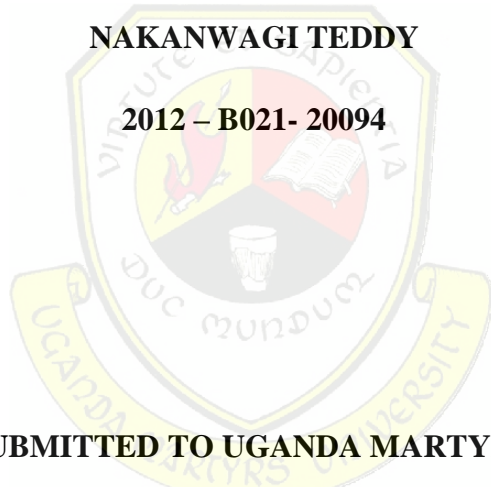


**THE EFFECT OF ORGANISATIONAL POLICIES ON EMPLOYEE PERFORMANCE
A CASE STUDY OF CARITAS UGANDA, LUGAZI CATHOLIC DIOCESE**

Submitted By

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DEDICATION

This Report is dedicated to my Lovely guardians Peter and Brigitte Doblmayr and their children, who basically made certain that I got a head start of my future.

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Compiling this report was not the simplest of tasks, and I alone wouldn't have come up with this piece of work without any assistance. It's on this note that I would wish to acknowledge and thank the various persons who helped me compile this report, as well as having guided me to a successful completion of my course.

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ABSTRACT

This study was carried out in Caritas Lugazi Catholic Diocese in Lugazi. It was done in one year and information thus provided was based on a study of 48 respondents, who were workers of that organization. The study aimed at fulfilling the following objectives:

- To identify and determine the organizational policies at Caritas Lugazi Diocese.
- To explore the effect of organizational policies on employee performance at Caritas Lugazi Diocese.
- To examine challenges faced by Caritas Lugazi Diocese in implementing the organizational policies.
- To explore strategies employed by the Caritas Lugazi Diocese to overcome challenges faced in implementing organizational policies.

The research showed that Caritas Lugazi Diocese has to a large extent not improved the relationship between organizational policies and employee performance in the organization; Effective organizational policies is influenced by a number of factors such as Education, experience of employees, remuneration, performance management, rules and motivation.

The respondents Suggested that, Other methods of managing Caritas Lugazi Diocese should be established such as the salary/remuneration increase, close monitoring and supervision, training of employees, levels of educational recruitment should be considered and also more fringe benefits.

CHAPTER ONE

INTRODUCTION

1.0 INTRODUCTION

The need to attract, motivate, develop and retain employees is critical to any organization's prosperity today in terms of creating an environment in which employees feel truly engaged connected to the organization's goals and objectives and satisfied with their jobs has never been more crucial (Cohen et al., 1992). Organizational policies have been in existence from time immemorial. According to biblical tradition, God formulated the first rule for man in the Garden of Eden (Bible). Therefore, organizational policies go hand in hand with employees' performance.

Yakubu (1985) stated that organizational policies are designed in organizations to ensure a uniform and controlled standard of directing or managing workers' affairs. He stressed that they are laid down as to how every member of the society or class or group is expected to conduct him or herself (Bible). Yakubu, 1985. "Code of Conduct". Today every employee is expected to follow the rules and regulations for the good of the organization thus increasing performance.

Performance is measured in terms of results and this is stated by (Rue and Byars, 1979) who asserted that to attain an acceptable standard of performance, a minimum level of proficiency must exist in each of the performance components or efforts; ability, knowledge and skill; traits, and; role perception (behaviors and attitudes). Similarly, (Porter and Lawler, 1968) regard the end product of performance as the totality of a person's effort as modified by his

abilities and traits and his role perception in the organization. Therefore for the success of every organization, there has to be organizational policies put in place.

Balogum (1972) equates performance with efficiency and he says that one of the ways of measuring performance is by “Combining technical efficiency and economic efficiency” (Balogum, 1972).

Ubeku (1975) states that it becomes arguable that even though there are organizational policies in an establishment, the employee need to be trained to be able to appreciate these rules and then to comply with them. The impact that the various organizational policies have on personnel performance varies according to the perception of the officials and their readiness to ensure compliance. Meanwhile, certain bottlenecks do hinder the effective realization of the intention of some rules put in place.

