EMPLOYEE DEVELOPMENT STRATEGIES AND WORKER PRODUCTIVITY IN NON-GOVERNMENTAL ORGANIZATIONS IN UGANDA
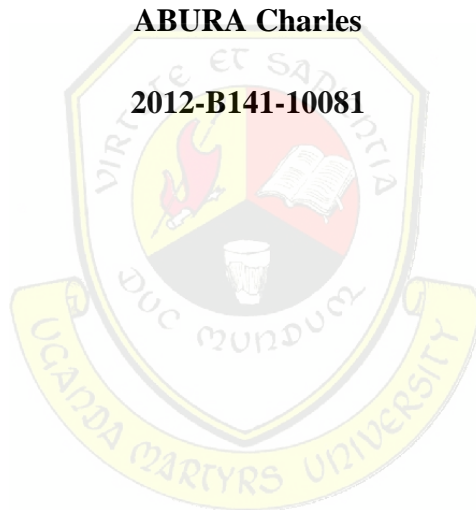
Case study: World Vision Uganda-Kotido Field office

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2012-B141-10081

Uganda martyrs University

May, 2015

EMPLOYEE DEVELOPMENT STRATEGIES AND WORKER PRODUCTIVITY IN NON-GOVERNMENTAL ORGANIZATIONS IN UGANDA

Case study: World Vision Uganda-Kotido Field Office

A Dissertation submitted to the Faculty

of Science in partial fulfillment of the requirements for the award

of the degree of Bachelor of Science- Economics and Statistics.

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DEDICATION

I dedicate this research report to my uncle Iriama Peter for the financial support and Brother Okio Peter for the guidance in pursuit of my academic qualifications, close class mates and friends who have supported me throughout this period of my studies without whose financial, moral and spiritual support, all would not have been possible.

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LIST OF ACRONYMS

FUE – The Federation of Uganda Employees

WVU-World Vision Uganda

ADPs-Area Development Programs

HIV-Human Immune Virus

HR-Human Resource

NGOs-Non Governmental Organizations

TQM-Total Quality Management

UNIDO-United Nations Industrial Development Organization

SSA-Sub-Saharan Africa

Mi-Miles

ABSTRACT

In this study, the researcher set out to establish the impact of Employee Development strategies in enhancing worker productivity in non-governmental organizations in Uganda a case study of World Vision Uganda-Kotido Field office.

 The study was guided by three research objectives;
It specifically addressed how training employees enhances worker productivity in non-governmental organizations in Uganda. .In addition to the above objective, the study aimed at finding out whether employee appraisal and feedback affected worker productivity in non-governmental organizations in Uganda and lastly the study looked at assessing whether employee empowerment affected worker productivity in non-governmental organizations in Uganda.The researcher used largely quantitative method though to some extent a mix of qualitative method was also used. Quantitative method involved analyzing and interpreting the phenomena largely in terms of numbers and other scientific measures like Chi Square and P-value. Specifically cross sectional design was used because this study aimed at finding out the prevalence of a phenomenon by taking a cross section of the population at one point in time while collecting the data

The study found out that World Vision Uganda-Kotido Field office practiced employee development strategies more especially training of its employees to equip them with sufficient knowledge and skills to be more productive. The study further revealed that though the organization put in alot of effort in appraising it employees worker productivity did not respond as anticipated by top management.

The study will highly benefit the case study and practitioners in management The study also suggests significant policy statements through its recommendation on training employees, employee appraisal and feedback and empowering employees in organizations. Such recommendations are helpful in policy formulation in the NGOs in Uganda. The study also influences the practice of management in the NGOs in the country in the attempt to deal with low worker productivity and its related problems.

The study concluded that investment in employee development strategies was a worthwhile undertaking and that management should endeavour to continue in developing its employees as World Vision Uganda-Kotido filed office as implemented to realise an increase in worker productivity.

CHAPTER ONE

GENERAL INTRODUCTION

Introduction

The past decade has witnessed an immense magnitude of social and economic reforms in various countries across the globe, owing to the ever increasing challenges posed by globalization. This implies that unless we keep pace with the reforms as a nation, we shall be bypassed by other nations in terms of social and economic progress. (The Federation of Uganda Employers FUE, 2011)'

Aware of this fact Ugandan employers have deemed it appropriate to seek reforms that will increase the level of productivity and competitiveness of their enterprises in this global context. It is only under such circumstances that they will be able to create more employment opportunities and increase government revenue as Uganda seeks to become a self-sustaining economy. (The Federation of Uganda Employers FUE, 2011)

Uganda has been singled out as less competitive in terms of worker productivity compared with some of its neighbors especially Kenya (Benard, 2013).In line with this report, all companies want to improve on their worker productivity, but how often do they examine their own management strategies as a means of attaining and enhancing increased worker productivity? This has created concerns, demands for a mechanism to be put in place in the bid to in reduce this challenge.

Employee development is a shared responsibility between individuals and managers. It should be supported by a culture (and the appropriate levels of delegation) which empowers individuals/teams and encourages innovation and risk taking to improve services. To support

this culture, business objectives and priorities need to be widely understood, roles and responsibilities must be clear and training and development needs must be analyzed and provided for. A key role for managers is to ensure that priorities are clear and that appropriate policies, systems and processes are in place to enable employees achieve targets and comply with standards. Unlocking the potential of individuals through coaching, support and development together with effective monitoring and supervision are key priorities for managers. (Head of human resources Eastland homes, 2013).

This chapter presents an Introduction to the study, Background to the study, the problem statement, The purpose of the study, Specific objectives, Research Questions ,Hypotheses, Justification of the study, Significance of the study, the Scope of the study, Conceptual frame work and Definition of terms.

1.1.0 Background to the study

1.1.1 Theoretical background to the study

In the last half of the nineteenth century, organizations were unable to obtain increased productivity from employees despite making large investments in new technologies. Frederick Winslow Taylor (1865-1915), an engineer at the Midvale Steel Company in Pennsylanania, discovered that workers sometimes avoided doing their best work, a practise called soldiering, because they feared that management might raise quotas without increasing pay or that some employees would lose their jobs. Complicating the situation, there were no systematic rules to serve as guidelines for doing the jobs most efficiently. Workers learned their jobs by use of rule of thumb and trial-and-error processes. In response to the inefficiencies he observed in the steel industry, Taylor developed scientific management this view is supported in the work of Gomez 2012.

Taylors work pioneered the significant increase in employee efficiency and productivity that characterised the industrial development of the nineteenth and twentieth centuries. His principles highlighted the relationship between employee productivity and the general level of employment, a relationship that still exercises the minds of managers and policy makers today (Morden, 2004)

This theory was adopted for this study because workers do not naturally enjoy work and so need close supervision and control. Therefore managers should break down production into a series of small tasks and workers should then be given appropriate training and tools so they can work as efficiently as possible on one set task. As a result workers are encouraged to work hard and maximize their productivity. (Riley, 2012)

In this context of the study, the theory holds that worker productivity is influenced by the believe that management has to put in more strategies in developing its employees in order to achieve organizational goals.

1.1.2 Conceptual background

According to a survey report by Evren and Jessica (2005) Employee development programs are of strategic importance to both organizations and employees. Organizations that are offering employees opportunities to evolve have increased the retaining of their talent and in turn created a cadre of workers equipped to grow within the organizational structure the reverse is true with those organizations that have not undertaken employee development.

According to a research by UNIDO on productivity performance in developing countries case study of Uganda by G. Ssemogerere (2005) , Periods of rapid growth in average labor productivity were concentrated in the years following independence in 1962, 1964/65 and 1967/69, propelled by the inherited health and education infrastructure, rated the best in SSA

at the time. The more recent positive trend, 1986/2000, although above zero, has yet to establish a sustained upward movement. Slump periods in average labor productivity were less in the immediate post–independence period, 1962/63–1969/70. However, the civil wars of 1971-79 and 1981-86, together with economic mismanagement, led to a massive loss in overall labor quality accumulation.

According to Management Guide Employee Development refers to steps taken by an organization to enhance the skills of an employee and motivate him/her to acquire new knowledge and leanings. Employee development activities upgrade an individual's existing knowledge, sharpen his/her skills and also prepare him/her to take up new opportunities in the future.

Human Resource (Employee) Development is an organized learning activities arranged within an organization in order to improve performance and/or personal growth for the purpose of improving the job, the individual, and/or the organization (Rouda & Kusy 1995) as reported by (Evren and Jessica, 2005) . This definition is adopted for this study because it fully describes the objectives of the current study. In this study, Employee development will be characterized by employee training, employee appraisal and feedback and employee empowerment.

Worker productivity is the amount of output produced by a worker per hour; it relates output to labour hours used in the production of that output.

1.1.3 The contextual background to the study

World vision started in 37 districts, with 46 child focused and community based Area Development program (ADPS) as well as 65 short term projects which together reach population of nearly 10 million people. This work world vision does help communities in

Uganda to become improved and more self-reliant. These activities include; Promoting and replicating local response to HIV and AIDS. Supporting, community based support network for people living with HIV and AIDS and mobilizing Local communities and church towards positive actions on HIV and AIDS. Helping farming families to increase their crop population with training in improved techniques like organic farming, more cropping and soil /water conservation. Supporting increased community access to education vocational, training and adult literacy classes through the building and rehabilitation of classrooms and the provision of school materials, Uniforms and school fees.

In perspective to this study, "Productivity is one of the most critical goals in business. Unfortunately, it's an activity seldom accepted by HR professionals as a legitimate mandate .While most HR professionals acknowledge that their job entails establishing policy, procedures and programs governing people management, few attempt is made to connect such elements to increasing employee output leading to reduced worker productivity which finally affects the attainment of the goals of the organization in this regard as earlier on noted Uganda has been unfairly singled out as less competitive in terms of worker productivity compared with some of its neighbors especially Kenya" as reported by (Benard 2013).According to recent research on management practice that can improve employee productivity(Victor,2013) all companies want to improve worker productivity, but how often do they examine their own management strategies like employee development strategies as a means of attaining it? This has created new needs like empowering its employees, concerns of training its employees, demands and challenges like improving on the working environment.

However, due to poor implementation of some of these employee development strategies by world vision Uganda, it has shown poor performance of some of its staff up to date. It is

against this background that the researcher intends to conduct the study about Employee development strategies and worker productivity in NGOs in Uganda a case study of World Vision Uganda.

1.2 Problem statement

The benefit of empowering employees (The Saylor foundation, n.d) demonstrates that Employees who are granted the power to take charge at work feel an increased sense of responsibility, accountability, and ownership for their work. They work diligently to meet project deadlines and organizational goals. They feel energized to do what it takes to get the job done and to do it right. All of these reasons fuel an empowered employee to be more productive, providing better performance results for the organization. Employers should always aim at enhancing worker productivity through various employee development interventions in order to maintain this trend at their work place.

Unfortunately, recent research on increasing employee productivity (John, 2011) shows that initiatives to increase worker productivity are activities seldom accepted by Human Resource professionals as a legitimate mandate, most HR professionals acknowledge that their job entails establishing policy, procedures, and programs governing people management forgetting that the most important resource they have is the human resource. Individuals in an organization form its vital resource and must be valued, nurtured and retained. Employees are the most valuable assets and truly the backbone of an organization. Every employee in his/her own way contributes towards the success or failure of an organization. Without employees in an organization, even the most powerful machinery with the latest technology would not function. Employees should not treat their organization as a mere source of earning money. Remember, your job is not just to come in the morning, leave in the evening and receive your paycheck. On the other hand employers should not treat their employees as slaves. Employers

must invest their time and resources in training and developing their workforce for them to become indispensable resources later on. Employees should be developed and prepared to face even the worst situations. (Management Guide nd)

In the view of this discrepancy, there is need to determine the suitable employee development strategies that can raise the worker productivity of NGOs in Uganda .If this is not addressed, the influence of low worker productivity will affect the performance of the organizations.

1.3.0 Purpose of the study

1.3.1 General Purpose of the study

The purpose of this study is to establish the impact of Employee Development strategies in enhancing worker productivity in non-governmental organizations in Uganda.

1.3.2 Objectives of the study

1. To determine how training employees enhances worker productivity in non-governmental organizations in Uganda.

2. To find out whether employee appraisal and feedback affects worker productivity in non-governmental organizations in Uganda.

