient gains. They are a number of reasons for such outcomes, that employees are generally better informed about the work tasks and processes than their manager and they are therefore better placed to achieve enhanced performance. Secondly, advocates of employee involvement and participation argue that it is associated practices to provide employees with better intrinsic rewards from work than from other firms of work place management such as collective bargaining. It's said that these rewards increase job satisfaction and intern enhance employee motivation to achieve new goals.

Then it is also hypothesized that by granting workers greater access to management information, mutual trust and commitment will be increased, thereby reducing labour turn over. In addition empowering workers reduces the need for complex systems of control, and hence it leads to improved efficiency.

In comparison, Blyton P. and Turnbull P. (1998), adds on the point of employees participation which is defined as the degree to which employees or their representatives influence the final decisions in the organisation.

That management advocacy of certain types of participation represents an acknowledgement that employee commitment needs to be actively secured rather than passively assumed, and that's involving employees in decision making is a means of achieving this. Managements support and participation is also an acknowledgement of the potential contribution of employee knowledge to the management of the organisation in particular, tapping valuable worker, experience of the way work tasks are organized and performed. More generally, this management orientation is an acknowledgement that many employees seek only financial recompense from work but also a more extensive engagement with the institution in which they spend a large proportion or their working hours.

Luthans F. (1972) shows that much attention recently has focused on the "blues" experienced on the job by rank-and-file workers. The hopeless and boredom resulting from meaningless work and the effect of such reactions on the health, productivity, and political references of these workers have been portrayed by the mass media.

Over specialization, petty rules, humiliation and fatigue are manifestations of poor quality of working life has recently been the subject of several television documentaries and popular books and is a current theme in management development programs. Emerging from this concern of over the quality of working life is the view point that managers should involve the employees to a greater extent in the decisions affecting work than is presently the case.

This gives a shape to employees that they also mean something to the firm and gives them a sense of feeling that they are part of it hence increasing their relations with the firm since they are aware that decisions they make mean a lot to the organization and they are the ones after all to implement the decisions made.

In relation to the above, Harrison E. (1987), argues that, there is less a universal agreement regarding the relative effectiveness of managers functioning as individual decision makers or as the members of decision-making groups. That, much of the management literature increasingly extols the relative merits of corrective decision making and consensual choice.

Some writers however, point out to the possible disadvantages inherit in the cohesiveness that is deemed essential for effective decision-making, and others believe that exceptionally competent individuals are more likely to arrive at better decisions than the common-least-denominator for consensus characteristics of collective choice. Finally, there are those who assert that many individuals are more inclined to accept risks as members of the groups than decision-makers in their rights.

That also the concept of employee participation in decision making seems to fascinate behaviorists and social scientists, who never tire of extolling its merits while tending to ignore its potential demerits. In the broad sense, participation refers to the active involvement of subordinates or followers in the making of decision that directly affect them in the work place. This gives employees in any organization moral to work toward achieving the goals of the organization as set by the management and the employee themselves since they are both indirectly and directly involved in decisions made for the organization on area of achieving the objectives. Employees put in mach effort to achieve their targets which is a good sign of employee relations in an organization hence early delivering of reports, high productivity and early reporting on work places as well as good customer care.

In support, Certo C S. (2006), points out clearly that some organizations allow and expect supervisors to work with a team or other group in arriving at a decision. For example, a supervisor might seek input from a team of employees in deciding how to meet production targets or encourage them to come up with solutions among themselves, that for this case, group members can contribute ideas for alternatives rather than an individual could think of alone. Since people tend to draw from their own experiences when generating and evaluating alternatives, a group will look at a problem from a broader perspective. That more so, people who are involved in coming up with a solution are more likely to support the implementation of that solution. They will better understand why a solution was selected and how it is supposed to work, and they will tend to think of it as easier solution.

In support to the above writers, Gennard J. and Judge G. (2005) points out that employee involvement schemes are more likely to be introduced successfully where there is a willingness on the part of both management and employees to be open in their attitude and behavior. Employee commitment will not be gained in an atmosphere of luck of trust and motivation. Schemes cannot operate effectively in a background of disputes and confrontation.

 Insufficient motivation on the part of management and employees to make involvement and participation practices work or insufficient mutual trust to allow them work, it's more likely to be the cause of their failures than the substance of the practices. If management introduces employee involvements and participation schemes but shortly afterwards changes its style to one that is less open and participative, the employees are likely to reward this behavior as an attempt by management undermine the schemes.

Good employee relations, is thus a necessary precondition for the effective implementation of employee involvement and practices schemes. An open style of management in which employee support for proposed action is gained by consent, and not by coercion, is essential. However, by its self a good employee relations environment is not a sufficient condition for the successful implementation and operation of involvement and participation schemes. It also requires unquestioning commitment from top management and general good relations in the entire organization.

2.5 The effect of employee empowerment on the performance of organizations in Uganda
Empowerment is the concept that gained immense popularity in 1990s and looks set to continue as a popular organization initiative in the twenty-first century. It's a managerial ideology in its own right as well as being used with other initiatives and strategies such as BPR, TQM and the learning organisation. It is strongly associated with cultural change initiative, delayering and restructuring, and usually involves developing power and responsibilities to teams at work place or customer level (Arkin, 1995).

In support, Cook and Macaulay's (1997) defined empowerment as 'a change-management tool which helps organisations to create an environment where every individual can use his or her abilities and energies to satisfy the customer' (p.54). It's all-embracing nature skirt over issues of how employees use their abilities, and whether there are boundaries to responsibilities, the degree, and type of power employees enjoy, power relations between employee, managers, individuals, teams, customers and the context of empowerment.

Boone L. and Kurtz E. (1976) defined employee empowerment as the delegation of additional decision-making authority and responsibility to operative employees. That employee empowerment frees managers from hands-on control of subordinates and motivates workers by making their jobs more interesting. Assigning responsibilities to each member in an organization, so as in case any challenge she or he is held responsible for the problem in his or her particular area, enables workers to feel part of the organization hence improving employee relations in that particular organization.

In addition, that today new workers are better educated than their predecessors. That, their concerns are often broader on those of their parents and grandparents, moreover, they are likely to be more militant on the issues of environmental concerns, flexible, working patterns, and shared decision-making. The future of organized labour will be greatly affected by its responses to those workers. That the recent trend towards employee empowerment and employee management team worker has improved communications between management and labour, their by reducing need for work representation which were the main reason why workers join unions, hence good employee relations.

That also, morale is another factor towards promoting employee relations in any organization for better quality services and products. That morale is the mental attitude of employees towards their employers and or their jobs. It involves a sense of common purpose with respect to other members of the work group and to the organization as a whole. High morale is a sign of well organized organizations because workers' attitude towards their jobs affects the quality of the work done. Therefore, employee empowerment is one of the ways to improve morale amongst the employees so as to achieve organizational goals. It further states one of the most obvious signs of poor manager-worker relations is poor morale.

It lurks behind absenteeism, employee turnover, slow down and wide cat strikes. It shows up in lower productivity, employee grievances and transfers.

In relation, Dess G., Lumpkin T. and Eisner B. (2013), 'the great leader is a great servant' asserted ken Melrose, chief executive officer of Toro Company and author of making the grass green on your side. A manger's role becomes one of creating an environment where employees can achieve their potentials as they help move the organization towards its goals. Instead of viewing themselves as a resource controller and power brokers, leaders must envision themselves as flexible resources willing to assume numerous roles in coaches, information providers, teachers, decision makers, facilitators, supporters, or listeners depending on the needs of their employees.

The central key of empowerment is effective leadership. Empowerment cannot occur in a vacuum leadership. According to Melrose, 'I came to understand that you best lead by serving the ends of your people. You do not do their jobs for them; you enable them to learn and progress to the job'. Robert Quinn and Gretchen Spreitzer made an interesting point about to dramatically opposite perspectives on the empowerment. In the top-down perspective, empowerment is about delegation and accountability---senior management has developed a clear vision and has communicated a specific plan to the rest of the organization.

That this strategy of empowerment encompasses; starting at the top, clarifying the organization's mission, vision and values, clearly specifying the tasks, roles and rewards for employees, delegating responsibility and holding people accountable for the results.