Modern democratic societies are associated with a well-functioning legal work place policy system (North 2005). Work place policies are needed in order to achieve economic, environmental and social targets, and to protect property rights of employees, employers, consumers and investors. Legal work place policy system evolve dynamically overtime because legal work place policies are introduced, changed and repealed all the time (Maltzman and Shipan, 2008; Martin and Vanberg, 2005; Van Witteloostijn and De Jong, 2008).

It is important to understand the impact of legal organizational policy systems on the performance of key societal actors, such as public and private organizations. Accordingly previous researchers have shown that written rules have positive and negative effects (Adcroft and Willis, 2005; March and Olsen 1989, 2004; OECD, 1997). Therefore, the

organization should enforce rules and regulations that would lead to the development of the organization.

The employee organizational policies contain a set of general work rules that address many of the concerns that one might have about employee conduct. Written work rules can go a long way in informing employees what to expect of them and the consequences of not meeting expectations. Written organizational policies serve to remind employees that they are serious about presenting the business of the public in the best possible light.

Companies and organizations create their own organizational policies by which employees are evaluated. The purpose is to establish goals and performance standards so employees know what is expected of them. If a weakness is identified, the organization can take steps to coach the employee to produce better results.

This study is designed to assess the influence of organizational policies on employee performance on the organizations and companies. The main purpose is to determine and understand how organizational policies provide guidelines for performance and policies influence employees perform at the work place. Emmet (1966), contended that no human society can exist without rules. Therefore, every organization has to have organizational policies and has to enforce them on the employees for the growth of the organization or company.

What motivated the researcher to carry out this study is because she had the urge or wanted to know exactly what makes employees at Caritas Lugazi Catholic Diocese to perform poorly yet there are strict organizational policies. The recommendations of this research will go a

long way in assisting the board of directors to come up with policies and strategies that can enhance employee performance with the organizational rules and regulations.

Rules and regulations in this study were used simultaneously with employees' performance.

1.1 BACKGROUND TO THE STUDY

According to the arrangement of the Catholic Church (worldwide), whenever there is a Diocese or an Archdiocese there is a Department to do with social services and development. That department, in the past years has been called "The Caritas Department". However, due to the changes made recently, this department has been transformed to incorporate the justice and peace element. For that matter, this department is now called Caritas, Justice and Peace department, (Central Archdiocesan Province Caritas Association, 2010).

The background of the study shows that the problem of employees' performance originates from many countries and it is affecting other organizations and companies globally, nationally, regionally and at the districts.

Globally, the United States Equal Employment Opportunity Commission enforces laws that prohibit employers from discriminating based on race, color, religion, sex, national origin, age, disability and genetic information in organizations and companies in order to improve performance. This was written by The United States Equal Employment Opportunity Questions and Commission: Federal Laws Prohibiting Job Discrimination. Discrimination always leads to poor performance because employees do not work together because of that. Therefore for organizations to grow, discrimination should not exist (Schultz, 2003).

Further, research shows that the University of Maryland: University Human Resources and Indian University: Performance Management, they establish routine reviews for workers' performance on a regular basis. Employees receive feedback that recognizes good work and points out any short falls in job performance. This way, problems are addressed (Howard F, 2010).

In Nigeria, the caliber of personnel in an organization together with the work place policies with which they function is very important right through the entire life span of that organization. This is the reason why the rules and performance of personnel organizations has to be well structured to cope with the numerous challenges (Adamolekun, L, 1997).

In the process of managing people in organizations a great deal of change has been witnessed in the last two decades. One of the fundamental changes is that the traditional personnel management which largely devoted to the compliance of organizationaal policies transforming into employees' commitment towards work (Milliman J, Nason S, Zhu C and De Ciere H, 2002).

Lugazi Catholic Diocese is a Catholic Diocese Fund in the Central Region of Uganda with geographical coverage of 9,198 square kilometers that covers two districts namely Kayunga and Mukono. The two districts were divided among twenty catholic parishes. It has a population of 1,504,802 people and located 14 km East of Kampala towards Kenya, which is the neighboring country of Uganda (Lugazi Caritas Bulletin, 2010).

According to the structure of the Catholic Diocese of Lugazi the Caritas Department is responsible for social-economic development activities in the districts of Mukono and Kayunga.

According to the Lugazi Diocese Report (2013), The Caritas department runs many different programs including: Sustainable Agriculture Project (SAP) which promotes food security, income and skill and Promotes Micro Credit (PROMIC) which provides loans to the people, and the Central Archdiocesan Province Caritas Association (CAPCA) which facilitates farmers with knowledge and services to address problems facing farmers and the Grand Mothers Project which helps elderly and the orphans and lastly Energy Stove Project which provides cooking stoves to the people. This shows Caritas Lugazi has many beneficiaries. In spite of that Caritas Lugazi has also got some challenges. Therefore conducting this current study is necessary.