3. To assess whether employee empowerment affects worker productivity in non-governmental organizations in Uganda.

1.4 Research Questions

1. How does training employees enhance worker productivity in non-governmental organizations in Uganda?

2. How does employee appraisal and feedback affect worker productivity in non-governmental organizations in Uganda?

3. How does employee empowerment affect worker productivity in non-governmental organizations in Uganda?

1.5 Hypotheses

1. There is no relationship between training of employees and worker productivity in non-governmental organizations in Uganda.

2. There is no effect of employee appraisal and feedback on worker productivity in non-governmental organizations in Uganda.

3. There is no effect of employee empowerment on worker productivity in non-governmental organizations in Uganda.

1.6 Justification of the study

This study is justified because worker productivity in organizations is considered to be an important vehicle in the achievement of goals and objectives of the organization, but we are experiencing low levels of worker productivity as indicated by the low returns to investment, high rates of strikes in work places, go-slows and to some points locking out of management officials at work place. Therefore if no such study is carried out, government, managers and policy makers, will find it difficult in realizing their expectations.

1.7 Significance of the study

This study contributes valuable knowledge to the field of labour. It is among a few studies to focus on employee development strategies and worker productivity in non-governmental

organizations in Uganda. It therefore forms a useful material for reference to other researchers and readers in this field.

The study also suggests significant policy statements through its recommendation on training employees, employee appraisal and feedback and empowering employees in organizations. Such recommendations are helpful in policy formulation of NGOs in Uganda.

The study also influences the practice of management in the NGOs in the country in the attempt to deal with low worker productivity and its related problems. In such a period, management in the organizations shall focus on specific issues involving employee development. The use of such specific knowledge will improve the quality of management of the organizations and raise the level of productivity leading to national development.

1.8 Scope of the study

The content of this study mainly focused on how employee development strategies specifically looking at training employees, employee appraisal and feedback and employee empowerment help in enhancing worker productivity which is a function of innate ability, the level of effort and the working environment in non-governmental organizations in Uganda. The space scope will be Kotido Town Council in Kotido district which is constituted by Government Quarters, Narikapet Parish, Lomukura parish and Acholi Inn. The time scope was the period since World Vision Uganda started operating in the district which was 2006 to 2015.

1.9 Conceptual framework

Independent Variable   Dependent

Employee Development strategies
• Training employees • Employee appraisal and feedback. • Employee empowerment

Worker productivity
• Innate ability • Level of effort • Working environment

Moderating │ Variables

• Organizational size • Organizational design
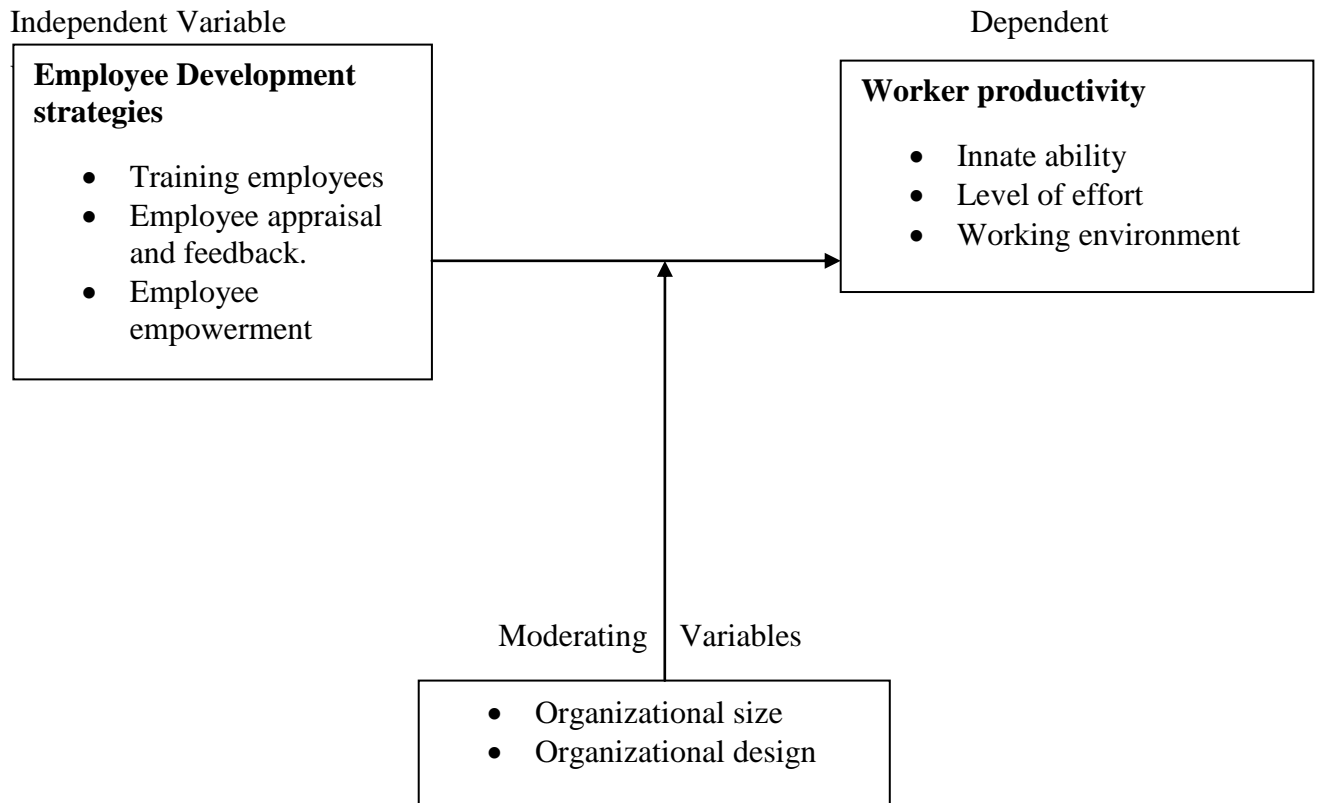
Source: Adopted from Ronald, G.E and Robert, S.S., (2009) and modified to suit the study

In the conceptual framework shown, Employee Development is said to influence worker productivity. Employee Development is defined by training employees, Employee appraisal and feedback and Employee empowerment while worker productivity is defined by innate ability, the level of effort and the working environment. The framework shows that the operationalized variables training employees, employee appraisal and feedback and employee empowerment in organizations directly affect the innate ability, the level of effort and the working environment.

However, this relationship between employee development strategies may be modified by organizational size and design

1.10 Definition of terms

For the purpose of this report, the following definitions will be understood:

Employee development. Upgrading the existing skills and knowledge of an individual.

Strategies. In this context the strategies of firms are their particular attempts to deal with the strategic problems they face in this case low worker productivity. They are a Set of actions undertaken by managers of firms to achieve worker productivity (Peter and John, 2003)

Employee Development Strategies. Employee development Strategies are joint initiative of the employee as well as the employer to upgrade the existing skills and knowledge of an individual in order to deal with strategic problems that face the firm.

Worker productivity refers to the amount of output per unit time. It is the amount of output created or done per unit of input.

Training .According to this study will refer to teaching organizational members how to perform their current jobs and helping them acquire the knowledge and skills they need to become effective performers.

Employee Empowerment will refer to enhancing the capacity of an individual or group to make purposive choices and to transform those choices into desired actions and outcomes. Empowerment is the capacity to make effective choices.

Motivation. According to this study will refer to the various ways to determine the direction of a persons' behaviour in an organization, a person's level of effort and a person's persistence in the face of challenges.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter presents a comprehensive review of relevant literature in an attempt to position the study in an appropriate theoretical framework. Thus it discusses findings of related researches to this study. The chapter reviews the related literature available on the problem under study according to selected themes that are related to the study. It ends with a conclusion that high lights the research gap. Focus is on employee development strategies namely, training employees, employee appraisal and feedback and employee empowerment and the relationship between employee development strategies and worker productivity in Non-Governmental organizations in Uganda.

Individuals in an organization form its vital resource and must be valued, nurtured and retained. Employees are the most valuable assets and truly the backbone of an organization. Every employee in his/her own way contributes towards the success or failure of an organization. Without employees in an organization, even the most powerful machinery with the latest technology would not function. (Management Guide nd)

Employees should not treat their organization as a mere source of earning money. Remember, your job is not just to come in the morning, leave in the evening and receive your paycheck. On the other hand employers should not treat their employees as slaves. Employers must invest their time and resources in training and developing their workforce for them to become indispensable resources later on. Employees should be developed and prepared to face even the worst situations. (Management Guide nd)

Employee Development defined;

According to Management Guide Employee Development refers to steps taken by an organization to enhance the skills of an employee and motivate him/her to acquire new knowledge and leanings. Employee development activities upgrade an individual's existing knowledge, sharpen his/her skills and also prepare him/her to take up new opportunities in the future.

Employee development is a joint initiative of the employee as well as the employer to upgrade the existing skills and knowledge of an individual. It is of utmost importance for employees to keep themselves abreast with the latest developments in the industry to survive the fierce competition. Believe me, if you are not aware of what is happening around you, even before you realize you would be out of the game. As they say there is really no age limit for education. Upgrading knowledge is essential to live with the changes of time. Employee development goes a long way in training, sharpening the skills of an employee and upgrading his/her existing knowledge and abilities. Employee development helps in developing and nurturing employees for them to become reliable resources and eventually benefit the organization. Employees also develop a sense of attachment towards the organization as a result of employee development activities.

Organizations must encourage their employees to participate in employee development activities. Employees also must take skill enhancement or employee development activities seriously. Do not attend trainings or other employee development activities just because your boss has asked you to do so. Don't just attend trainings to mark your attendance. You just cannot use same ideas or concepts everywhere.

Enhance your skills with time. Employee development can also be defined as a process where the employee with the support of his/her employer undergoes various training programs to

enhance his/her skills and acquire new knowledge and learning. Every organization follows certain processes which not only help in the professional but also personal growth of an employee. Employee development activities help an employee to work hard and produce quality work.

Employee development not only helps in enhancing knowledge of employees but also increases the productivity of organizations. Employees, as a result of employee development activities are better trained and equipped and work harder to yield higher profits.

Employee development activities help in the growth and development of employees, who are the true assets of an organization. You need to respect your employees for them to feel motivated and develop a sense of loyalty and attachment towards the organization. Don't forget your employees strive really hard for almost the entire day to accomplish the organization's goals and objectives. They need to be appreciated. The management ought to acknowledge their hard work. Employees who give their heart and soul to the organization also expect something in return. Money could be one motivating factor but nothing like it if you prepare your employee not only for his/her current job but also for future assignments as well. Employees need to grow with time. One cannot apply similar skills and techniques everywhere. Technology also becomes obsolete with time. An individual needs to keep himself/herself abreast with the latest developments to survive the fierce competition.

Worker Productivity defined:

Worker productivity is the amount of output produced by a worker per hour; it relates output to labour hours used in the production of that output.

2.1 Theoretical review

This will be a review of literature on the theory earlier on identified in chapter one that Winslow Taylor (1865-1915) put forward being the guiding principle of the study, the researcher is going to illustrate how the theory was used and how it will be used in the current study.

Frederick Winslow Taylor (1865-1915), an engineer at the Midvale Steel Company in Pennsylanania, discovered that workers sometimes avoided doing their best work, a practice called soldiering, because they feared that management might raise quotas without increasing pay or that some employees would lose their jobs. Complicating the situation, there were no systematic rules to serve as guidelines for doing the jobs most efficiently. Workers learned their jobs by use of rule of thumb and trial-and-error processes. In response to the inefficiencies he observed in the steel industry, Taylor developed scientific management this view is supported in the work of Gomez 2012.

Taylors work pioneered the significant increase in employee efficiency and productivity that characterised the industrial development of the nineteenth and twentieth centuries. His principles highlighted the relationship between employee productivity and the general level of employment, a relationship that still exercises the minds of managers and policy makers today (Morden, 2004).

The main things Taylor noticed for inefficiency and low productivity in business, industry, NGOs or economy were the lack of standard tools or techniques, the lack of match between skill and job and the lack of motivation from management towards its workers and among his four principles of scientific management he proposed that management scientifically selects, trains and develop each worker rather than passively leaving them to train themselves.

The weakness with the theory is that it was rarely accepted and adopted in its entirety because it called for extreme specialization among workers which many managers considered impractical and overly complex to the extent that employers became hesitant to endorse it and walkouts were common.