By contrast, the bottom up view looks at the empowerment as a concerned with the risk taking, growth and change. It involves trusting people to "do the right thing" and having a tolerance for

failure. It encourages employees to act with a sense of ownership and typically "ask for forgiveness rather than permission" and here are involved; starting at the bottom by understanding the needs of employees, teach employees self management skills and model desired behavior, building teams to encourage cooperative behavior, encouraging risk taking and trusting people to perform. That the employee ownership is clearly shown at the chapel steel, that, mangers at the chapel steel, a steel minimal in Midlothian, Texas, are convinced that employee ownership empowers workers to act in the best interests of the company. They believe that ownership is composed solely of the firm's equity but also of its knowledge. By sharing financial and knowledge resources with employees, chapel steel, is a model of employee empowerment, ninety percent (90%) of its employees own company stock and everyone is salaried, wears the same white hard hats, drink the same free coffee and has access to the knowledge that goes into the innovative processes at the firms manufacturing plants. That, all these improve employee empowerment in and return employee relations in a plant is achieved hence leading to the attainment of organizational objectives/ goals.

According to Emerson (2012), Empowerment in the workplace is an often-misunderstood concept. Employee empowerment is a term that many managers and organizations think they understand, but few actually do, and even fewer really put into practice. Many managers feel that by empowering employees, they relinquish the responsibility to lead and control the organization and this is not the case. That empowerment is actually a culmination of many of the ideas and tenets of employee satisfaction that are discussed and analyzed frequently in a variety of books and periodicals focused on the subject. For an organization to practice and foster employee empowerment, the management must trust and communicate with employees. Employee communication is one of the strongest signs of employee empowerment in an organization.

That management must be willing to communicate every aspect of the business to its employees in an open and honest manner. This communication may include; elements of the strategic plan, financial performance, key performance indicators and daily-decision making.

Employee empowerment has been described and defined in many ways but is generally accepted as: the process of enabling an employee to think, behave, act, react and control their work in more autonomous ways, as to be in control of one's own destiny, he further says. Effective employee empowerment not only has positive implications for employee satisfaction, but also many other organizational facets, such as member service and member retention.

Empowering employees' leads to organizational encouragement of entrepreneurial traits and prompts employees to make decisions, take action, and foster their belief that they can take control of their own destinies. This belief leads to self-motivation and a sense of independence that is translated into greater loyalty and extra effort for the organization. Empowered employees come to believe that they control their own success through their efforts and hard work, which in turn benefits the success of the entire institution.

The most important factor in effective employee empowerment is bilateral communication. Employee surveys and evaluations show repeatedly that empowerment and communication rate is highest in regard to employee satisfaction in an organization. Companies committed to employee empowerment provide more information in greater detail than the average company. Empowering employees to increase their satisfaction and the organization's performance will require a greater amount of communication than ever thought possible.

This will require management to invest in increased amounts of time communicating to employees and allowing for feedback. In addition, it will require that management honestly evaluate the communication styles and methods that are being used in the institution to ensure the most efficient processes possible.

Communicating and sharing information accomplishes several objectives that are not only important for the empowerment process, but also for overall employee satisfaction with the organization Employee empowerment requires a strong and lasting commitment from an organization's management. A pervasive misconception in relation to employee empowerment is that it is a top-down desire. Employee empowerment comes from the individual. That is not to say that management ceases to have the responsibility to lead the group and is not responsible for performance. In fact, companies that seek to empower employees demand stronger leadership and accountability. This begins with executive leadership, through all management levels and includes frontline supervisors. Successful employee empowerment initiatives require the entire organization to work together as a team in order for the benefits to be realized.

Employee empowerment is an acknowledgment by an organization's management that they realize that their employees have a lot to offer. Employees derive satisfaction from many aspects of employee empowerment endeavors, not the least of which is the corresponding benefits that allow an organization to become more competitive, profitable, and innovative.

An organization can realize many benefits from learning how to properly empower its employees; not all of which are strictly monetary. An empowered employee helps a company improve service delivery, continuously become more innovative, increase productivity, and gain a competitive edge.

Traditional top-down management tends to stifle worker productivity, create barriers to innovative solutions, and adversely affect employee satisfaction. Employee empowerment utilizes a participatory management style that requires a great deal of employee involvement to be successful. An organization that embraces the concept of employee empowerment redefines traditional workplace democratization in both terms of scope and role of the employee in the decision-making process.

A good lens by which to examine the employee and organizational benefits of employee empowerment is through the members of the institution. It is a well-known fact that institutions which are truly successful in delivering exceptional member service have several traits in common, one of which is employee empowerment.

In simple terms, organizations that empower member service representatives, allow them to make decisions that promote and enhance member satisfaction. There are now many companies that tout employee empowerment as a selling point to prospective customers. They advertise the fact that the employee empowerment philosophy allows their employees several important capabilities, including the ability to respond intelligently and independently to customer needs, and make critical decisions on-the-spot.

When encouraged with care, empowerment is a panacea for many organization ills. All managers and employees say they want empowerment, as it is considered a strategy to develop employees and serve members, which in turn will serve the company. The simple fact is that truly empowered employees have more self-confidence, are more creative and innovative, understand the strategic direction of the organization and are able to act upon this strategy, which in turn is mutually beneficial to both the employee and the organization for which they work!

CHAPTER THREE

METHODOLOGY

3.0 Introduction.

This chapter explained the methods of data collection that were used by the researcher, targeted population, and the way he analyzed his data and research procedures.

According to Jewell (2008) "the positivist approach is based on the experiment and desire to establish causality between variable". However the positivism aspect of this research is to establish a relationship between employee relations and the performance of organizations. There were two variables namely independent which was employee relations and dependent was the performance of organizations.

Both quantitative and qualitative research was done through primary (from questionnaires) and secondary data. Both deductive and inductive reasoning was used.

3.1 Research Design

Bryman A and Bell E., (2007), research design provides a frame work for the collection and analysis of data. Research design was a case study designed which entailed an extensive analysis of a single case. This was an analysis of centenary bank Mbarara branch.

In other wards to obtain adequate information to enhance a successful completion of the study, primary and secondary sources of data were critically considered. To make the primary data fairly representative and adequate, a proportionate population which consisted of management and employees of the centenary bank Mbarara branch was considered.

3.2 Area of Study

This study focused on the human resource of organizations and how it relates with its surroundings for the benefit of the firm as it may be stipulated. The researcher was interested in the role of human resource it plays to the entire organization if it is relations are good or bad, in general the researcher was trying to find out whether it is of any use to have good relations with human resource (employees).

3.3 Target population

The sample population for the study was taken from the employees of centenary bank Mbarara branch as well as some management personnel of the bank and its clients. These categories were in position to avail the necessary data required by researcher towards accomplishment of his study.

3.3.1 Sample Size

This denotes the representatives of the whole population contained in other words the number of respondents who were used in the study. In all, there were over fifty respondents, that is to say fifty two respondents.

This was because the branch was the main branch and that's the reason for choosing this branch; of which twenty two (22) respondents represented the employees of the bank and ten (10) represents the management and the remaining twenty (20) represent customers/clients of the bank. This sample size was determined by the formulae By Amin, M, E., 2005,

n= $\underline{(N)}$

         $(1+Ne^2)$

Where;- n --------sample size, N (60)--------total population, e--------standard error (0.05)

n=60/ $(1+60x0.05^2)$

n=60/ (1+0.15)

n=60/1.15

n=$\underline{52.}$

3.4. Sampling Technique

The study used probability sampling techniques for the selection of the respondents. This was to ensure that, those selected were directly involved with the issues related to the topic under study. It was also be to reduce the likelihood of the selection of respondents such that each management staff and employee has equal chance of being selected. Leedy (1997), Suggested several methods of simple random sampling, like for the case of small population, the roulette wheel method may be used.

3.5 Data Collection Method

A variable is a characteristic that assumes different values. For instance age can be thirty (30) for one person, forty (40) for another and fifty (50) for the next person. The two types of data that were used for the research were, Primary and secondary data in gathering data.

3.5.1 Primary Data

Primary data is data that involves first hand information or field work. Data was obtained through interviews, discussion with the employees and other relevant stakeholders and questionnaires from customers, employees and management of centenary bank Mbarara branch. All these ways were used to avail the necessary data needed by the researcher and also to enhance the consistence of data that was collected.