1.2 STATEMENT OF THE PROBLEM

Creating a work environment which promotes wellbeing of employees and increase individual performance is viewed as a strategy for enhancing company efficiency and productivity. Employee's normally have expectation and will demand a workplace environment that facilitates them to perform their work optimally. When this is sufficiently provided, it can boost organizational competitiveness (Heath, 2006).

Many organizations in Uganda and worldwide have really struggled to see that the performance of employees is improved and made better for the growth of the organization and Caritas Lugazi Diocese is one of them. There have been a number of organizational policies put in place by the management to make sure that employees perform well. This is because organizations want to make sure that everything is done well so that the funders especially for non-profit organizations continue to donate or fund such organizations. A number of organizational policies have been put in place for the employees to follow so that they perform better. These include; remuneration policies, rules and regulations to follow, performance management, time

management and many others which help the employees to perform better thus leading to the development of the organization (Karyeija, 2010).

Despite the existence of organizational policies in Caritas Lugazi Diocese, many employees fail to observe these organizational policies and thus employee performance is affected, often negatively. It is against this background that the researcher wants to study the effect of organizational policies on employee performance at Caritas Lugazi Diocese.

1.3 Objectives of the study

1.3.1 Major objective / purpose of the study

The purpose of this current study was to find out how organizational policies influence employees performance in Caritas Lugazi Catholic Diocese.

1.3.2 Specific objectives

- To identify and determine the organizational policies at Caritas Lugazi Diocese.
- To explore the influence of organizational policies on employee performance at Caritas Lugazi Diocese.
- To examine challenges faced by Caritas Lugazi Diocese in implementing the organizational policies.
- To explore strategies employed by the Caritas Lugazi Diocese to overcome challenges faced in implementing organizational policies.

1.4 Research questions

- What organizational policies are employed at Caritas Lugazi Diocese?
- What is the influence of organizational policies of Caritas Lugazi Diocese on employees' performance?
- What are the challenges faced by Caritas Lugazi Diocese in implementing organizational policies?
- What are the strategies employed by the Caritas Lugazi Diocese to overcome challenges faced in implementing the organizational policies?

1.5 SCOPE OF THE STUDY

1.5.1 Content scope.

The study was based on the effect of organizational policies and employee performance at Caritas Lugazi Diocese. The research was carried out to identify the different organization policies and their effect on employee performance.

1.5.2 Geographical scope.

The study was carried out in Caritas Lugazi Diocese, Buikwe district. The diocese is located in the central region of Uganda, 14 Km East of Kampala towards Kenya. Fifty five employees were interviewed from six different programmes which included; nine employees' from Central Archdiocesan Province Caritas Association (CAPCA), twelve employees' from Sustainable Agriculture Project (SAP), twelve employees' from Grand Mothers Project, nine employees' from Energy Saving Stoves, nine employees' from Promotion of Micro Credit (PROMIC) and seven employees from Scottish International Aid Fund (SCIEF). The main purpose was to determine and understand whether work

place policies influenced employees' performance.

1.5.3 Time Scope

The study was to cover a period of 2011-2013. This time scope was appropriate for the researcher because she was able to get all the information that she was supposed to use in compiling the report. The study covered a period of one year and the sample study population included fifty five participants.

1.6 SIGNIFICANCE OF THE STUDY

Compliance with the organizational policies is considered to be a good policy for improving employees' performance therefore the findings from this current study helped to improve employee and organizational performance. This study results provided future directions to ensure that organizational policies are put into consideration by both the employees and the employers. This study findings therefore, contributed towards designing of effective organizational policies that led to improving employee and organizational performance.

1.7 JUSTIFICATION OF THE STUDY

The current study enabled the researcher to identify challenges and determine strategies that were to help organization improve employee and organizational performance. In addition, since little or no research had been done to determine the influence of workplace policies on employee performance in Caritas Lugazi Diocese, conducting this study was necessary. The information gained was to be used as a source of reference for further study.

1.8 DEFINITION OF TERMS

ORGANIZATIONAL POLICIES

This is a set of policies, rules, and guide lines formulated or adopted by an organization to reach its long-term goals and typically published in a booklet or other form that is widely accessible (Fletcher, 2001).

EMPLOYEE PERFORMANCE

The meaning of employees' performance is how well one does his or her job. Poor performance is considered as bad performance and many employees' have failed working due to this. Other scholars say that most people know that employees' performance generally refers to how well an employee is accomplishing his or her tasks and duties, but there are quite a number of factors that determine the level and quality of employees' performance (Hakala, D, 2008).