In regard to the above, the researcher intends to find out how employee development strategies enhances worker productivity and aims at suggesting possible techniques and standard tools among which employee appraisal and positive feedback to workers and employee empowerment that management can come up with to enhance worker productivity in non-governmental organizations that Taylor suggested.

Although many scholars have put much interest on training employees as a strategy for enhancing worker productivity, little concern has been put forward for employee empowerment and appraisal and feedback as possible strategies in enhancing worker productivity. This study will then review available literature in regard to the objectives of the study putting much emphasis on the relatively neglected areas of primary concern of employee appraisal and feedback and the concept of empowerment. Review will then be done objective-by-objective. Each objective given a theme that reflects both variables of the study and appropriate literature is reviewed.

2.2 Training employees and worker productivity

Training defined

Training refers to a planned effort by a company to facilitate employees' learning of job related competencies. These competencies include knowledge, skills, or behaviours that are critical for successful performance. The goal of training is for employees to master the knowledge, skills, or behaviours emphasised in training programs and to apply them to their

day-to-day activities. For a company to gain a competitive advantage its training has to involve more than just basic skill development. (Raymond, 2010)

Human Capital theory and worker productivity

Human capital corresponds to any stock of knowledge or characteristics the worker has (either innate or acquired) that contributes to his or her "productivity". The standard approach in labor economics views human capital as a set of skills/characteristics that increase a worker's productivity. This is a useful starting place, and for most practical purposes quite sufficient. Nevertheless, it may be useful to distinguish between some complementary/alternative ways of thinking of human capital. Here is a possible classification;

1. The Becker view: human capital is directly useful in the production process. More explicitly, human capital increases a worker's productivity in all tasks, though possibly deferentially in different tasks, organizations, and situations. In this view, although the role of human capital in the production process may be quite complex, there is a sense in which we can think of it as represented (representable) by a uni-dimensional object, such as the stock of knowledge or skills, and this stock is directly part of the production function.

2. The Gardener view: according to this view, we should not think of human capital as uni-dimensional, since there are many dimensions or types of skills. A simple version of this approach would emphasize mental vs. physical abilities as different skills. Let us dub this the Gardener view after the work by the social psychologist Howard Gardener, who contributed to the development of multiple-intelligences theory, in

particular emphasizing how many geniuses/famous personalities were very "unskilled" in some other dimensions.

3. The Schultz/Nelson-Phelps view: human capital is viewed mostly as the capacity to adapt. According to this approach, human capital is especially useful in dealing with "disequilibrium" situations, or more generally, with situations in which there is a changing environment, and workers have to adapt to this.

4. The Bowles-Gintis view: "human capital" is the capacity to work in organizations, obey orders, in short, adapt to life in a hierarchical/capitalist society. According; to this view, the main role of schools is to instill in individuals the "correct" ideology and approach towards life.

5. The Spence view: observable measures of human capital are more a signal of ability than characteristics independently useful in the production process. (Acemoglu & Autor, 2009)

Despite their differences, the first three views are quite similar, in that "human capital" will be valued in the market because it increases firms' profits. This is straightforward in the Becker and Schultz views, but also similar in the Gardener view. In fact, in many applications, labor economists' view of human capital would be a mixture of these three approaches. Even the Bowles-Gintis view has very similar implications. Here, firms would pay higher wages to educated workers because these workers will be more useful to the firm as they will obey orders better and will be more reliable members of the firms' hierarchy. The Spence view is different from the others, however, in that observable measures of human capital may be rewarded because they are signals about some other characteristics of workers.(Acemoglu & Autor ,2009)

For any enterprise to function effectively, it must have money, materials, supplies, equipment, ideas about the services or products to offer those who might use its outputs and finally people, which is the human resource, to run the enterprise. One major area of the Human Resource Management function of particular relevance to the effective use of human resources is training. (Afshan Sultana, Sobia Irum,2012).

Few people these days would argue against the importance of training as a major influence on the success of an organization. Employees are a crucial, but expensive resource. In order to sustain economic growth and effective performance, it is important to optimize the contribution of employees to the aims and goals of the organizations. The importance of training as a central role of management has long been recognized. The one contribution a manager is uniquely expected to make is to give others vision and ability to perform. Training is necessary to ensure an adequate supply of staff that is technically and socially competent and capable of career development into specialist departments or management positions. There is therefore a continual need for the process of staff development, and training fulfils an important part of this process. Training should be viewed therefore as an integral part of the process of total quality management. The recognition of the importance of training in recent years has been heavily influenced by the intensification of competition and the relative success of organizations where investment in employee development is considerably emphasized. They add that technological developments and organizational change have gradually led some employers to the realization that success relies on the skills and abilities of their employees, and this means considerable and continuous investment in training and development. Many organizations meet their needs for training in an ad hoc and haphazard way. Training in these organizations is more or less unplanned and unsystematic. Other organizations however set about identifying their training needs, then design and implement training activities in a rational manner, and finally assess results of training. For a firm's

performance, innovativeness and competitiveness, the most vital ingredient is its workforce's knowledge and skills. If an organization wants to remain competitive then it has to maintain continuous improvement and workplace education. Fast pace technological development and organizational change help employers to realize that success demands the enhancement of employee skills and abilities and it requires uninterrupted investment in training and development. Training is the systematic attainment and expansion of the knowledge, skills, and attitudes. Training is required by the employees to sufficiently execute a task or job and to improve performance in the job environment.(Afshan Sultana, Sobia Irum 2012)

Dennis (1993) in his work states that for organizations to fully develop a system of productivity and incentives, they have to critically look at employee training. This is especially true today as organizations are called upon under various Total Quality Management (TQM) conditions to be more adaptable. An investment in the people who are the heart and mind of the organization is essential. Flextime, educational leave, and tuition incentives are measures of these activities. Again, the relationship between these items and productivity incentives is indirect, but it is indeed there. Training and organizational development programs provide employees with the skills to achieve productivity improvements and win the rewards attached to them. Additionally, many employees view educational opportunities as rewards in themselves because such systems as TQM have only recently emerged in the public sector and private sectors, it is too early to expect clear-cut results to be evident in all but the most highly involved organizations have experienced the importance of such an initiative. These initial results are more likely to be useful as a baseline for measuring future developments

Relationship between employee training and worker productivity

Training can have a considerable influence on company finances as there are several potential training costs that companies may incur. One type of training related cost is direct cost. This may include instructor salary, materials, and follow-up supervision. A second type of training related cost is indirect cost. These costs are related to worker output and productivity during and upon completion of the training. Along these lines, once a training program is completed, worker productivity is expected to increase. The benefits will be to the company, due to an increase in worker output and productivity, and to the worker, as the increase in output should translate into higher wages and opportunities for career advancement. In general, a company will weigh the costs and returns to training to determine the amount of investment it will incur (Scott 2007 as cited in Kaufman & Hotchkiss, 2006).

2.3 Employee appraisal and feedback and worker productivity

Performance Appraisal Defined

Khan (n.d.) defines Performance appraisal as the periodic evaluation of an employee's performance measured against the job's stated or presumed requirements. One way to review the performance and potential of staff is through a system of performance appraisal. It is important that members of the organization know exactly what is expected of them, and the yardsticks by which their performance and results will be measured.

Annual Confidential Report (ACR)

Annual Confidential Report (ACR) is a performance evaluation report of a public servant, written by his immediate superior. In addition to performance, it contains specific observations on the character, conduct and integrity of the officer reported upon. ACR is to

be countersigned by an officer immediately superior to the officer who writes the report on his immediate subordinate. The report is classified as confidential.

Significance of Performance Appraisal

The fundamental objective of performance appraisal is to facilitate management in carrying out administrative decisions relating to promotions, firings, layoffs and pay increases. For example, the present job performance of an employee is often the most significant consideration for determining whether or not to promote the person.

Managers must recognize that an employee's development is a continuous cycle of setting performance goals, providing training necessary to achieve the goals, assessing performance as to the accomplishment of the goals and then setting new, and higher goals. A performance improvement plan consists of the following components.

a) Where are we now? The answer to this question is found in the performance appraisal process.

b) Where do we want to be? This requires the evaluator and the person being evaluated to mutually agree on the areas that can and should be improved.

c) How does the employee get from where he or she is now to he or she wants to be? This step is critical to the performance improvement plan. The appraiser and appraise must have mutual consensus on the specific steps to be taken. These steps may include training the employee so as to improve his or her performance. It should also contain the mechanism adopted by the appraiser/ evaluator to assist employee in the achievement of performance goals.

Performance Appraisal System: Different Methods

The most appraisal methods used throughout the world today are based, to some extent at least upon the following techniques: Graphic rating scales; behaviorally anchored rating scales (BARS), behavioral observation scales (BOS); mixed standard rating scales; and management by objectives (MBO). Most commentators agree that goal-based appraisal systems, in which an employee's work performance is measured against specific goals, are the most satisfactory.(Abi et al. 2002)

Among the different approaches, we shall look at Management by Objective.

Management by Objective

(Anon 2014)Management by objectives (MBO) is a management system designed to achieve organizational effectiveness by steering each employee's behavior toward the organization's mission. MBO is often used in place of traditional performance appraisals. The MBO process includes goal setting, planning, and evaluation. Goal setting starts at the top of the organization with the establishment of the organization's mission statement and strategic goals. The goal-setting process then cascades down through the organizational hierarchy to the level of the individual employee. An individual's goals should represent outcomes that, if achieved, would most contribute to the attainment of the organization's strategic goals. In most instances, individual goals are mutually set by employees and their supervisors, at which time they also set specific performance standards and determine how goal attainment will be, measured (Lindsey, 2005).

As they plan, employees and supervisors work together to identify potential obstacles to reaching goals and devise strategies to overcome these obstacles. The two parties periodically meet to discuss the employee's progress to date and to identify any changes in goals

necessitated by organizational circumstances. In the evaluation phase, the employee's success at meeting goals is evaluated against the agreed-on performance standards. The final evaluation, occurring annually in most cases, serves as a measure of the employee's performance effectiveness (Hannabuss, 1991)

Organizations are established to perform certain tasks and use different cadre of staff to achieve their objectives. To maintain standards and anticipated outputs organizations have to keep abreast with both new knowledge and technological advances. This fast growing challenge requires that organizations engage or update their staff so that they can cope with the rate of generation of new changes in these areas. Some of the coping mechanisms applied by organizations are recruitment of trainable staff, reproofing of present staff, in service training in certain disciplines and on the job training including exchange programs.

A performance appraisal system is a good instrument that can be used to improve the quality of an organization's work force performance of which it is considered as an important aspect in human resources management and as part of the control process in administration (Kavussi Shal, 1999). In order for an organization to achieve its objectives, planning of the appraisal process is an important subject who should be undertaken to enable it achieves the objectives like work force development, including improvements, promotions and assignments in managerial positions, persuasion and punishment, salary increase, personnel's performance feedback and determining their educational needs.

Therefore, an appraisal can be considered as an important factor in identifying the people's talents and capacities and its results can make them aware of advancements, plans and goals. An organization, itself, needs to detect the employee's efficiency to improve the manpower's status, for the purpose of increasing the volume of the production and services and making positive changes in its trend (Kavussi Shal, 1999).

Appraising performance is important because since it helps to ensure that the organization system will be easily understood by employees and effectively put into action by managers. Appraisal structures that are complex or impractical tend to result in confusion, frustration, and non-use. Likewise, systems that are not specifically relevant to the job may result in wasted time and resources. Indeed, most successful appraisal programs identify and evaluate only the critical behaviors that contribute to job success. Systems that miss those behaviors are often invalid, inaccurate, and result in discrimination based on non-related factors.

Performance appraisal should be conducted periodically to evaluate an employee's performance measured against the job's stated or presumed requirements. It is important that members of the organization know exactly what is expected of them, and the yardsticks by which their performance and results will be measured. Laurie J. Mullins substantiated the necessity of an effective appraisal scheme by saying that it can identify an individual's strengths and weaknesses and indicate how such strengths may best be utilized and weaknesses overcome.