3.5.2 Questionnaire

The objectives of this study were to seek information especially from employees of the bank, that was centenary bank Mbarara branch, on how they were being treated in the last five years by their employers and how has their relations affected the performance of the bank. This was best achieved by use of questionnaire approach as the method of data collection. Questionnaires were brief and closed so as to achieve the intentions of the research and for easy interpretation of data that was collected. The researcher chose this type of data collection method simply because it is simple and it gives the respondents apple time to respond to the questions at their own will. However, access to respondents was achieved through a friend in the bank who was one of the old students of Uganda Martyrs University whom the researcher contacted and he decided to help him in the distribution of the questionnaires in a bureaucratic way.

3.5.3 Interview

The researcher also used face to face discussion with employees who among 2 were tellers, 2 guards and 1 customer care handler, and also management staff who included a supervisor and a branch manager who made a total of 7 employees of the bank who were interviewed, to find the impact of employees' relations on performance of the organization through knowing how they treat themselves. The researcher developed an interview guide to use while conducting his research.

The researcher chose that method of data collection simply because it allows the respondents to respond to the questions posed to them and in case of failure to understand there is a room for further explanation from the researcher since he was available at the moment of answering.

3.5.4 Secondary Data

Data was collected from available sources made for purposes in line or related to the study such as from textbooks, internet accessible, documents of the company of study that was centenary bank and other relevant publications like annual reports, journals and news papers. All these contained information about the study topic.

3.6 Data Instruments

According to Nicholas J. (2009) these are instruments selected or developed by researcher to collect data for the proposed study. The researcher used questionnaires as the main instrument while collecting his data in the field. They were developed for centenary bank Mbarara branch employees, management and clients of the bank, which were mainly, closed questions.

This was because the researcher aimed at getting non-bias information from the respondents, since questionnaires are easy and quick to administer which helped the researcher not to waste time and money while conducting research. The respondents were able to answer questions with no bias since they were well instructed and they were able to answer freely. The research also used interview guide while conducting research, since face-to-face interaction is important in the data collection.

3.7 Validity

According to Nicholas J. (2009), validity refers to the ability of the instrument to collect justified and trustful data. He defined Validity as the ability to produce findings that are in agreement with theoretical or conceptual values

That is, the validity of the instrument to measure what it is developed for. The researcher attained the validity by use of pilot study which helped in assessing the degree to which data collected by an instrument was used to draw conclusions to each item in the instrument.

3.8 Reliability

Nicholas.J., (2009), defines reliability of an instrument as the ability of an instrument to collect the same data consistently under the similar conditions. . The reliability was tested using the Statistical package for social scientists (reliability)

According to Burns, (1997), the concept deals with the accuracy of instrument and consistence of the data collected by it. The researcher used instruments that were to help him to acquire information which was consistency in different visits to the study area and applicable in future.

Amin (2005), also looks at reliability as a dependability or trustworthiness and in the context of a measuring instrument it is the degree to which the instrument consistently measures whatever it is measuring. The reliability and validity of the methods was determined by the use of pretesting/piloting methods in order to allow the researcher get actual facts to solve the problem under study since this method is used to see how accurate the response in the questionnaires are. The validity was pre-tested using the coefficient of validity index (CVI) and the research tools used were questionnaires, interview and observation. Out of the 42 coefficient of validity used, the items rated relevant were 36 and 6 were rated irrelevant both from the questionnaire and the interview.

CVI= Items rated relevant   *   100%

     Total number of items

$0 \leq 50$ is rated unreliable and $50 \geq$ is reliable

Items rated relevant $= 36$

CVI $=$ Items rated relevant $\times$ 100

     Total number of items

$\underline{36}$ $\times$ 100

42            $= \underline{85.7\%}$

Therefore this percentage (88.5%) shows that the instruments were valid and for testing the reliability, the researcher gave out the questionnaires to experts in research to read through and they concluded that the questions were reliable and so is in position to give all the required information for the study.

3.9 Research Procedure

The researcher started by identifying the researcher helpers like supervisor and research assistants, and trained them on how to administer research instruments like questionnaires to the respondent. The researcher also got the recommendation letter from the faculty dean to carry out his research on the stated topic. He also got permissions from the local council of the area (field) and authority of the bank to access employees to get the necessary information. The researcher administered the research instruments like questionnaires to the respondents through a third party who was a friend and a worker at the same time and did it at his freewill.

The questionnaires were administrated at lunch time on Wednesdays and Thursdays to avoid cases of weekend programs of employees which tend to be high on Fridays. The researcher also left the questionnaires with the respondents for about two days to avoid biasness and allow them to respond feely and voluntarily and at their own pace so that there was no pressure.

3.10 Data Analysis

The researcher processed his data by coding and sorting. Amin,(2005). Defines cording as the process of assigning numbers symbols or clarifies responses into a limited number of categories that are appropriate to the study. Qualitative data was coded by assigning numbers to the responses of the items in the instrument; the researcher used SPSS to analyze his data that was quantitative for the data that was collected.

However, the researcher sorted the qualitative data by categorizing according to concepts that were considered suitable for the study.

The researcher used measure of central tendencies to analyze quantitative data as suggested by Cooksey (1997), and which included mean, and individual percentages that were determined basing on the responses per question that was asked and this is because, measures of central tendency and variability measures could be used to compare two variables, that was employee relations and performance. The researcher presented the findings by use of frequency distribution table as suggested by Cooksey (1997), that tables produce good summaries of sample data and make interpretation of the data easy. Since tables can be used to present both qualitative and quantitative data.

3.11 Ethical Consideration

Ethical considerations in the research were highly observed and this was due to both the study methods and conditions that did not pose any danger to the participants.

The research sought the consent of every participant and signed consent form. The researcher left every record anonymous to cater for privacy and confidentiality of sensitive information provided by the participants, identification numbers was used in case of names so that no information can be traced to any respondent. Before the research, the researcher sought permission from the area local council and the authority of the Bank to cater for access and acceptance, and lastly the participants were informed about their rights to participate voluntarily, and of their freedom to with draw from participation in the study for voluntarily participation purposes.

3.12 Study Limitations

The researcher focused on a small percentage of a large population of financial institutions that was centenary bank's Employees in Uganda- Mbarara branch which may result in to limited information, but the researcher used different ways of obtaining the necessary data as per study like questionnaires, interviews, and secondary sources to overcome the above mentioned challenges.

The second limitation was generalization of his research because it was a single case study concerning a branch of centenary bank, yet there other banks like Stanbic and Crane bank.

While, another limitation was that employees were reluctant to disclose some information about their employers which affected the reliability of the researcher intended to show employees the need of information and ensuring them confidentiality of the information they gave.

Given the stiff competition between financial institutions in Uganda, there was evident withholding of information which was labeled, classified yet it was rather part of the vital in put in to the research; for instance, the cost of training in monetary and time as compared to other banks. However the research made use of an introductory letter from the university authorities to convince management that information sought was for strictly for academic purposes and not meant to be leaked to their business rivals.

Besides the security procedures at centenary bank, Mbarara branch reception also frustrated the study as the researcher had to present his identification card before being granted entrance. This went a long way in hiking the researcher's transport expenses as he had to make double journeys whenever he forgot to carry his identity card. So, sometimes meetings were put off, as the researcher could not foot the travelling bill.

To go around this bottleneck, the researcher got a security clearance letter from the human resource manager of the bank authorizing him entrance with or without his identification card.

On the other side of secrecy, the bank being a branch could not avail the information as it was needed by the researcher. This further hardened the study since the information and contacting the employees to avail the required information through answering the questionnaire needed to first acquire permission from the main offices/ head office of the bank which are located in kampala, this also further increased on the transport fairs as it was not originally planned for in the researcher's budget. However this limitation was solved through writing an application letter to the head office by the researcher requesting the human resource manager to grant him a right to access the information through its employees after assuring him that the information sought was only for academic purposes and was to be treated with high level of confidentiality.

PRESENTATION, ANALYSIS AND DISCUSSION

4.1 Introduction

In this Chapter, the findings got from the research on the impact of employee relations on performance of centenary bank, Mbarara branch were presented, analyzed and discussed according to the research objectives and the researcher used both qualitative and quantitative methods of data collection to come up with this findings.

In order to carry out this research adequately, the researcher designed questionnaires and supplied them to the various respondents say, management, employees and clients. The researcher distributed 52 questionnaires and all of them were returned which indicated 100% return. The researcher conducted interview as well by the use of the interview guide, only the 2 top managers and 5 employees were interviewed. This therefore provided the researcher with enough reliable information for the study.