The appraisal system should be formalized especially in supporting decisions on salary and wage increases, transfers, promotions and dismissals, as well as communicating information to appraise through a review of their progress. Results of performance appraisal are used to discuss performance and progress of personnel in relation to goals. Performance strengths are recognized and weaknesses identified so that individual action plans can be developed to make the necessary corrections. The performance appraisal method applied should be valid. There must be a clear link between the performance standard for a particular job and an organization's goals and this should be measured accurately by the method. Appraisers should be thoroughly trained in purpose and utilization of the performance appraisal system. (Wolf, C. 2005).The performance appraisal method applied must be sensitive in

distinguishing effective performers from ineffective performers/ the performance appraisal method should be reliable in that different raters using the same method will rate the same employee similarly. The performance appraisal method should be easily understood by both raters and the employees. (Fletcher, C. (2004)).

Effects of Performance Appraisal on Worker Productivity

Competent appraisal of individual performance in an organization or company serves to improve the overall effectiveness of the entity. Kane and Lawler, 2009, indicated that, the three main functional areas of performance appraisal systems are administrative, informative, and motivational. Appraisals affects the administrative in that it serves the role of facilitating an orderly means of determining salary increases and other rewards, and of delegating authority and responsibility to the most capable individuals. The informative function is fulfilled when the appraisal system supplies data to managers and appraises about individual strengths and weaknesses. Finally, the motivational role entails creating a learning experience that motivates workers to improve their performance. When effectively used, performance appraisals help employees and managers establish goals for the period before the next appraisal.

Appraises, appraisers (managers), and companies all reap benefits from effective performance appraisals. Appraises benefit in a number of ways; for example, they discover what is expected of them and are able to set goals. They also gain a better understanding of their faults and strengths and can adjust behavior accordingly. In addition, appraisals create a constructive forum for providing feedback to workers about individual behavior, and for allowing workers to provide input to their managers. Finally, appraises are (ideally) given assistance in creating plans to improve behavior, and are able to get a better grasp on the goals and priorities of the company.

2.4: Employee Empowerment and Worker Productivity

Empowerment Defined

Ettorre (1997) defines empowerment as employees having autonomous decision making capabilities and acting as partners in the business, all with an eye on the bottom line. Companies use different terms, but all terms have basically the same intent of employee participation and involvement. Empowered employees make decisions traditionally reserved for management. Empowerment is not just delegating decision making authority; it is also setting goals and allowing employees to participate (Riggs, 1995, p.7). This concept began in the late 1970's and early 1980's with experiments using Quality Circles, Quality of Work life, and Total Quality Management programs (Juravich, 1996).Empowerment can be defined in either a relational or a motivational sense. In the relational sense, empowerment is "the granting of power, the delegation of authority". Defined motivationally, any practice that enhances a belief in self-efficacy increases a sense of power. An effective way to bring about an increase in self-efficacy is through active attainment, the authentic mastery of the tasks related to a job (Burpitt, 1997, pp.415-417).

Worker empowerment is a complicated issue because managers differ as to what the term empowerment really means. Some managers view the definit'ion as the voluntary transfer of ownership of a task or situation to an individual having the ability and willingness appropriate to that situation. However, the practice of empowerment in that context is rare. Other managers believe that empowerment should be viewed as a process, affected by different variables such as economic factors, government regulations, and company policies. These variables could at times enlarge or shrink the authority of organizational members to make decisions. (Rayburn & Rayburn,n.d.)

According to World Bank (2007), Empowerment means to enhance the capacity of an individual or group to make purposive choices and to transform those choices into desired actions and outcomes. It was first given prominence by the World Bank in its World Development Report, 2000–2001. It has since figured among the objectives of more than 100 Bank lending projects. Despite increased investment in empowerment, however, the concept has remained loosely defined in project activities, and there are few instruments or indicators for monitoring empowerment processes and outcomes.

The need to change the way organizations and their employees conduct business is becoming more apparent as the economy moves into the new millennium. Escalating development of the global market, rapid changes in technology, a shifting work force and customer demographics and an increased emphasis on quality and flexibility of products and services all point to the need for change. Recent forces in the business community such as globalization, skill staff shortages, and the need for innovation and productivity have added momentum to the search for ways to survive. Today, a traditional bureaucratic management style is no longer effective. Sweeping changes are needed throughout most organizations to better meet competition. Empowerment of workers is one of the management approaches used today by companies in response to the need for change. However, empowerment is based on a set of assumptions that are in contrast to those normally made by managers.

Empowerment threatens to reduce the manager's control over employees in three directions: downward, inward, and outward.

Downward loss of control can be seen by the delegation of decision making to front-line employees. Many managers, most of which have more training than line employees, believe that delegating decision making to a "less qualified-person" is not logical. They believe they

are the best qualified to make these decisions and they are the only ones that should make them.(Rayburn & Rayburn,n.d.)

Characteristics of Empowered Employees

Empowerment, a vehicle of participative management, is very difficult to manage and implement properly. Often times workers do not understand the process, and this is why it fails. For empowerment to work successfully, employees must be provided the information needed to maximize their own potential contribution; the training and development experiences necessary to maximize their own added value; and the opportunity to influence the basic processes of the organization in which they operate and perform. Communication must be present for empowerment to be effective. However, many other factors must work in unison for the synergy of empowerment to be fully enjoyed. (Rayburn & Rayburn,n.d.)

Framework for Understanding and Measuring Empowerment

According to World Bank (2007), if individuals or groups are empowered, they possess the capacity to make effective choices, that is, to translate their choices into desired actions and outcomes. As to World Bank capacity is influenced primarily by two interrelated factors: agency and opportunity structure. Agency refers to an actor's ability to make meaningful choices, that is, to consider and purposively choose among options.

Opportunity structure refers to contextual factors that affect the extent to which an actor can actually transform those choices into effective action. The actual degree of empowerment depends on the extent of the actor's agency and the nature of the opportunity structure.

Empowerment in Practice

Empowerment is normally associated with Total Quality Management (TQM) or Quality of Working Life (QWL) innovators; employee empowerment has been an important part of the creative manager's tool-kit for about two decades. Organizational entrepreneur Johan Olsson puts the process succinctly on his website. In his view, employee empowerment involves simple but important changes in managerial attitudes. (Doughty & Rinehart,2004)

"Ask and listen," he says. "Instead of providing your thoughts, ask the employee four business altering words: 'What would you do?' When you do ask this question, the employee has the opportunity to openly express ideas, dreams and passions. You may already have an answer, but if the answer comes from the employee you now have:

- Delegated this opportunity to someone passionate about the issue;

- A champion within the business to lead the implementation and change;

- An employee who is making a difference to the business.

For Olsson, the result is "a win-win-win situation. You win by delegating, the business wins by improving processes and, most importantly, the employee feels like the primary winner because they have the opportunity to implement their own ideas to an issue and bring about ;2resolution."55 Plainly, a Christmas goose and a dusty Suggestion Box nailed near the foreman's door were no longer adequate. The time of change champions and exemplary followers had arrived. Amid all of this enthusiasm, however, it is important to recognize two enduring themes in this approach:

1. Empowerment is not about power;

2. Empowerment is about productivity.

First, the sharing of responsibility for decision making within a less hierarchical structure than was traditionally to be found in organized work situations is largely a matter of perception (or "optics"). While it is true that employees are now frequently consulted, that their suggestions may be taken seriously, and that their contributions might be implemented in policy and practice, the choice of whether or not to follow employees' recommendations remains an exclusive management right. Consultation and participation are not the same as ownership and control. When, therefore, rhetoricians of reform speak of employees "owning" some part of the productive process or even their own jobs, the word is being used symbolically. It implies responsibility or even stewardship, but it does not imply final authority.

Second, the criteria according to which newly empowered employees will have their recommendations adopted all come down to the ubiquitous "bottom line." Improvements in working conditions, for example, will be embraced if they can be shown to increase profits for a private sector company or increase efficiency in the public service. This does not mean, of course, that mutually beneficial innovations cannot or do not exist. It only suggests that the overriding purpose of empowering employees is to encourage them to become self-starters, self-managers and self-disciplinarians in the ultimate interest of management. If, in the process, workers become happier and healthier, that is well and good but it is not the principal purpose of the exercise.(Doughty & Rinehart,2004)

Reasons for Empowering Employees

In today's business age, organizations are looking for the extra edge to allow them to outperform their competitors and to gain market share. An important factor in direct correlation to an organization's performance is employee productivity. So, the next question most of us ask is "How can I improve employee productivity?" Many businesses in the

modern world believe the philosophy that empowering employees will improve productivity and will provide other benefits. This philosophy is based on the theory that as employees are empowered to take control and make decisions, they feel more confident, capable, and determined to work more effectively and efficiently. As a result of these business practices, employees become more productive.(The Saylor Foundation,2007)

In order to solidify your understanding of why companies choose to embrace employee empowerment, you must first realize the benefits associated with employee empowerment. Let us take a closer look at some of the positive impacts that empowering employees can have on an organization's quality of work, employee satisfaction, collaboration, productivity, and costs.

Productivity

Employees who are granted the power to take charge at work feel an increased sense of responsibility, accountability, and ownership for their work. They work diligently to meet project deadlines and organizational goals. They feel energized to do what it takes to get the job done and to do it right. All of these reasons fuel an empowered employee to be more productive, providing better performance results for the organization. For example, GE instituted a "work-out" program intended to empower employees to identify and eliminate redundancy, waste, and bureaucracy that exist in big corporations like GE. Employees felt energized to meet the challenge and their creativity was unleashed as they restructured daily job functions and processes. As a result, employee productivity skyrocketed and transformed GE into one of the largest, most profitable companies in the world.

Costs

Reduction of costs is another advantage of empowering employees. Many factors contribute to this advantage. For instance, as employee satisfaction increases for empowered employees, employees' sense of loyalty and dedication to their job and the organization also increases. According to Wagner & Harter (2006), these actions result in longer-term employees, less job transitioning, and improved retention rates, thus reducing employee turnover costs.

Another cost reduction factor is the increased efficiency of operations due to more engaged and accountable employees. As employees become involved in day-to-day decisions and take a sense of pride in their work, they become aware of in-efficiencies in routine functions that cost the company money. According to The Gallop Organization, organizations that enable employees to be more empowered and engaged, experience 27% higher profits (Wagner & Harter, 2006). Empowered employees feel comfortable sharing their innovative solutions with management, providing cost-cutting measures that benefit the organization. These solutions are invaluable to the organization running both efficiently and effectively without excess overhead costs.

Empowered employees also contribute to reducing costs associated with customer service issues. Employees with the power to make decisions and find solutions to customer complaints are able to provide exceptional customer service, yielding happier customers with increased loyalty to the company. The Gallop Organization notes that organizations that empower employees experience 50% higher customer loyalty (Wagner & Harter 2006). As customer retention and satisfaction increases, costs associated with keeping and maintaining the organization's customer base decreases. Hence, company resources are freed up to focus on growing the business instead of on how to stop customers from leaving.

Quality of Work

Employees have a need to feel like they are participating in the well-being of the organization. They want to know that they are contributing to the organization's success and that they are making a difference in the world. In organizations that provide employees with the freedom and flexibility to make a difference, employees feel empowered to deliver high quality work. For instance, HCL Technologies' empowerment philosophy has enabled the company to provide innovative, high quality service to their customers, resulting in revenues tripling and customer satisfaction increasing by 73% in the last 5 years. Empowered employees take personal pride in their work and responsibility for doing a good job. As a result, organizations reap the benefits of empowered employees by delivering high quality products and services.

Employee Satisfaction

Research often cites high levels of employee satisfaction as a major advantage to empowering people in the workplace. In a 1999 research study conducted by the National Association of Working People, companies with high levels of employee satisfaction were examined to uncover the source of satisfaction. The case study discovered that companies with high levels of employee satisfaction had a flexible, engaging work culture, which empowered employees. In addition, Wagner & Harter (2006) reconfirmed this notion, citing empowered employees with higher levels of satisfaction than organizations with more structured, hierarchical, and less flexible work environments. In these environments where employees were empowered, employees were granted the power to identify problems, provide solutions, and make important decisions. Increased responsibility, flexible work schedules, a fun work culture, and public recognition for success stories all contributed to the

employees' sense of feeling empowered. In return, employees rated their satisfaction levels as high compared to other organizations with cultures that prohibited employee empowerment.

According to Wagner & Harter (2006), increased levels of employee satisfaction lead to higher levels of loyalty, resulting in increased retention ratios. In addition, the quality of work produced by satisfied workers tends to be higher, reducing the number of product defects and poor service issues. Overall, these items contribute to increased productivity for the employee and the organization, resulting in an improved bottom-line for the company.