From the research sample, a total of 52 employees was the figure obtained for the number of employees from whom data was collected. They were categorized into management, employees and clients. The management staffs were 10 and out of them only 2 were interviewed and 52 centenary bank staff returned the questionnaire as shown below in the table showing their positions/Titles

4.1 Table 1 showing titles of the respondents.

	Frequency	**Percent**
Management	10	19.2
Employees	22	42.3
Clients	20	38.5
Total	52	100.0

Source: *Primary data 2014*

4.2 Research Findings

Gender; During the research, the researcher found out that out of the total number of respondents from centenary bank Mbarara branch, 55.8% were male and 44.2% were female as shown below.

4.2 Table 2 showing gender of the respondents

	Frequency	Percent
Male	29	55.8
Female	23	44.2
Total	52	100.0

 Source: *Primary data 2014*

The table 2 above showed the research finding about the gender of the employees whereby the difference between the numbers of male and female was only six a sign that centenary bank has gender equality while recruiting its employees so as to have a balanced gender which enhances its various activities as a bank.

Table 3 showing period of service of employees in the organization

Range	Frequency	Percent
1-2	16	30.8
3-5	27	51.9
6+	9	17.3
Total	52	100.0

Source: *Primary data 2014*

From the research carried out at centenary bank, Mbarara branch, the researcher found out that the greatest number of the employees have worked for a period of 3 to 5 year that was 51.9%, followed by 16 employees that was 30.8% who have worked for over 1 to 2 years, 17.3% comprised of those who have worked for 6 years and above as indicated clearly in the above table.

This table implies that there is high employee relation because the majority of the employees that 51.9% have worked for 3-5 years and as the years increase the number of employees starts to decline and this implies that most of them leave after five years which may imply that after long time in service, managers believe that they are part of them and ignore the fact that they are still the same people who must be cared upon all the time.

The smallest percentage (17.3%) implies that there are few employees with enough experience in the bank because those who have worked for above 6 years are very few as indicated in the table to be with the least number of just nine employees out of the sampled ones of fifty two.

4.1 Employee Rights

This section discussed the concepts under employee rights which include job training, probation, leave issues, job security, employee termination and employee respect.

The results of the research that was carried out or conducted were presented in the table below;

Table 4 showing responses about employee rights

QUESTION	Strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	Strongly agree (%)	Total (%)
1. My organization greatly emphasizes the concept of job training	1.9	3.8	7.7	46.2	40.4	100.0
2. My organization conducts job probation of its employees permanently recruited.	1.9	1.9	17.3	48.1	30.8	100.0
3. My organisation gives leaves to its employees.	__	7.7	23.1	28.8	40.4	100.0
4. My organization ensures job security of its employees	__	3.8	21.3	61.5	13.5	100.0
5. My employers follow right procedures while terminating employment contracts	__	7.7	30.8	44.2	17.3	100.0
6. My employer treats employees with maximum respect	1.9	7.7	21.2	44.2	25.0	100.0
Average position	0.95	5.43	20.23	45.5	26.2	100.0

Source: *Primary data 2014*

4.1.1 Job Training

In regard to job training, the majority 86.6% of the respondents revealed that the bank trains its employees to increase the effectiveness while doing their work. This increases on the performance of the organization since some of the employees lacking certain skills to perform well their duties are equipped with such skills which enable them to fulfill their responsibilities hence achieving organizational goals. This implies that majority prefers job training to enhance the performance of the organization.

These findings are in line with the article of Jim Riley (2012) that when employees are trained or acquire on the job training, they receive skills hence decreasing employee turnover.

However, the minority 5.7% of the respondents were not in line with the whole concept of job training. In an interview with a teller, he argued that training is not a solution to the poor performance of the organization, because it is associated with some problems like Bad habits might be passed on, learning environment may not be conducive, potential disruption to production and even discovered that Quality depends on ability of trainer and time available for the whole process which is never guaranteed.

4.1.2 Job Probation

This is the process or period in which a person's fitness, as for work or membership in a social group, is tested or a situation or period of time in which a person who is starting a new job is tested and watched to see if that person is able to do the job properly

As regard to job training, the majority 78.9% of the respondents revealed that probation is an important factor in a work place and that centenary bank honors this factor. 48.1% of the employees agreed that centenary bank trains its new employees before being officially recruited to take on the jobs.

This percentage makes the majority of the employees who were selected for the study and also 30.8% strongly believed in the same say, this made a total of 78.9% of the employees who believed that centenary bank trains employees before appointing the to the jobs. This training adds value to the new employee who are to be recruited which gives them morale, which will enable them to be satisfied on their jobs once hired for a period of time and then look for growth opportunities. Since they are assured that there is an opportunity to improve on their skills as it is a may be their right to be trained before taking on the job. Employee who continually develop their professional skills or pursue higher education, are hopeful that there will be career advancement opportunities in their future and job orientation is a key indicator, the induction process is an important tool for a company to be effective.

However, 17.3% of the employees were just neutral, they never had side, and they were not sure as to whether the bank does training or not before recruiting employees to the organization. This was due to the process of recruitment, it was identified that some employees who are already qualified and have been in the field, the bank does not take the initiative to train them since it believe that they are aware of what they do and have enough experience in the same field as a way of minimizing cost through such trainings as it was revealed by the branch manager during an interview with the researcher, also 3.8% of the respondents disagreed with the training of new employees and the researcher also found out that the reasons they gave were the same as those who were neutral that already experienced employees are not trained.

These findings concur with the work of, Gitman and McDeniel (1192), once a person is hired she/he can go through training before taking on the job and he called it job orientation. That, any employee orientation program is designed to acquaint new employees with the company. It deals with small but important matters, such as how to get packing sticker, what the lunch are, policies on personal telephone calls and mail, Pay days and holidays.

4.1.3 Leave Issues
In relation to leave issues, the majority 69.2% of the respondents believed that the organization considers giving leaves to its employees whenever they are supposed to get them. This indicates that the organization observes the rights of its employees since this is one of the rights any organization should observe. This give a chance to employees in an organization to work very hard since they are aware that the organization treats them as a great resource and treasures them and their rights and this in the end gives them a great will to work hard and achieve the organizational gals hence increased performance through increased productivity.

However, 7.7% of the respondents disagreed with the whole issues of the organization giving its employees leaves and also 23.1% of the remaining respondents had no side, they were just neutral and this was reveled in an interview with a teller and a bank, that they don't consider leaves simply because they are given selectively and also at wrong times like; that its very rear to find a security guard being given a leave.

4.1.4 Job Security
As regard to job security, majority 74.8% of the respondents revealed that the organization ensures employment security of its works as long as they are admitted on permanent basis, that is, after probation, 21.3% were neutral and 3.8% disagreed.

This indicates that the employees in the organization are very secure about their job while working for the organization which has made most of them to work tirelessly so as to achieve the organizational goals, and through this the organizational performance is enhanced and productivity is improved.

4.1.5 Employee Termination
As regard to employee termination, as presented in the table above question 5, the majority 61.5% of the respondents in the bank believed that the bank follows the right procedures that were set by the bank when terminating the contracts with their employees as a sign of observing their right, 30.8% who did not know whether the bank was following the procedure as they were set, this indicated that the bank has some employees who are not aware about their rights yet it is a right for everyone to know what is done in the organisation especially for crucial issues like employment termination.

However, 7.7% of the respondents disagreed with the whole situation of the bank following the right procedures to terminate the contracts of their employees, and this shows that the bank needs to be more transparent while dealing with its employees.

In relation, Gatto (2008) believes that any organization or firm or business has a right to terminate an employee and also an employee has a right to his job, therefore for an employee to terminate an employment, there must be steps taken or followed in doing so, and there must also exist clear reasons like not fulfilling his or her responsibilities and wiling full abuse or breaking of organizational policies.

4.1.6 Employee Respect

In relation to employers in the bank to treat their entire employee with maximum respect, majority 69.2% of the respondent revealed that respecting employees in an organization is important for the success of the firm. This means that employees deserve to be treated like any other person since they are like the employers who treat them; therefore they deserve to be treated well so as to offer good and quality work which is good for the entire organization since they are the ones in charge of offering services to their clients. In an interview with the branch supervisor, he revealed that they respect their employees simply because they also deserve to be respected and once they respect them thy will also respect them back and recognize them as their managers, and this will led them to perform their work in time hence being efficient and effective which will result into high productive.