Collaboration

As employees are empowered and treated as vital components of the organization, they gain self-confidence in their abilities to positively influence the organization. Employees with healthy levels of self-confidence and self-esteem are more willing to share information with others. They feel comfortable exchanging ideas and collaborating with others in an honest and open manner. These behaviors promote teamwork and active involvement in support of company-wide goals that could not be achieved with a disjointed, non-connected workforce. As the famous saying from Helen Keller goes, "Alone we can do so little; together we can do so much." Collaboration often allows for an organization to achieve so much more than any one individual can achieve on his/her other own.

Some employers believe that the empowerment issue has become increasingly more important because of the younger generation in the workforce that seems to be driven by different goals. These employers believe that the workers of the newer generation X seek a more participative than directive leadership style. Generation X'ers are not very accepting of authority. They are very prone to resisting bureaucracy, which leads to decreased productivity and lack of service. They anticipate a leadership style that is participative, not militaristic .Early in the twentieth century, with the extension of scientific management techniques and

the assembly line as dominant models of administration and production, industrial managers attempted to assert greater control over the work process. Their initiatives provoked protest from workers who resisted managerial encroachment on their traditional practices of setting the pace of work and regulating productivity. More recently, operating under the rubric of employee involvement, workers and managers have developed new participatory schemes aimed at boosting productivity, improving competitiveness and decentralizing decision making authority. While the goals and expectations surrounding worker participation and workplace democracy have changed,

these concepts have continued to generate interest among both historians and contemporary observers seeking alternatives to a centralized, bureaucratic style of management.(Rayburn & Rayburn,n.d.)

Relationship between Empowering Employees and Worker productivity

Employee empowerment is a philosophy associated with real benefits for an organization. Its underlying principle of giving employees the freedom, flexibility, and power to make decisions and solve problems leaves an employee feeling energized, capable, and determined to make the organization successful. As a result of these management practices, quality of work increases, employee satisfaction increases, collaboration increases, employee productivity rises, and organizational costs decrease. All of these benefits enable an organization to achieve a competitive advantage and to bolster its bottom line. (Rayburn & Rayburn,n.d.)

2.5 Conclusion

The literature reviewed above shows a gap that organizations face in utilizing its human resources this has lead to low levels of productivity of labour.The chapter will show how organizations can increase the productivity of their human resources.

CHAPTER THREE

RESARCH METHODOLOGY

3.0 introduction

In this chapter, the researcher presents a detailed discussion on the research methodology to answer the research questions .It will include the research design, research site, sample study location, study population, sample size determination, sampling techniques and procedures, data collection methods and types of data, data collection instruments, validity and reliability, procedure of data collection, data analysis, ethical considerations, limitations of the study and the conclusion hence describing what will be done and how it will be done in order to achieve the research objectives.

3.1 Research design

Here the researcher used largely quantitative method though to some extent a mix of qualitative method was also used. Quantitative method involved analyzing and interpreting the phenomena largely in terms of numbers and other scientific measures. Specifically the cross sectional design was used because this study aimed at finding out the prevalence of a phenomenon by taking a cross section of the population at one point in time while collecting the data, it was also helpful to the researcher because it helped collect data from a large number of subjects since it is not geographically bound. (Martin, 2005).The researcher used both secondary data and primary data. Primary data was obtained using questionnaires while secondary data was found from books, organizational journals and the internet.The qualitative method was used because it has the ability to make a research go beyond the statistical results that are reported in the quantitative research. Correlation design was used since it enabled the researcher to assess the degree of relationship that exists between employee development strategies and worker productivity.

3.2 Research site

The study was conducted in World vision Uganda Kotido field office located in Kotido district. Its location lies approximately 360 kilometers (220 mi), by road, northeast of Kampala the capital of Uganda. The organization employs different kinds of employees inform of managers, human resource managers, supervisors, operational employees and support staff. The organization started its operations in Kotido district in 2006 and it's known to be one of the largest NGOs practicing a number of management strategies like employee development which is in line with the objectives of this study.

3.3 Sample study location

The study was carried out in Kotido, Uganda; Purposive sampling was used to select Kotido as a study site since it among the districts with largest number of NGOs in Uganda. In Kotido, Government Quarters was purposively selected as the study location. This is because Government Quarters is where World Vision Uganda office is located. Government Quarters is a residential settlement area which has attracted a number of NGOs to find rental office space in the area after the end of the recent disarmament program by government in the rejoin. It covers an area of 10 square kilometers. It lies along the Kotido-Abim road.

3.4 Study population

World Vision Uganda Kotido field office has 65 employees that were categorized into administrative and non-administrative staff. These categories were used because they are the best source of information about the impact of Employee Development strategies in enhancing worker productivity in non-governmental organizations in Uganda since all of them undergo through this strategies.

Table 1. A table showing the Classification of employees

Category	Number of employees	Percentage
Administrative	15	23.077%
Non-administrative	50	76.923%
TOTAL	65	100%

Source: *Primary data 2015*

3.5 Sample size determination

The sample size was got from the total populations of 65 employees out of which were 15 administrative staff and 50 are Non-Administrative staff. So the sample size that the researcher used consisted of managers, supervisors, field coordinators, operational employees, accountants and Non administrative staff. This sample size was determined by the formulae By **Amin, M, E., 2005**

$$n = \frac{N}{1 + Ne^2}$$

$$n = \frac{65}{1 + 65(0.05)^2}$$

$$n = 55.914$$

n = 55.914 employees approximately 56 employees

Where

n -is the sample size

N -is the total number of employees at World vision Uganda Kotido Field office

e -represents the error which can be either 0.05 or 0.01

The number of employees the researcher used to collect data from the different categories,

$$Administrative\ Staff = (\frac{15}{65})56$$

Administrative staff = 13 employees

$$Non\ Adminstrative = (\frac{50}{65})56$$

Non Administrative = 43 employees

3.6 Sampling techniques and procedures

The sampling technique that was used in this study was majorly Simple random sampling technique since the data to be collected was majorly numerical. The researcher used this technique to ensure that each member of the target population has an equal and independent chance of being included in the sample. The researcher also employed Purposive sampling to collect qualitative data. They comprised of respondents from management, human resource supervisors, operational employees and non-administrative staff of World vision Uganda.

The researcher used a sample size of 56 employees sought to have the technical and relevant information about the topic, and these respondents were 13 administrative staff and 43 non administrative staff. The researcher will use a sample size of 56 respondents because it is large enough to obtain reliable information. To determine the sample size of the respondents, the researcher used the formulae By **Amin, M, E., 2005**

$$n = \frac{N}{1 + Ne^2}$$

Where

n -is the sample size

N -is the total number of employees at World vision Uganda Kotido Field office

e- represents the error which can be either 0.05 or 0.01

3.7 Data collection methods and types of data

The researcher used both secondary (data that has been already collected and has gone through the statistical process) data and primary data (data that is collected afresh and for the first time from the source).The method of collecting data will differ because primary data are original from the source whereas secondary data is a compilation of work. For the purpose of this study, primary data was collected through questionnaires and interview schedules while secondary data was collected through various publications of the organization on worker productivity, journals, books, magazines and newspapers. (Masembe, 2004)

3.8 Data collection instruments

3.8.1 Interviews

An interview is an oral presentation of questionnaires. Here the researcher used an interview guide with well structured questions. It involved face-to-face interaction between the interviewer and the interviewees who were only the top managers. And the researcher asked well structured questions and listened carefully to the responses hence obtaining the required information for the study.

3.8.2 Questionnaires

Questions were formulated by the researcher to be answered by the respondent and they were self-administered. The researcher gave out 44 questionnaires and of which all were returned. These questionnaires had a guide which directed the respondents on what to do and explained what the researcher wanted. Therefore this helped the researcher to get views of the different people within that organization and analyzed it to get the right conclusion.

3.8.3 Observation

The researcher used his bare eyes to see how training is being conducted at the organization and its effect worker productivity for example their innate ability, effectiveness, skillfulness,

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the level of effort and the working environment. The researcher was participative where the researcher became part of the group he is observing and he observes from inside the group and as well non-participant where a researcher is not part of the environment he is studying. For this research the researcher used participant observation because it gave room for interaction.

3.9 Validity and reliability

According to Amin (2005), reliability is dependability or trustworthiness and in the context of measuring an instrument it is the degree to which the instrument consistently measures whatever it is measuring. He defined Validity as the ability to produce findings that are in agreement with theoretical or conceptual values. 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 guides and observation. Out of the 24 items in the questionnaire used, the items rated relevant were 23 and 1 was rated irrelevant.

$$CVI = \left(\frac{Items\ rated\ relevant}{Total\ number\ of\ items} \right) 100\%$$

A CVI ≤ 50 is rated unreliable while one rated ≥ 50 is reliable.

Items rated relevant = 23

$$CVI = \left(\frac{23}{24} \right) 100\%$$

CVI= 95.8%

Therefore this percentage (95.8%) 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.

3.10 Procedure of data collection

In order to be able to collect this data, the researcher first got a letter from the faculty of Science- Uganda Martyrs University that identified him to the organization in order to seek permission to carry out the research. The researcher then arranged and tested the tools to be used during the research like questionnaires and interview guide.

3.11 Data analysis

In analyzing data, the researcher used both quantitative and qualitative research designs. For the quantitative method the researcher used correlation design which was used to examine the relationship between the independent variable (Employee development strategies) and the dependent variable (Worker productivity). The researcher also looked at the relationship between the attributes of the independent variable that is training employees, employee appraisal and feedback and employee empowerment and the values of the dependent variables which included innate ability, the level of effort and the working environment. The descriptive method which is neutral was used under both qualitative and quantitative methods. Here the researcher described state of affairs as they exist and it involved measurement, classification, analysis, comparison and interpretation of data.

3.12 Ethical considerations

There was high level of confidentiality. All the information got from the different respondents was kept out of reach to others.

The researcher did not give the respondents money in order to get information from them meaning their responses were free from any source of bias, hence more reliable information gathered.

The researcher clearly explained the objectives of the study so as to make it simple for him to get the necessary information and the respondents were not forced into giving information.

3.13 Limitations of the study

The major limitation to this study was the scope of the study which did not allow for generalization.

Another limitation to the study was the sample size which was too small to allow larger access to the required population.

The researcher found a problem in getting enough information on employee empowerment in the Library of Uganda Martyrs University because the human resource text books with detailed information about the topic that can be used especially for the literature review is limited and so the researcher had to look for alternatives like the internet which was slow hence wasting time.

Some of the employees the researcher tried to consult were not open enough to give the necessary information since some could not really believe that the researcher was a student besides they wondered why out of all organizations the researcher chose theirs.

The researcher was also faced with the problem of limited information. This was because this topic would best be researched on when the organization is very large in order to obtain enough information and some other employees were not cooperative at all to give information.

There was a problem of time management in the organization. In most cases the researcher would go early in the morning but the employees often times took long to report to work hence wasting a lot of time.

3.14 Conclusion

In summary, this chapter is about the research methodology which comprises of the research design, study population, the sample size, sampling design, methods of data collection and the tools, data collection procedures, reliability and validity, data analysis and the ethical consideration of the research that was carried out in World vision Uganda. All the above were very vital and helped the researcher in getting the necessary information in spite of all the limitations of the research.

CHAPTER FOUR

PRESENTAION, ANALYSIS AND DISCUSSION OF FINDINGS

Introduction

This chapter presents the findings of the study in order to answer the study questions and meet the study objectives. The study was guided by three specific objectives namely:

To determine how training employees enhances worker productivity in non-governmental organizations in Uganda.

To find out whether employee appraisal and feedback affects worker productivity in non-governmental organizations in Uganda and finally,

To assess whether employee empowerment affects worker productivity in non-governmental organizations in Uganda.

This chapter therefore presents the findings of the study in line with these research objectives.

4.0 Response rate

A total number of 56 respondents were expected to participate in the study, 44 respondents were able to participate representing 78.571% response rate. During the study not all the respondents were available at the office because they had gone to the field and some respondents did not return the questionnaires implying that they were very busy.

According to Guttmacher institute (2006), response rate should never be less than 60%, whereas Amin (2005) argues that for any results to be reliable, the response rate should never go below 50%. Therefore, the results obtained from the study are considered to be reliable.

4.1 Demographic Characteristics of the respondents

The respondents were categorized according to Gender, Age group, marital status, educational level, level of management and the number of years served at world vision Uganda.

4.1.1 Gender

Table 2: Gender of the respondents

Gender	Freq	Percent	Cum
Male	29	65.91	65.91
Female	15	34.09	100.00
Total	44	100.00	

Source: *Primary Data 2015*

On the question of Gender, Table 2 above showed that majority of the respondents were male representing 65.91% as compared to their female counterparts representing 34.09% of the organization. This showed that the gender distribution in WVU- Kotido filed office was not fair. The difference however could not affect the results of the study in anyway. The researcher observed that the nature of work to be performed by a staff member dictated the type of gender to recruit as some tasks are more physical and required both knowledge and skill to execute. On the other hand while conducting an interview with the Human resource manager the researcher was able to understand that WVU was a Christian based organization which offered equal opportunity to both sex.

4.1.2 Age group
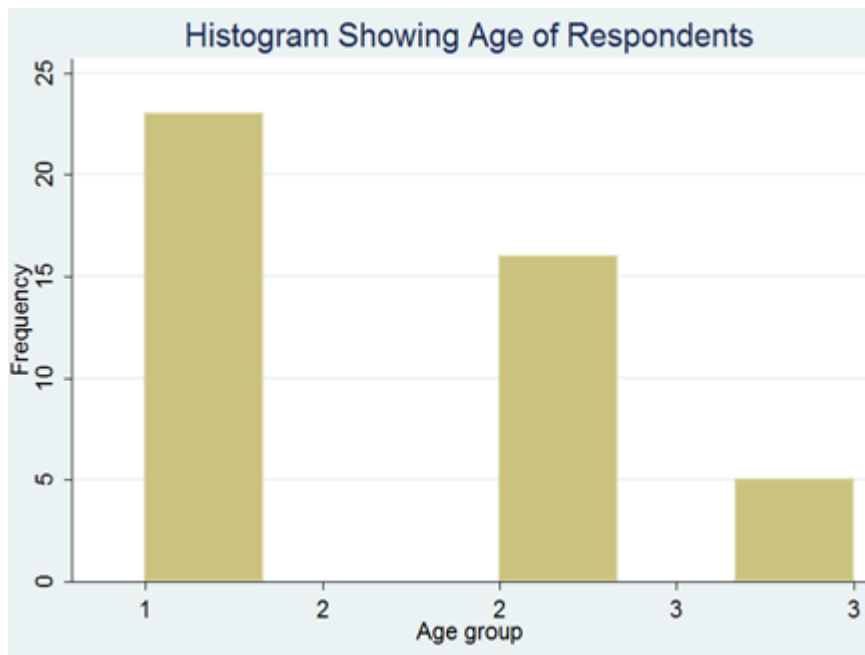
Graph 1: Histogram showing Age group of the respondents

Source: *Primary Data 2015*

From the above graph the majority of staff in WVU is between the ages of 18 to 35 years. This is a reproductive age which must be carefully natured and motivated by top management to realize higher worker productivity.

Table 3: Age group of the respondents

Age group	Freq	Percent	Cum
1	23	52.27	52.27
2	16	36.36	88.64
K23	5	11.36	100.00
Total	44	100.00	

Source: *Primary Data 2015*

The table above also corresponds with the previous discussion that the majority of the staff is in the age group of 18 to 35 years.

4.1.3 Educational Qualifications

Table 4: Educational Qualifications of the respondents

Educ Qual	Freq	Percent	Cum
1	15	34.09	34.09
2	11	25.00	59.09
3	12	27.27	86.36
4	6	13.64	100.00
Total	44	100.00	

Source: *Primary Data 2015*

From the table 4 above, the majority of the respondents had certificates representing 34.09%.25.0% of the respondents had qualified with Diplomas yet 27.27% of the staff had qualified with Degree qualifications and finally 13.64% of the respondents had postgraduate qualifications. The high number of staff with certificate qualifications is attributed to the kind of work that WVU does which is most of the time working with vulnerable women and children who hardly speak English and so have the required skills when in the field. The second highest qualification of staff is the Degree holders who serve most of the administrative work at the office. They possess the required kills that are required while dealing with vulnerable children.

Furthermore the researcher found out that most of the staff had undergone training in various fields of for example stress management while some staff were routinely taken up for training productivity related courses.

4.1.4: Level of management

Table 5: Level of Management of the respondents

LOM	Freq	Percent	Cum
1	15	34.09	34.09
2	15	34.09	68.18
3	14	31.82	100.00
Total	44	100.00	

Source: *Primary Data 2015*

From the above table, the study findings showed that Top management and Middle of management both represented 34.09% of WVU and operational managers represent 31.82% of the organizational management.

From these findings, it is clear that most of the staff were involved in the study. Therefore the findings of the study were taken to fully represent the views of the entire study sample and organization at large.

4.1.5: Years served in WVU

Table 6: Years served in WVU by the respondents

Years Served	Freq	Percent	Cum
1	24	54.55	54.55
2	9	20.45	75.00
3	9	20.45	95.45
4	2	4.55	100.00
Total	44	100.00	

Source: *Primary Data 2015*

It is evident from the table above that majority of staff 24 (54.55%) had served for 0-5 years in the organization.

The researcher found out through the interviews held that the majority of the long serving personnel were in Top management and middle management who occupied senior positions. The results indicated that most of the staff had spent a substantial period in the organization and had l2acquired good experience and well informed about WVU activities.

4.1.6: Employee development strategies and nurturing employees to benefit WVU

Table 7: Employee development strategies and nurturing employees.

Qn7	Freq	Percent	Cum
1	42	95.45	95.45
2	2	4.55'2	100.00
Total	44	100.00	

Source: *Primary Data 2015*

From the above table when the respondents were asked whether employee development strategies would help in nurturing and developing employees making them relevant to the organization ,95.45% of the respondents said employee development strategies helped in developing and nurturing employees for them to become reliable resources and eventually benefit WVU.

4.1.7 Employee development a continuous cycle

Table 8: Employee development a continuous cycle of setting performance goals in WVU.

Qn8	Freq	Percent	Cum
1	34	77.27	77.27
2	10	22.73	100.00
Total	44	100.00	

Source: *Primary Data 2015*

Findings from the study showed that majority of respondents strongly agreed that employee development was a continuous circle of setting performance goals as shown in Table 8 above with a percentage of 77.27% while 22.73% of the respondents agreed with the same statement. This shows that employees need to be continuously developed in an organization. This in line with Abi et al(2002) who said that managers must recognize that an employee's development is a continuous cycle of setting performance goals, providing training necessary to achieve the goals, assessing performance as to the accomplishment of the goals and then setting new, and higher goals.

Graph 2: Pie Chart showing how employee development strategies affect worker productivity

Source: *Primary Data 2015*

As seen from the above Pie Chart, 82% of the respondents said that employee development strategies have affected their productivity in the organization and so for organizations to realize an increase in worker productivity they should invest most in developing its human resource.

4.1.8 Employee development and attainment of performance goals

Table 9: Table showing the relationship between employee development and performance

Tab Qn7Qn8, chi2

Qn7	Qn8		Total
	1	2	
1	34	8	42
2	0	2	2
Total	34	10	44
	Pearson chi2(1)=7.1238	Pr=0.008	

Source: *Primary Data 2015*

Since the p-value (0.008) <0.05, the null hypothesis is rejected implying that performance of employees depends on continuous development of employees

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4.1.8 Employee development strategies and worker productivity

Table 10: Table showing the relationship between employee development strategies and worker productivity.

Pwcorr Qn8Qn9,Sig

	Qn8	Qn9
Qn8	1.0000	
Qn9	0.3068	1.0000
	0.0428	

Source: *Primary Data 2015*

The correlation coefficient 0.3068 shows a strong positive correlation between employee development strategies and worker productivity. This means that as organizations invest in developing employees, the worker productivity increases. The relationship is significant at 5% level of significance since the p-value (0.0428) <0.05, thus the null hypothesis is rejected and conclusion made that there is a significant correlation between employee development strategies and worker productivity.

4.2 Section B: Training Employees and Worker Productivity

The researcher tried to determine how training employees enhances worker productivity at WVU-Kotido field office.

Success in today's competitive markets and the success of an organization largely depend on organization's human capital, not the physical capital; that's why some authors strongly advocated for increased organizational investment in training so as to provide better knowledge, skills and capabilities for their employees. (Garcia, 2005)

4.2.1 Competition and training.

Table 11: Table showing how competition has lead WVU into investing into training.

Qn11	Freq	Percent	Cum
1	28	63.64	63.64
2	16	36.36	100.00
Total	44	100.00	

Source: *Primary Data 2015*

From the table 63.64% of the respondents strongly agreed that intensification of competition has pushed the organization into investing in its employees through training and 36.36% of the respondents also agreed that intensification in competition in the private sector in Uganda pushed the organization into investing in training to offset the competition from the market.

4.2.2 Knowledge Characteristics of workers in WVU

Table 12: Table showing how Knowledge characteristics workers have contribute to productivity.

Qn12	Freq	Percent	Cum
1	33	75.00	75.00
2	11	25.00	100.00
Total	44	100.00	

Source: *Primary Data 2015*

From the table 75.00% of the respondents strongly agreed that knowledge characteristics of workers in WVU contributed to worker productivity and 25.00% of the respondents also agreed that knowledge characteristics of workers in WVU contributed to worker productivity and this implies that for the organization to continue to have an increase in worker

productivity it has to inl2vest in the knowledge characteristics of the workers to have their productivity improved. This is in line with Acemoglu & Autor (2009) who asserted that Human capital corresponds to any stock of knowledge or characteristics the worker has (either innate or acquired) that contributed to his or her "productivity". The standard approach in labor economics views human capital as a set of skills/characteristics that increase a worker's productivity. This is a useful starting place, and for most practical purposes quite sufficient for organizations to achieve an increase in productivity.

4.2.3 Training and worker productivity in WVU
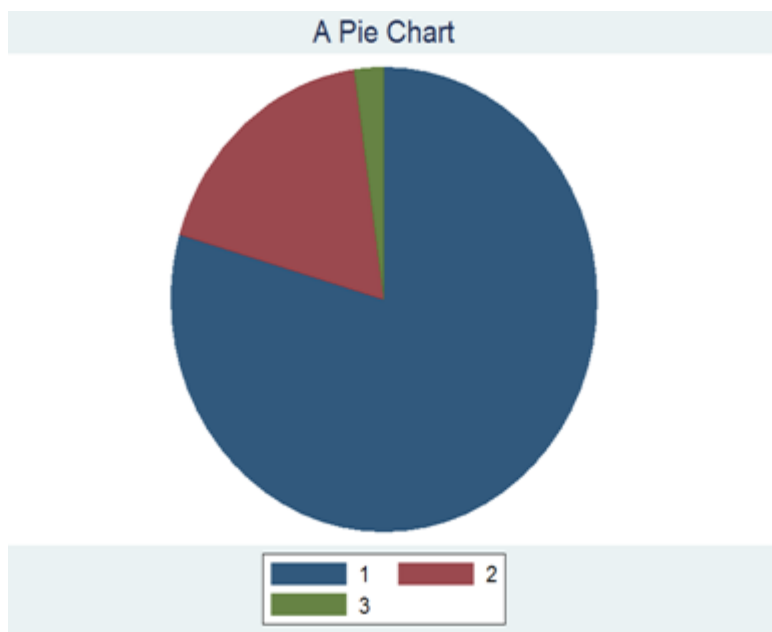
Graph 3: Pie Chart showing how employee training affects worker productivity

Source: *Primary Data 2015*

As seen from the above Pie Chart, 75% of the respondents strongly agreed that once a training program in the Organization is completed their productivity increases yet 22.73% of the respondents also consented to the fact after a training their productivity and finally 2.27% of the respondents remained neutral when asked about their productivity after a training this results clearly shows that worker productivity increases after a training program. In literature

review we saw as reported by Dennis (1993) Training and organizational development programs provide employees with the skills to achieve productivity improvements and win the rewards attached to them. Additionally, many employees view educational opportunities as rewards in themselves because such systems as TQM have only recently emerged in the public sector and private sectors, it is too early to expect clear-cut results to be evident in all but the most highly involved organizations have experienced the importance of such an initiative. These initial results are more likely to be useful as a baseline for measuring future developments. This has been proved in the pie chart above.