These findings concur with the work of Melinda Guille mette (2009) that if a manager is not demonstrating respect for your employees and colleagues, a firm may suffer high turnover. Any managing partner will agree that personnel problems and turnover are among the thorniest issues they deal with. Solving these problems takes time away from the fun and profitable work, like bringing in new clients and finding new ways to help the clients you already have.

In regard to observation of employee rights in an organization is a great area that needs to be observed in every organization as the majority 71.7% of the respondents as indicated by the average position which revealed that, employee rights greatly affect the performance and once observed then employees feel free to work for the organization. These findings concur with the work of Gomez R. (2008) that good relations in an organization are through observing employee rights and can greatly influence the performance of organization since it can enhance their hard work and this increases productivity of the firm.

4.2 Employee Involvement

This section discussed the concept of employee involvement in decision making, employee roles, willingness of employee to perform their jobs, employees being proud at their work, employee consideration at all stages, and employee direct or indirect involvement.

The findings of the research done are presented in the table below as they are shown by percentages;

Table 5 showing impact of employee involvement

QUESTION	Strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	Strongly agree (%)	Total (%)
1. My employer involves employees in making decisions	1.9	5.8	30.8	44.2	17.3	100.0
2. Employees in this organization understand their roles.	__	1.9	15.4	63.5	19.2	100.0
3. Employees are willing to put in a great deal of effort beyond expected	1.9	5.8	25.0	42.3	25.0	100.0
4. Employees in this organization are willing and proud to be working for it.	1.9	15.4	30.8	34.6	17.3	100.0
5. Employees are involved at all stages of organization	1.9	7.7	32.7	50.0	7.7	100.0
6. Employees are involved both directly and indirectly.	__	__	26.9	44.2	28.9	100.0
Average position	1.3	6.1	26.9	46.5	22.1	100.0

Source: *Primary data 2014*

4.2.1 Involvement

In regard to employee involvement in decision making, majority 61.5% of the respondents revealed that they are always part of the organization and showed that centenary bank involves its workers in all aspects of its transaction and decisions that are made within the organization. They believed that, this makes them think that they are part of the organization. Employees always work hard to achieve both organizational and personal goals as long as they have a feeling that they are part of the organization they are working for and this acts as a motivator to work hard since they have a sense of belonging to the organization. 9.6% of the respondents revealed that they believe the bank does not involve employees in decision making or any other participatory role in its transaction.

In an interview with some employees, it was discovered that the bank does not include every employee to participate in decision making of the bank, and some of these employees who are not part of the decision making process included, some of the security guards, cooks and some of the casual workers like cleaners. However 30.8% were neutral which implied that, they some employees were not concerned about the decisions which may indicate their beliefs they have in the bank that however much they may participate in decision making, their view may not have any impact on the general decisions of the bank, and this is a bad sign as long as employee relations are concerned, it indicated loss of trust in the management team which is likely to de-motivate the employee towards their performance.

As Enrick et al (1983) says "When people are permitted to participate in solving problems relating to their work, they will become personally and often keenly interested in making their ideas succeed.

4.2.2 Employee Role

In relation to employees' understanding their roles, the findings were that, majority 61.5% of the respondents revealed that the employees in the organization understand their roles, duties or responsibilities within the organization, 15.4% were neutral and 1.9% disagreed. This implies that work is done in time since every employee is in position to know what to do at what time and this increases the effectiveness of the organization and as well as efficiency. During an interview with the branch supervisor, it was discovered that employee once they are hired they are given handbooks which clearly specifies each ones roles, and responsibilities in the organization and the supervisors go ahead to monitor to see whether employees perform their duties in right time. This has increased the rate at which the organization achieves success and attains its goals hence increased productivity.

4.2.3 Employee Willingness

From the table of section C above question 4 which was developed from the research findings on the employee relations of centenary bank, showed that majority 51.9% believed that employees in that bank branch are willingly performing their duties and not under any influence either from their managers or elsewhere. This motivates employees to work hard hence increasing the productivity of the organization since they work willingly which makes them to put in more energy.

In an interview with a customer care personal, it was discovered that those who were neutral 30.8% about the situation as to whether they were working willingly or under influence and 17%

disagreed, that actually, they had some external factor that were influencing them to work and some of these were, the desire for money to take care of their families including paying tuition for their children in schools, to earn a living while other were working in the bank simply because they had friends who were nice looking working there which created a sense of felling that whoever work there is always smart therefore they had a desire to look like their friends.

In support Armstrong (2009), believes that employee engagement takes place where people at work are interested in and positive, even exited about their jobs and are prepared to go an extra mile to get them done to the best of their ability. That, an engaged employee is one who is aware of business context and work closely with colleagues to improve performance with in the job for the benefit of the organisation.

4.2.4 Employees are Proud

In regard to employees being proud to work for their organization, majority 51.9% of the respondents revealed that, they indeed so happy and proud in the bank that they feel so good while performing their duties in the organization, 30.8% were neutral and 17.3%. In an interview with a teller and security personnel, it was discovered that once employees are proud about their jobs, they have more control over their own future and generally have more attitude in decision making; therefore, they are in some respects giving a self-rating and hence cognitive dissonance sets in. They generally have a clearer understanding regarding what the organization is about and what it hopes to accomplish down the road. They are made to feel very valuable, critical to organizational functioning. Pay and fringe benefits are much more lucrative at the senior ranks and senior managers have people following their lead and doing what they say, an ego stroking that can go to almost anyone's head; as suggested by Jeffrey Saltzman on Jeffrey Saltzman's Blog 2014.

4.2.5 Employee All Stage Involvement

In relation to whether employees are involved in all stages of decision making in the organization, majority 57.7% of the respondents believed they are always involved in all aspects of work in the organization at all stages, and this makes them feel that they mean something in the organization and they are treated as human beings. This makes them to work very hard and achieve the goals of the organization hence increased performance.

32.7% of the respondents were just neutral, they were not sure whether they are involved at all stages on they were not involved, this indicated that there an extent to which employee are not aware when decisions are taken in the organization and this may not be good for the entire organization as it may limit on the implementation of such decisions which are taken without the consent of the employees.

4.2.6 Employee Direct and Indirect Involvement

In regard to employee involvement either directly or indirectly in the organization, it was discovered that, basing o the majority 59.6% of the respondents, that they are always involved in making decision both directly and indirectly. This gives them a sense of feeling that they mean something in the organization hence increased productivity through easy implementation of actions and decisions that are taken by both management and employees of the organization.

In an interview with the branch supervisor, he revealed that the management involves employees both indirectly and directly because the implementation of the decisions that are taken by the organization at large is easy since employees are the implementers of such actions therefore they are supposed to be involved.

In support Certro (2006) that some organizations allow and expect supervisors to work with a team, or other group in arriving at a decision. That for instance, a supervisor might seek input

from a team of employees in deciding how to meet production targets or encourage them to come up with solutions among themselves, that for this case, group members can contribute ideas for alternatives than an individual could think of alone. Since people tend to draw conclusions from their own experience while generating and evaluating alternatives, group will look at a problem from a broader perspective and come up with an appropriate action which will be for the better of the organization.

Employee involvement is therefore, a way of creating or managing good relations between employers, management and employees in an organization which reduces on the negativity of employees on the decisions made in the organization since they are part of it.

4.3 Employee Empowerment

This section discussed the concepts which are related to the role of empowering employees in an organization like; employee support, employee doing their jobs, employee trust, employee needs, employer-employee relations, and employee motivation.

The findings of the research which was conducted are presented in the table below in percentages;

Table 6 showing the impact of employee empowerment

QUESTION	Strongly Disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	Strongly Agree (%)	Total (%)
1. My employer supports employees to achieve their goals	1.9	7.7	17.3	42.3	30.8	100.0
2. My employer helps employees in doing their jobs.	3.8	3.8	26.9	46.2	19.2	100.0
3. My employer trusts employees while performing their duties	7.7	5.8	21.2	50.0	15.4	100.0
4. My organization understands employee needs on their job	5.8	7.7	15.4	55.8	15.4	100.0
5. Employee empowerment increases employee-employer relations at work	1.9	5.8	7.7	40.4	44.2	100.0
6. Employee empowerment motivates employees at work	__	1.9	19.2	34.6	44.2	100.0
Average position	3.5	5.5	17.9	44.9	28.2	100.0

Source: *Primary data 2014*

4.3.1 Employee Support

In regard to employee support in the organization, majority 73.1% of the respondents revealed that employers' in the bank provides the necessary support that is needed by their employees, 17.3% were neutral and 9.6% disagreed. This indicates that the organization values its employees through giving them support to do their work and fulfill their responsibilities hence they feel empowered and in the end it results in hard work as they aim at achieving their set targets simply because they are being supported, this has been the source of high productivity in the organization as it was discovered by the researcher in an interview which he had with the branch supervisor.