4.2.4 How Training and organizational development programs impact on worker productivity in WVU
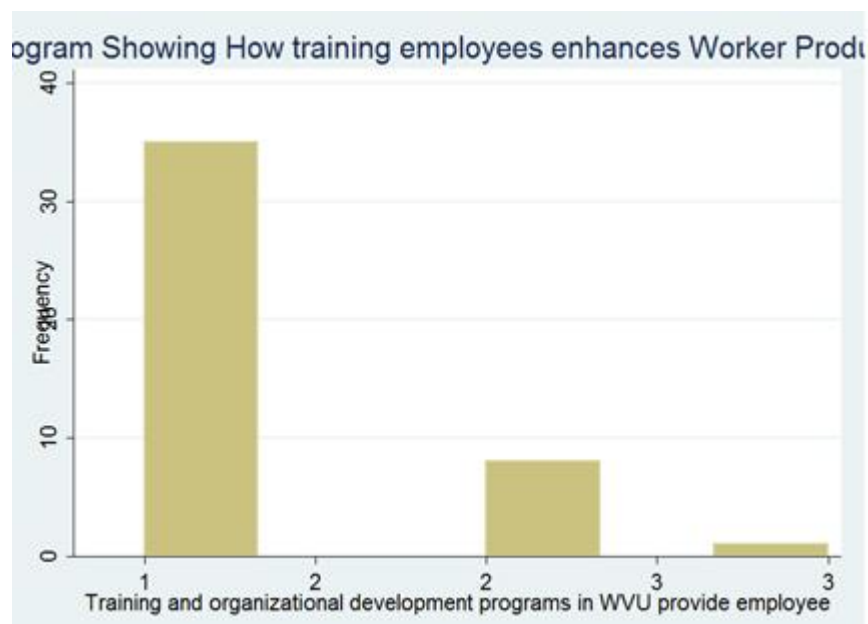
Graph 4: Histogram showing how training employees provides skills on productivity improvement

Source: *Primary Data 2015*

On the question whether training and organizational development programs in WVU provided employees with the skills to enhance their productivity improvement, the majority

of the respondents (35) representing 79.55% of the respondents strongly agreed that the training programs adopted by the organization has helped then enhance their productivity. Dennis (1993) in his work stated that for organizations to fully develop a system of productivity and incentives, they have to critically look at employee training. This is especially true today as organizations are called upon under various Total Quality Management (TQM) conditions to be more adaptable. An investment in the people who are the heart and mind of the organization is essential. Flextime, educational leave, and tuition incentives are measures of these activities.

4.2.5 Relationship between employee training and worker productivity in WVU

Table 13: Table showing how training employees provides skills on productivity improvement.

Tab Qn13Qn14, Chi2

Qn13	Qn14			Total
	1	2	3	
1	26	5	0	31
2	6	5	0	11
3	1	0	1	2
Total	33	10	1	44
	Pearson Chi2(1)=25.6540		**Pr=0.000**	

Source: *Primary Data 2015*

From the above table, since the p-value(0.000) <0.05,the null hypothesis is rejected implying that worker productivity depends on employee training and so organizations have to invest in

training employees in order to have their productivity improved. This is in line with Scott (2007) who cited the work of Kaufan and Hotchkiss, 2006 who said that worker output and productivity during and upon completion of the training must increase. Along these lines, once a training program is completed, worker productivity is expected to increase. The benefits will be to the company, due to an increase in worker output and productivity, and to the worker, as the increase in output should translate into higher wages and opportunities for career advancement.

4.3 Section C: Employee Appraisal and feedback and Worker Productivity

The researcher analyzed the effects of employee appraisal and feedback on worker productivity at WVU-Kotido filed office.

Abi et al(2002) emphasized that the fundamental objective of performance appraisal is to facilitate management in carrying out administrative decisions relating to promotions, firings, layoffs and pay increases. For example, the present job performance of an employee is often the most significant consideration for determining whether or not to promote the person.

Managers must recognize that an employee's development is a continuous cycle of setting performance goals, providing training necessary to achieve the goals, assessing performance as to the accomplishment of the goals and then setting new, and higher goals.

4.3.1 **Appraisal and how it identifies people's talents**

Table 14: Appraisal and how it identifies people's talents.

Qn17	Freq	Percent	Cum
1	30	68.18	68.18
2	14	31.82	100.00
Total	44	100.00	

Source: *Primary Data 2015*

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From the table 68.18% of the respondents strongly agreed that appraisal in the organization is considered as an important factor in identifying talents and capacities in the organization and 31.82% of the respondents also agreed that it is important for the organization to consider the appraisal of its employees when identifying talents and capacities. This is true as reported by Kavussi Shal (1999) who said that an appraisal can be considered as an important factor in identifying the people's talents and capacities and its results can make them aware of advancements, plans and goals. An organization, itself, needs to detect the employee's efficiency to improve the manpower's status, for the purpose of increasing the volume of the production and services and making positive changes in its trend

4.3.2 **Appraisal and how it improves the overall effectiveness of the entity.**

Table 15: Appraisal and how it improves the overall effectiveness of the entity.

Qn20	Freq	Percent	Cum
1	34	77.27	77.27
2	9	20.45	97.73
3	1	2.27	100.00
Total	44	100.00	

Source: *Primary Data 2015*

From the above table, the study findings showed that 77.27% of the respondents strongly agreed that competent appraisal of individual performance in WVU served as an instrument to improvement of the overall effectiveness of the entity yet 20.45% of the respondents agreed with the statement.

4.3.3Appraisal and worker productivity

Table 16: Appraisal and how it improves worker productivity.

Qn21	Freq	Percent	Cum
1	35	79.55	79.55
2	8	18.18	97.73
3	1	2.27	100.00
Total	44	100.00	

Source: *Primary Data 2015*

Findings from the study showed that majority of respondents strongly agreed that employee appraisal and positive feedback was an instrument to be used to improve the quality of an organization's workforce productivity as shown in Table 14 above with a percentage of 79.55% while 18.18% of the respondents agreed with the same statement while 2.27 of the respondents remained neutral. This shows that employees need to be continuously appraised to bring about an improvement in their productivity. Again Kavussi Shal (1999) said that A performance appraisal system is a good instrument that can be used to improve the quality of an organization's work force performance of which it is considered as an important aspect in human resources management and as part of the control process in administration this has been supported by the 79.55% of the respondents who agreed with the statement.

4.3.4 Relationship between Appraisal and feedback and worker productivity.

Table 17: Table showing the relationship between employee appraisal and worker productivity.

Pwcorr Qn20Qn21,Sig

	Qn20	Qn21
Qn20	1.0000	
Qn21	0.1502	1.0000
	0.3304	

Source: *Primary Data 2015*

The correlation coefficient 0.1502 shows a positive correlation between employee appraisal and feedback and worker productivity. This means that as employee appraisal and feedback increases, the productivity of workers increases. This is in support with Abi et al(2002) who emphasized that the fundamental objective of performance appraisal is to facilitate management in increasing worker productivity and carrying out administrative decisions relating to promotions, firings, layoffs and pay increases.

4.4 Section D: Employee Empowerment and worker productivity

Finally the researcher assessed whether employee empowerment affected worker productivity at WVU-Kotido field office.

According to World Bank (2007), the need to change the way organizations and their employees conduct business is becoming more apparent as the economy moves into the new millennium. Escalating development of the global market, rapid changes in technology, a shifting work force and customer demographics and an increased emphasis on quality and flexibility of products and services all point to the need for change. Recent forces in the

business community such as globalization, skill staff shortages, and the need for innovation and productivity have added momentum to the search for ways to survive. Today, a traditional bureaucratic management style is no longer effective. Sweeping changes are needed throughout most organizations to better meet competition. Empowerment of workers is one of the management approaches used today by companies in response to the need for change. However, empowerment is based on a set of assumptions that are in contrast to those normally made by managers. The analysis was based on the above research by World Bank.

4.4.1 Freedom and flexibility and quality of work of employees

Table 18: Table showing freedom and flexibility and how quality of work of employees.

Qn22	Freq	Percent	Cum
1	36	81.82	81.82
2	7	15.91	97.73
3	1	2.27	100.00
Total	44	100.00	

Source: *Primary Data 2015*

When respondents were asked whether WVU provided them with freedom and flexibility to make a difference, 81.82% of them strongly agreed and so often saw high quality of work as a result of the freedom they were given to make decisions for the organization. This is in line with recent researches which cite that high levels of employee satisfaction as a major advantage to empowering people in the workplace. In a 1999 research study conducted by the National Association of Working People, companies with high levels of employee satisfaction were examined to uncover the source of satisfaction. The case study discovered that companies with high levels of employee satisfaction had a flexible, engaging work culture, which empowered employees. In addition, Wagner & Harter (2006) reconfirmed this

notion, citing empowered employees with higher levels of satisfaction than organizations with more structured, hierarchical, and less flexible work environments. In these environments where employees were empowered, employees were granted the power to identify problems, provide solutions, and make important decisions. Increased responsibility, flexible work schedules, a fun work culture, and public recognition for success stories all contributed to the employees' sense of feeling empowered. In return, employees rated their satisfaction levels as high compared to other organizations with cultures that prohibited employee empowerment.

4.4.2 Employee empowerment and satisfaction levels.

Table 19: Table showing Employee empowerment and satisfaction levels in WVU.

Qn23	Freq	Percent	Cum
1	35	79.55	79.55
2	7	15.91	95.45
3	2	4.55	100.00
Total	44	100.00	

Source: *Primary Data 2015*

The table above shows that employers that focus on empowerment rate their satisfaction levels high as compared to those organizations that do not empower their employees. This is reflected by 79.55% respondents who strongly agreed that the statement was true. . In these environments where employees were empowered, employees were granted the power to identify problems, provide solutions, and make important decisions. Increased responsibility, flexible work schedules, a fun work culture, and public recognition for success stories all contributed to the employees' sense of feeling empowered. In return, employees rated their satisfaction levels as high.

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4.4.3 Employee empowerment and worker productivity
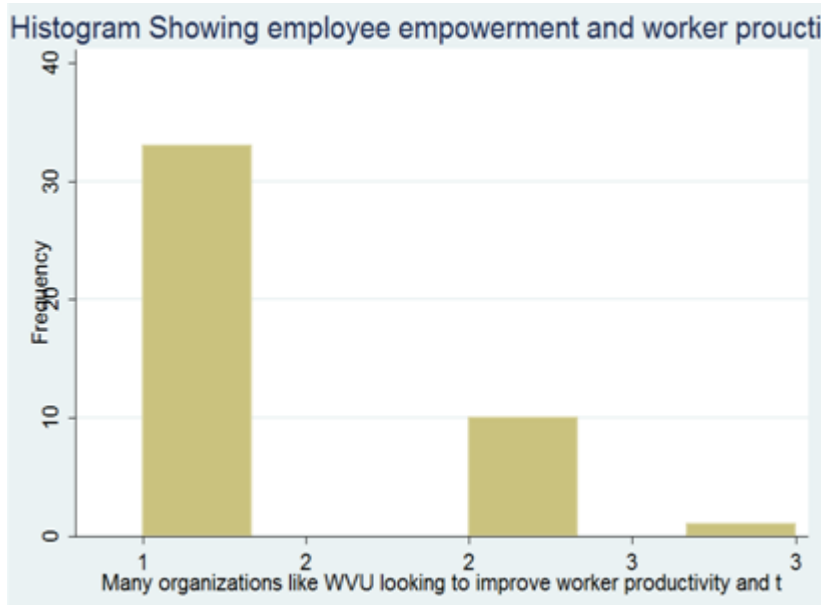
Graph 5: Histogram showing how employee empowerment can help organizations achieve productivity

Source: *Primary Data 2015*

On the question whether many organizations looking to improve on worker productivity and their overall performance believed that empowering employees would help them achieve , the majority of the respondents (33) representing 75.00% of the respondents strongly agreed that empowerment was the only way for them to be in position to increase productivity and overall performance of the organization. This was in support to The Saylor Foundation (2007) report that stated many businesses in the modern world believe the philosophy of empowering employees will improve productivity and will provide other benefits. This philosophy is based on the theory that as employees are empowered to take control and make decisions, they feel more confident, capable, and determined to work more effectively and efficiently. As a result of these business practices, employees become more productive.

4.4.4 Relationship between Employee empowerment and worker productivity.

Table 20: Table showing the relationship between Employee empowerment and worker productivity in WVU.

Tab Qn26Qn27, Chi2

Qn26	Qn27			Total
	1	2	3	
1	25	8	0	33
2	7	3	0	10
3	0	0	1	1
Total	32	11	1	44
	Pearson Chi2(4)=44.1367			**Pr=0.000**

Source: *Primary Data 2015*

Since the P-value (0.000) <0.05, the null hypothesis is rejected implying that Worker productivity depends on employee empowerment.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

The study established the impact of Employee development strategies in enhancing worker productivity in Non Governmental Organizations in Uganda. The study particularly looked at three specific objectives namely: To determine how training employees enhances worker productivity in non-governmental organizations in Uganda.

To find out whether employee appraisal and feedback affects worker productivity in non-governmental organizations in Uganda and to assess whether employee empowerment affects worker productivity in non-governmental organizations in Uganda.This chapter presents the summary, discussion, conclusions and recommendations of the study and these are presented according to the findings in chapter four.

5.1.0 Summary and discussion of findings

5.1 Employee development strategies and worker productivity.

Study findings revealed that employee development strategies affected worker productivity. The dimensions for employee development strategies included employee training, employee appraisal and feedback and employee empowerment. Human resources make up the basis of real wealth of an organization and as such the organization must invest in this individuals, groups and communities for them to achieve optimum results. The study also revealed that employee development strategies helped in developing and nurturing employees for them to become reliable resources and eventually benefits the organization this is so because employees will develop a sense of attachment towards the organization.

5.2 Training Employees and Worker Productivity

The research findings revealed that in order to sustain economic growth and effective performance of organizations, it is important to optimize the contribution of employees to the aims and goals of the organization.

In line with the above WVU strategic plan among the strategic programs was capacity development and management this call equipped its employees with the necessary knowledge and skill to execute their duties in the most efficient way.

Further the study revealed that there is need for a continual process of staff development to ensure an adequate supply of staff that is technically and socially competent and capable of career development into specialist departments.

5.3 Employee Appraisal and feedback and worker productivity

The study findings revealed that performance appraisal is a good instrument to be used to improve the quality of the organization's workforce productivity. The study revealed that performance appraisal ensured that the organization system is easily understood by employees and effectively improved on their productivity. The study found out that WVU tried to appraise its employees but positive feedback was lacking. The detailed feedback you give employees greatly improves on their understanding on how they are performing.

5.4 Employee Empowerment and worker productivity

The study found out that Employee empowerment is an essential tool of management that can be used to direct human resources to increase productivity. The study revealed that Employee's empowerment must be one of the effective tools to use to increase employee productivity and optimum use of workers' individual and collective capabilities and capacities in line with organizational goals.

The study further revealed that employee empowerment had a positive impact on WVU quality of work, employee's satisfaction, collaboration, productivity and costs.

5.5 Conclusions

From the discussion of the study finding, the following conclusions are made:

Employee development strategies are significant factors and they influence worker productivity. Developing employees to equip them with the relevant knowledge and skills will go a long way in enhancing worker productivity.

Basing on the correlation coefficient 0.3068 on table 9 shows a strong positive correlation between employee development strategies and worker productivity. This means that as organizations invest in developing employees, the worker productivity increases. The relationship is significant at 5% level of significance since the p-value (0.0428) <0.05 hence the researcher concludes that employee development strategies positively affect worker productivity.

Due to intensification of competition organizations have to invest in employee training such that worker productivity can be enhanced. The quality of training offered to employees is important in determining their level of productivity basing on the findings in table 11, since the p-value(0.000) <0.05,the null hypothesis is rejected implying that worker productivity depends on employee training and so organizations have to invest in training employees in order to have their productivity improved.

Employee appraisal and feedback can be taken as an important factor in identifying the people's capacities and talents and as a result be in position to improve on productivity as revealed in table 15 were the correlation coefficient 0.1502 shows a positive correlation between employee appraisal and feedback and worker productivity. This means that as

employee appraisal and feedback increases, the productivity of workers increases. But the coefficient is not that big and as such WVU needs to improve on employee appraisal and possibly provide constructive feedback to its employees.

Employers need to provide employee empowerment to workers because they will feel a sense of increased responsibility, accountability and ownership of their own work resulting into increased productivity as shown in table 17 the P-value (0.000) <0.05, the null hypothesis is rejected implying that Worker productivity depends on employee empowerment.

5.6 Recommendations

From the findings discussed, the researcher recommends the following:

The Human Resource department is entirely responsible for employees in WVU and as a result must take the initiative to train and appraise its employees.

Feedback of appraisal is highly recommended such that the employees know how they are fairing with work.

Selective training of staff should be discouraged because every staff member is a resource that has something to offer to the organization.

Employees and supervisors should work together to identify potential obstacles to reaching goals and devise strategies to overcome the obstacles.

5.7 Suggestions for further research

Because of different study constraints, the study was unable to reach details of each variable in the study. The researcher therefore recommends that more research may be conducted to further the findings of the study. The following areas are suggested for further research.

- The Impact of bonus programs on the productivity of workers in nongovernmental organizations in Uganda.

- The role of Human capital development in enhancing worker productivity in Nongovernmental organizations in Uganda.

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QUESTIONNAIRE

Introduction

Dear respondent,

I am **ABURA Charles** a student of Uganda Martyrs University-Nkozi pursuing a Bachelor of Science degree-Economics and Statistics. I am conducting this research for purely academic purposes to enable me gain knowledge about employee development strategies and worker productivity in Non-Governmental Organizations in Uganda. You have been randomly selected among the staff to furnish me with information based on your understanding and experience for the period you have been with World Vision Uganda. You are kindly requested to respond to the questions provided by ticking one appropriate response that suits you, only one response is required.

The information you will provide will be treated with confidentiality and only for the purposes of this research so please fill it diligently and honestly. The questionnaire will be picked from you within one week to enable the researcher proceed with the exercise.

Thank you in Advance.

Section A: Background information (tick as appropriate)

1. Gender:

Male ☐ Female ☐

2. Age group:

18-35 years ☐ 36-45 years ☐ 46 years and above ☐

3. **Marital Status:**

Married ☐ Single ☐

4. **Educational Qualifications:**

Certificate	Diploma	Degree	Postgraduate	Others

5. **Level of Management**:

Top ☐ Middle ☐ Operation ☐

6. **Years Served in WVU:**

0-5 years ☐   6-10 years ☐   11-15years ☐   16-20 years ☐

QUESTIONNAIRE TO NON ADMINISTRATIVE STAFF

Please tick basing on the scale provided below:

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

Statement	1	2	3	4	5
Section B: Training Employees and Worker Productivity					
Employers in WVU invest their time and resources in training and developing their workforce for them to become an indispensable resource later on.					
Intensification of competition has lead WVU into investing in training.					
Knowledge or characteristics the worker has in WVU contributes to productivity.					
Training in WVU is an integral part of total quality management					
Once a training program in WVU is completed, worker productivity increases.					
Training and organizational development programs in WVU provide employees with the skills to achieve productivity improvements and win the rewards attached to them.					
Section C: Employee Appraisal and feedback and worker productivity					
Planning an Appraisal process in WVU is important for organizations to achieve its objectives.					
An Appraisal in WVU is considered an important factor in identifying the people's talents and capacities.					
To improve the volume of production in World Vision Uganda, management needs to detect the employees' efficiency.					
WVU top management knows exactly what is expected of employees and the yard sticks by which their performance and results can be measured.					
Competent appraisal of individual performance in WVU serves to improve the overall effectiveness of the entity.					

A performance appraisal system in WVU can be a good instrument used to be to improve quality of an organization's workforce productivity.				
Section D: Employee Empowerment and worker productivity				
WVU provides employees with freedom and flexibility to make a difference and so often see higher quality work from employees.				
WVU focuses on empowerment of Employees and so rate their satisfaction levels high.				
Empowered employees in WVU feel a sense of increased responsibility, accountability and ownership for their work resulting in increased productivity.				
Empowering employees in WVU has reduced organizational costs such as employee turnover costs, operational costs and employee retention costs.				
Many organizations like WVU looking to improve worker productivity and their overall performance believe that empowering employees will help them				
Employee empowerment in WVU has had a positive impact on an organizations' quality of work, employee satisfaction, collaboration,				

Thank you for the time spent answering this questionnaire!

APPENDIX II

INTERVIEW GUIDE

Dear respondent,

I am **ABURA Charles** a student of Uganda Martyrs University-Nkozi pursuing a Bachelor of Science degree-Economics and Statistics. I am conducting this research for purely academic purposes to enable me gain knowledge about employee development strategies and worker productivity in Non-Governmental Organizations in Uganda. You have been randomly selected among the staff to furnish me with information based on your understanding and experience for the period you have been with World Vision Uganda. You are kindly requested to respond to the questions provided by ticking one appropriate response that suits you, only one response is required.

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Thank you in Advance.

Section A

Section A: Background information (tick as appropriate)

1. Gender:

Male ☐   Female ☐

2. Age group:

18-35 years ☐   36-45 years ☐   46 years and above ☐

3. **Marital Status:**

Married ☐   Single ☐

4. **Educational Qualifications:**

Certificate	Diploma	Degree	Postgraduate	Others

5. **Level of Management**:

Top ☐   Middle ☐   Operation ☐

6. **Years Served in WVU:**

0-5 years ☐   6-10 years ☐   11-15years ☐   16-20 years ☐

Section B

Is Employee development a continuous cycle of setting performance goals in WVU?

…………………………………………………………………………………………………

…………………………………………………………………………………………………

Do employee development strategies help in developing and nurturing employees for them to

become reliable resources and eventually benefit WVU? Please give reasons for your answer.

…………………………………………………………………………………………………

…………………………………………………………………………………………………

…………………………………………………………………………………………………

APPENDIX III

Table for Appropriate sample size for a given population

KREJCIE AND MORGAN TABLE

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	246
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	351
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	181	1200	291	6000	361
45	40	180	118	400	196	1300	297	7000	364
50	44	190	123	420	201	1400	302	8000	367
55	48	200	127	440	205	1500	306	9000	368
60	52	210	132	460	210	1600	310	10000	373
65	56	220	136	480	214	1700	313	15000	375
70	59	230	140	500	217	1800	317	20000	377
75	63	240	144	550	225	1900	320	30000	379
80	66	250	148	600	234	2000	322	40000	380
85	70	260	152	650	242	2200	327	50000	381
90	73	270	155	700	248	2400	331	75000	382
95	76	270	159	750	256	2600	335	100000	384

Note: "N" is population size

    "S" is sample size.

 Krejcie, Robert V., Morgan, Daryle W., "Determining Sample Size for Research Activities",

Educational and Psychological Measurement, 1970

APPENDIX IV

INTRODUCTION LETTER

making a difference

Office of the Dean Faculty of Science
Email: deanscience@umu.ac.ug

30th March 2015

TO:
THE HUMAN RESOURCE MANAGER
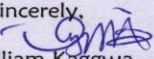WORLD VISION UGANDA
P.O BOX 5319 KAMPALA-UGANDA

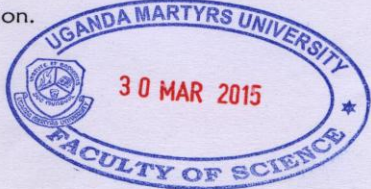Dear Sir/Madame,

Re: Assistance for Research

Greetings from Uganda Martyrs University.

This is to introduce to you ABURA CHARLES Registration Number 2012-BI41-10081 a third year student pursuing a Bachelor of Science degree in ECONOMICS AND STATISTICS of this University. He /She is carrying out a research on the topic "Employee Development Strategies and Worker Productivity in NGO's in Uganda" as part of the curriculum requirements for the award of a Bachelor of Science Degree of this University.

I kindly request you to render Him/her assistance as may be necessary for the research.

Thanking you in anticipation.

Yours sincerely,

for Dr. William Kaggwa
Dean

30 MAR 2015
UGANDA MARTYRS UNIVERSITY
FACULTY OF SCIENCE

Uganda Martyrs University P. O. Box 5498 - Kampala - Uganda
Tel: (+256)038-410611 Fax: (+256)038-410100 E-mail: umu@umu.ac.ug

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