4.3.2 Employees Doing their Work

In relation to employees doing their own work with the help of their supervisors in the bank, the majority 65.4% believed that they are helped to perform their duties and not their supervisors doing the work for them. This indicates that employers' in the bank believes in their employees and this boosts the moral of the employees whenever they are performing their duties hence increased productivity in the organization. In an interview with one of the tellers, she revealed that whenever there is any work that tends to be hard, the personnel in charge contacts the his or her supervisor who attends to him or her by teaching on how to overcome the challenge, and this encourages the employee to acquire more skills and work even more hard since more skills are acquired and this has greatly influenced the performance of the organization positively.

However, 7.6% and 26.9% of the respondents disagreed and were neutral respectively, this was due to; that some supervisors help them to do the work minus showing them how they did it, as it was discovered during an interview with the tellers, and that this does not empower any one to work more hard simply because there no more skill is acquired hence decreasing the performance.

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4.3.3 Employee Trust

As regard to employee trust, the majority 65.4% of the respondents revealed that employers trust them whenever they are performing their duties in the organization, 21.2% were neutral and 13.5%. This indicates that the organization believes in the employees they hire and they trust them that they can do a better work for what they were hired for. This has improved the working relations between the employer and their employees hence making the employees to work tooth and nails to hit the set targets so as to maintain the relationships that exist between them and their employees, and this has enhanced the productivity of the organization and putting performance at an outstanding level.

However, the minority 34.6% of the respondents were not in agreement with the whole concept of employers trusting their employees. In an interview with a supervisor, he revealed that, all employees cannot be trusted, especially security personnel's because they can be a source of insecurity at any time if you show them that you believe in them.

4.3.4 Employee Needs

In relation to employee needs, the majority 71.2% of the respondents revealed that their employees understand their needs at work, 15.4% were neutral and 13.5%. This means that whenever an employer understands the needs of his or her employee, then everything is ok to the employee, they will perform their duties in the most effective and efficient manor simply because they are treated in the way they want hence being empowered to work hard for the organization and at the same time for him or herself since he or she is being recognized.

In an interview with the branch manager, he revealed that they use evaluation form where employees are requested to list some of the needs of employees at work which they use in their

awarding, compensation schemes or even in gift giving of their employees which has resulted in to satisfaction of employees in the organization and it has empowered the to work hard hence in increased productivity and reduced employee turnovers in the organization.

4.3.5 Employer-Employee Relations

As regard to employer-employee relations, the majority 84.6% believed that there is a great relationship between the two parties in the organization, 7.7% were neutral and 7.7%. This is a great sign to any organization that aims at achieving its goals and objectives as they may be timetabled simply because, employees are willing to follow the guidelines as they are set by their beloved employees and they believe whatever is set, it is for the benefit of the organization and employee, this has reduced employee turnover rates and increased performance in the organization.

These findings concur with the work of Cook and Macaulay's (1997) who defined empowerment as 'a change-management tool which helps organisations to create an environment where every individual can use his or her abilities and energies to satisfy the customer' (p.54). It's all-embracing nature skirt over issues of how employees use their abilities, and whether there are boundaries to responsibilities, the degree, and type of power employees enjoy, power relations between employee, managers, individuals, teams, customers and the context of empowerment which results in organizational performance and low levels of employee turnover rates.

4 .3.6 Employee Motivation

In relation to employee motivation, majority 78.8% of the respondents revealed that employee empowerment is an important factor when it comes to employee motivation, 19.2% were neutral and 1.9% disagreed. This shows that motivated empowered employees are always willing and fulfill their responsibilities as they fall due and a willing employee is the one who is motivated to do a certain job.

In an interview with the branch supervisor, it was discovered that when employees are empowered they are motivated which is done through giving them a chance to do their work independently, and work delegation.

These findings concur with the work of Emerson (2012), that, empowering employees' leads to organizational encouragement of entrepreneurial traits and prompts employees to make decisions, take action, and foster their belief that they can take control of their own destinies. This belief leads to self-motivation and a sense of independence that is translated into greater loyalty and extra effort for the organization. Empowered employees come to believe that they control their own success through their efforts and hard work, which in turn benefits the success of the entire institution.

Employee empowerment is an acknowledgment by an organization's management that they realize their employees have a lot to offer. Employees derive satisfaction from many aspects of employee empowerment endeavors, not the least of which is the corresponding benefits that allow an organization to become more competitive, profitable, and innovative.

Employees derive satisfaction from many aspects of employee empowerment endeavors, not the least of which is the corresponding benefits that allow an organization to become more competitive, profitable, and innovative but also in aspects like; employee support, doing their own work, having trust in them, understanding their needs, good relations, and motivating them. All these enable employees to work hard and achieve the objectives of the organization. An organization can realize many benefits from learning how to properly empower its employees; not all of which are strictly monetary. An empowered employee helps a company improve service delivery, continuously become more innovative, increase productivity, and gain a competitive edge.

4.4 Organizational Performance

This section sought to measure the organizational performance as the result of observing employee rights, employee involvement in decision making and employee empowerment by studying concepts like productivity, customer care, service delivery, quality of services, supervision and employee turnover.

The findings of the research are indicated in the table below;

Table 7 showing relationship between employee relations and performance of the organization

QUESTION	Strongly disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	Strongly agree (%)	Total (%)
1. Training increases employees' productivity	1.9	1.9	7.7	36.5	51.9	100.0
2. Employees good customer care	__	__	34.4	42.3	23.3	100.0
3. Service delivery is enhanced with empowerment	3.8	5.8	28.8	48.1	13.5	100.0
4. The quality of services depend on the employee involvement	__	3.8	32.7	40.4	23.1	100.0
5. Employee empowerment reduces supervision rates	7.7	13.5	21.2	38.5	19.2	100.0
6. Employee training decreases turnover rates	__	5.8	7.7	55.8	30.8	100.0
Average position	2.2	5.1	22.1	43.6	26.9	100.0

 Source: *Primary data 2014*

4.4.1 Organizational Productivity

In regard to the general productivity of the organization, majority 88.4% of the respondents revealed that training in an organization greatly increases on the rate of return of an entity, 7.7% were neutral and 3.8% disagreed. This means that when employees are given further training they acquire more skills to perform their tasks as they fall due in the organization and they are able to fulfill their responsibilities in the most effective and efficient manor, since they have what it takes to accomplish their tasks hence increasing the general productivity of the firm. In an interview with the branch managers, he revealed that on the job training is important because it allows those with no experience to work and learn at the same time. It provides opportunity for those with little or no education as well and also gives them the required skills to work in the business.

These findings concur with an article on http://www.ask.com/question/why-is-staff-training-important that, one of the main reasons why staff training is important is that your staff will become competent and they will be able to offer good services to customers. The training will also enable the staff to meet the expectations of the firm.

4.4.2 Employee Customer Care

In relation to employee customer care, it was revealed that majority 65.6% of the respondents believed that customer care has greatly improved in the organization as a result of observation of employee rights that exists in the organization by the employers, and remaining 34.4% were neutral.

This indicates that the employees are happy and they do their work with care and love which is indicated by the customer care employee offer to the clients of the organization; this attracts more clients to the organization hence increasing market share of the organization.

This research is in agreement with the work of John (2002), when you truly listen to your customers, they let you know what they want and how you can provide good service. Never forget that the customer pays your salary and makes your job possible. In an interview with a client that was found in the bank during research, he revealed that the bank has good customer care and because of that, he had made five of his friends to open up accounts with the bank hence increasing market share of the organization.

4.4.3 Service Delivery

As regard to service delivery, the findings revealed the majority 67.3% of the respondents believed that service delivery has been achieved as a result of employee empowerment which has made them to put in more effort in their responsibilities through knowing that the management think about them and they are considered through being empowered. This was due to presence of employees who are well empowered and satisfied. The report of the bank (2012), showed that the bank was awarded as the best financial reporting award in the banking service category for the year 2010. This can only be achieved by the hard work of the employees therefore it proved the willingness that is possessed by the employees of the bank to work hard hence achieving such award which is an indicator of efficient services which may include financial reporting in the organization.

4.4.4 Quality Services

In regard to quality of services that are offered by the organization, the majority 63.5% of the respondents revealed that the quality of services in the bank depends on the relations of the employers and employees which exist as a result of employee involvement in the decision making process of the organization. This indicates that the organization have been able to offer quality services to their clients through involving employee in the decisions that are made to improve the quality of services in the organization since they (employees) are the ones to implement the decisions that are made.

These findings concur with the centenary 2011 report that sets rules on how to treat their client as (Fair Treatment of Customers) Financial products and services are becoming increasingly sophisticated tools. Selling them calls for knowledge, skill and judgment.

For our employees, the basic rules are: Do not sell an unsuitable product to a customer - that is, a product that does not meet his or her needs/ expectations, know enough about Centenary Bank's products and about the customer (risk appetite, objectives, finances and personal circumstances) to judge the effect which the products will have and whether the products will meet his or her needs, make every effort to ensure that the customer properly understands more complex products and their risks, and explain product features and fees/charges clearly both face-to-face and in any marketing literature and software. This automatically improves on the quality of services the render to their clients which results into customer satisfaction and increasing market share of the bank.

4.5 Supervision

In regard to employee supervision, the research sought to find out whether employee empowerment reduces the rate of supervision by the managers or supervisors, the majority 84.6%, of the respondents believed that empowered employees are easy to handle and they need minimal supervision while doing their daily work of the organization. This proved that the managers and supervisors do not waste a lot of time trying to keep a keen eye on employees whenever they are doing their jobs. These findings concur with the work of Boone and Kurtz (1976) which indicates that empowering can be inform of delegation or delegation of additional decisional-making authority and responsibility to operative employees. That this frees managers from hands-on control of subordinates and motivates workers by making their jobs more interesting. However, 7.7% of the respondents were neutral about the whole situation and remaining 7.7% disagreed that employee reduces the rate of supervision by the managers or their supervisors. That may not be the case because it does not mean that empowering employees make employees to be effective.

4.4.6 Employee Turnover

In regard to employee turnover, majority 57.7% of the respondents revealed that when employees are trained in an organization either on job or off job training they acquire more skills to work and they are always sure of getting more skills from such organization, 21.2% were neutral and 21.2% disagreed. This has reduced on the rate of employee turnover in the organization.

In an interview with the branch supervisor of the bank, he revealed that employee training has been used as an instrument of giving employee more skills to perform their work more efficiently through enhancing their experience which has increased the performance of the organization.

In the same interview, the supervisor revealed that some employee after being trained they tend to quit the organization hence losing the money incurred in their training, and this becomes one of the reasons as to why employee turnover still exists as indicated by the minority increase in search of higher pays which suits their acquired skills.

The findings showed that employee relations in an organization are necessary for the general performance of the organization to attain its goals and objectives, it was discovered by the researcher that it is through employee relations that an organization can realize high productivity, good customer care, enhanced service delivery, quality services, reduced on supervision rates and reduced employee turnover rates, and all these results in performance of the organization.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter brings out the summary, conclusions and recommendations basing on the topic "**employee relations on organizational performance"** and this can be used as guidelines for further research in future especially on this topic. It also points out areas in the organizations where improvement has to be made.

5.2 Summary of Findings

The performance of employees in organizations depend on so many factors and one of them is observing employee rights while at work like rights to be trained through orientation, on the job training and off the job training. During the research, it was discovered that centenary bank is an organization that treasures rights of its employees a lot, to achieve productivity, time management and teamwork. The management reported that due to these effects of training on the employees' performance, the organization has always budgeted for the training of its employees however for those employees who may need to go for further studies like the accountants, it depends on the number of years served in the organization and after the studies, the employee is to work for the organization for at least three years before changing to a different organization.

According to the research, employee involvement means a lot on the side of employees toward achieving organizational goals. They showed that when employees are involved they become part of the system and the decision that it is taken at any time because they always feel they are the ones that made the decision and for that fact they should stick to it hence giving less limitations on the side of management while implementing such decisions.

The research also indicates that employee empowerment is a great source of employee relations in a firm. Findings showed that once an employee is empowered, he/she does the work more

willingly and this reduces on the rate at which employee need to be supervised. Employees are able to perform their tasks efficiently and effectively which becomes an important fact in the organization in terms of finance, since it is efficiently economically.

5.3 Conclusion

Employee empowerment is an acknowledgment by an organization's management that they realize that their employees have a lot to offer. Employees derive satisfaction from many aspects of employee empowerment endeavors, not the least of which is the corresponding benefits that allow an organization to become more competitive, profitable, and innovative but also in aspects like; employee support, doing their own work, having trust in them, understanding their needs, good relations, and motivating them. All these enable employees to work hard and achieve the objectives of the organization.

An organization can realize many benefits from learning how to properly empower its employees; not all of which are strictly monetary. An empowered employee helps a company improve service delivery, continuously become more innovative, increase productivity, and gain a competitive edge.

The human resource department is one of the most sensitive departments in an organisation as it directly handles the most important organization's resource, 'the employees'. No organization can hope to attain its vision without having the right people to transform plans into action.

 In other wards ; the only thing that will uphold a company's competitive advantage/ position tomorrow is the nature of people in the firm (employees) hence making the management of employee relations an important aspect if the firm is to realize its goals and outlive its founders.

Poor management of employees in an organization may result into many limitations towards the organizational growth which may include employee turnover which is costly and a drawback to any organization and hence resulting into strains on the company. These strains may limit the company's ability to compete effectively in to-day's ever-changing business world. These strains manifests themselves in a number costs like; underutilization of facilities until replacements are hired, employment costs such as ; time spent during interviews, recruitment and advertisement expenses, administration costs of notifications and payroll changes.

Other costs may include; the loss of productivity while the new hires try to catch up with the organizations' pace and also the loss of competitive edge as a company's methods and technology are easily shared with their competitors who choose to hire such employees upon leaving the organisation.

It's in light of the above far reaching employee's turnovers related costs that companies should devote more time and other resources to converting the firm's environment from a high employee turnover to high employee retention and this objective can be best achieved through ensuring good employee relations in an organization.

This is because, without a high responsive with good relations a firm is literally non-existing. The collective physical and brain power of the company's work force is it's only a long-term competitive advantage.

Therefore regardless of the company size, the key to business success ceteris paribus revolves around good employee relations in all aspects of the business like; between employees and management, employees and clients, organization and society for any organization to achieve its vision like that of outliving its founders. Such company with such mission should always have

their operations rotate around the golden rule; 'if you take good care of your employees, they will take good care of you'.

5.4 Recommendation of the Study

Open and effective communication, management should focus on creating an atmosphere of free and open communication at all levels of the firm's hierarchy. Employees need to feel that their opinions matter and that management is ready to act on them accordingly. They (employees) are contented when they are constantly kept in the know. With this contentment comes commitment, which is instrumental if the organization is to achieve its goals and vision in both short and long runs.

Flexibility, management should end ever to create a firm's environment where employees don't have to strictly follow policies/ procedures and strategies' chain of command. Employees should be allowed to use their discretion for purposes of helping them develop their potentials and consequently careers, that is, they should be allowed to fail and be offered an opportunity to try again, and this should not be a soul of withholding discipline if necessary.

Offering reward in time, for any organization to be successful towards achieving its target productivity and exceed it, it needs to empower employee towards what the organization wants from them.

Rewarding employees rightly and in time is one of the ways on which a firm can empower employees, they are motivated to work more hard since they are aware that their rewards are always in time and relevant to their needs, so the staff and management of centenary bank

Mbarara branch should aim at empowering their employees through timely and relevant rewarding.

Team building, the study showered that the bank had different groups that work towards accomplishing certain tasks as they may raise within the organizational operations as they are always directed by supervisors. Groups in any firm may not be something to be proud of however much it is good in achieving certain goals, since groups are not always there and keep changing group members with different experiences and different intentions. Groups are normally used in an organization to achieve short term goals for the firm. Therefore, it is on this point that the researcher recommended the staff and management of centenary bank Mbarara branch to come up with ways of creating or building teams and not necessarily groups.

Gatto (2000) supports this argument that asking a group to work together does not mean that you have created a team. In fact, there are major differences between a team and a group. That a group consists of individuals who gather for a purpose (plan, vote, perform a task, or even to play a game), to discuss issues, or to inform where as a team builds on a group by defining roles for individual members, utilizing individual strength, and nurturing synergies to create a unified plan of action to achieve identified results. This would be the best thing to do rather than having groups that aim at something and upon its completion there are no more, teams are ever ready and work together since everyone has a role to play in a team and require him or her to always be part of the team and in both short run and long run organizational objectives are achieved.

5.5 Suggestions for further Research

The research conducted on the impact of employee relations on performance of organizations using centenary bank, Mbarara branch as a case study was found to be an activity that should be carried out by most organizations in order to improve on the performance of their employees

towards achieving the organizational objectives and goals and so the researcher suggests that further research be carried out by different organizations especially financial institutions, and centenary bank should further do more research on the same topic throughout its branches around the country and the world at large where they exist enable them identify the methods from which their employees are benefitting and those they might not probably need to employ in their organization. This will enable the staff and management to reward their employees in the most realistic and efficient ways to enable the bank reduce on employee turnover, low productivity and boost employee morale, as this will enable the bank to hit its targets in time.

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APPENDICES

Appendix 1

QUESTIONNAIRE

Dear respondent,

My name is Murangira Dickson, a student of Uganda Martyrs University, Nkozi pursuing a bachelor's degree in Business Administration and Management. I am carrying out a research on the topic "**impact of employee relations on the performance of an organization"**, Taking the case study as centenary bank Mbarara branch. You are kindly requested to fill in this questionnaire since the data you will provide me will make the research comprehensive and I promise you high level of confidentiality.

(Please fill this part in capital letters)

General information

Name (Optional)……………………………………………

Gender……………………………………………………..…

Title/position……………………………………………….

Number of years of service in the organization……………….

Please tick in the most appropriate box provided of your choice.

1	2	3	4	5
Strongly disagree	Disagree	Neutral	Agree	Strongly agree

	1	2	3	4	5
Employee rights					
My organization greatly emphasizes the concept of job training					
My organization recruits employees on probation					
My organization gives leaves to its employees					
My organization ensures job security of its employees					
My employers follow the right procedures while terminating jobs					
My employer treats employees with maximum respect in all situations					
Employee involvement					
My employer involves employees in making decisions					
Employees in this organization understand their roles.					
Employees are willing to put in a great deal of effort beyond expected					
Employees in this organization are willing and proud to be working for it.					
Employees are involved at every stage of the organization					
Employees are involved both directly and indirectly.					
Employee empowerment					
My employer supports employees to achieve their goals					
My employer helps employees in doing their jobs and not doing it for them					
My employer trusts employees while performing their duties					
My organization understands the needs of their employees on their job					
Employee empowerment increases employee-employer relations at work.					
Employee empowerment motivates employees at work					
Performance					
Training increases employees' productivity					
Training models employees' customer care					
Service delivery is enhanced with empowerment					
The quality of services depend on the employee involvement					
Employee empowerment reduces the rate of supervision					
Employee training decreases on the rate of turnover					

Thank you for the time spent on answering this questionnaire
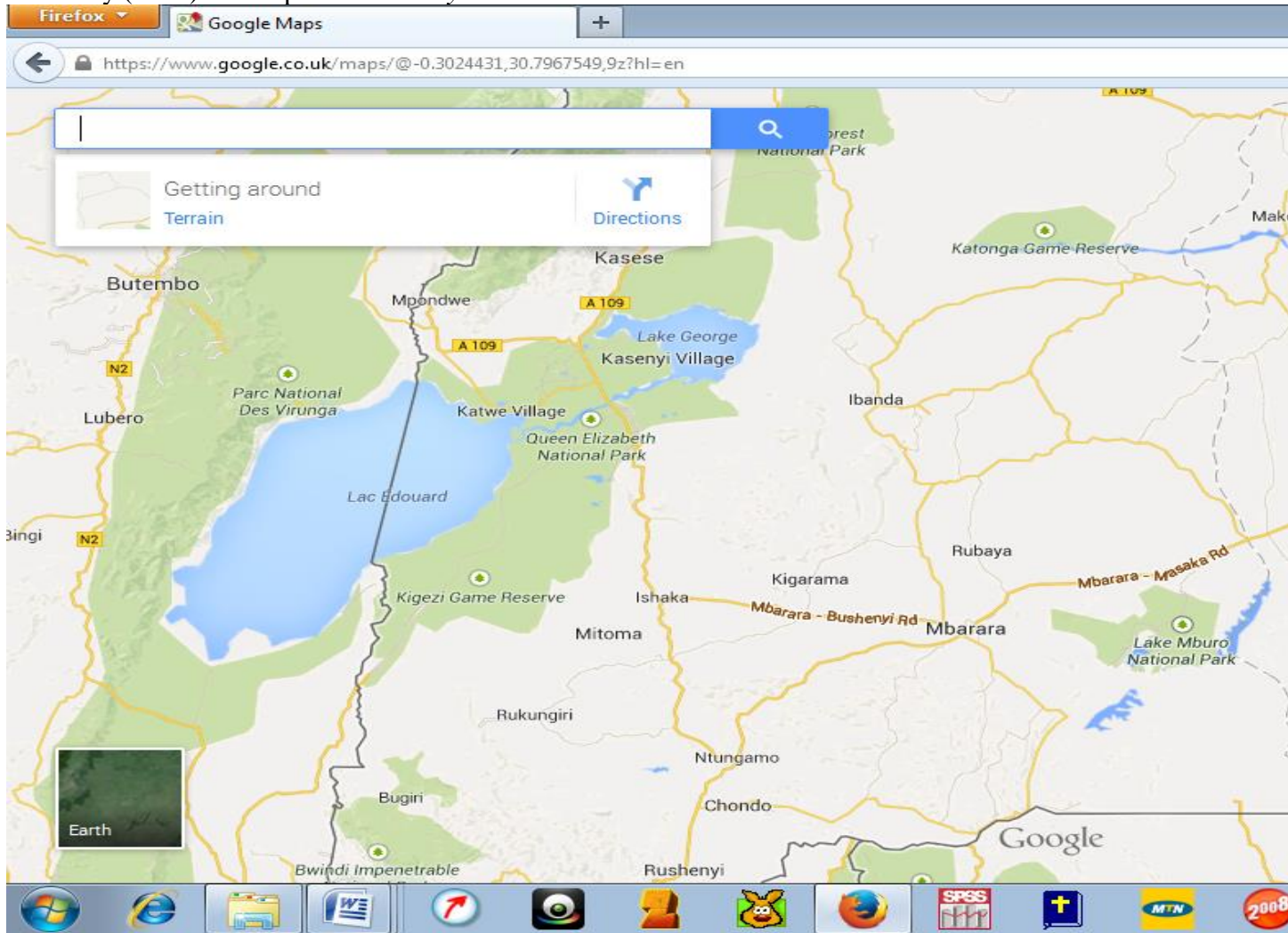
APPENDIX II

Interview Guide

1.   Do you view employee training as something very essential on the performance of this organization?

2.   Do you employee needs before empowering them?

3.   Does the organization train its own employees or at times it gets trainers from outside?

4.   Are there ways you follow while selecting employees to be involved in decision making of your organization?

5.   What is the general performance of the employees after empowerment?

6.   What impact is empowerment having on the employees' level of team work, time management and quality?

7.   Does the involvement contribute to the organization's competitive advantage?

A map showing the location of Mbarara town

Jim Riley (2012). Last updated**:** *Sunday 23*

September, 2012

Appendix 111

Data Request letter

Uganda Martyrs University

P O Box 5498

Kampala

7TH February 2014.

Centenary Rural Development Bank, Head Office

P. O. Box 1892,

Kampala.

Telephone: 0414-251276/7.

Re;   **Request for accessing information.**

Dear Sir/Madam,

I hereby requesting the permission from the centenary rural development bank main branch to allow me access its information from Mbarara branch located in Mbarara town. This will help me (Murangira Dickson, Registration number 2011-B021-10221) the researcher a student of Uganda Martyrs University Nkozi carrying out research on the topic "**the impact of employee relations on the performance of organizations in Uganda**" taking the case study of centenary bank Mbarara branch. This is the reason as to why am requesting the main branch to allow me get access of your information in Mbarara branch through its employees.

The information that will be provided to me by the employees will treated with high level of confidentiality and promise it will be for only academic purposes.

Yours sincerely

…………………………..

MURANGIRA DICKSON

2011-B021-10221