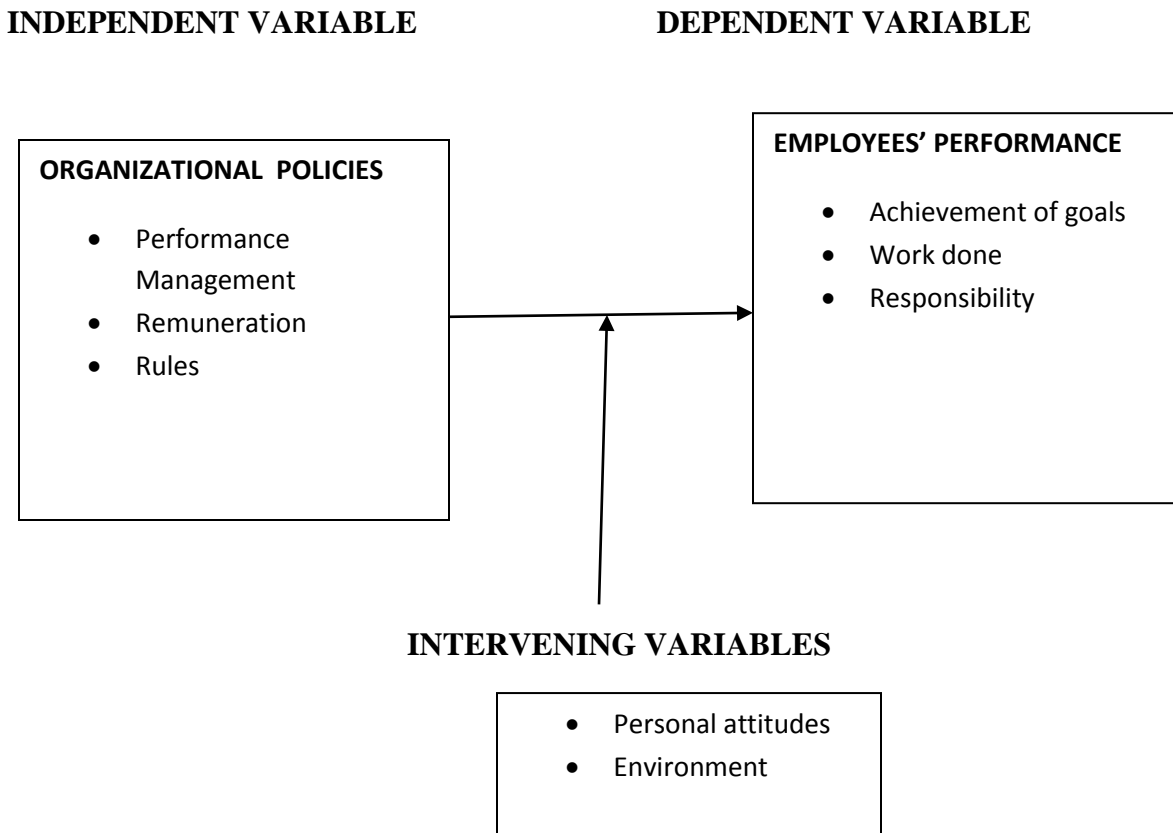
EMPLOYEE REMUNERATION

The word "Employee Remuneration to most people refers to money and usually money in addition to wages and salaries Armstrong and Murlis (2004).

1.9 CONCEPTUAL FRAMEWORK

This refers to the identifying of the two variables that is the independent variable and dependent variable in the title. They are broken into dimensions as shown below;

Figure 1 showing conceptual framework



Source; Judge and Bono, (2001)

These variables relate to one another as shown in the following ways;

As figure 1 shows the dependent variable, it shows how performance management affects or influences the achievement of goals by the employees'. This helps the employees' to plan and work well hence leading to good performance.

The dimension of remuneration shows the responsibility of the employees' to encourage themselves to attend work regularly. This means that they do what is expected of them and can be sure to improve their performance at their jobs.

As the figure 1 reveals the rules help employees' to attend to their work which lead to improving performance among the employees'.

The independent variable is organizational policies and they include; performance management, remuneration and rules. The dependent variable is employee performance and it involves; achievement of goals, responsibility, and work done. These variables relate in a way that the independent variables are implemented in an organization so that the dependent variables are achieved thus leading to the growth of the organization. In other words they both work hand in hand and if one variable fails then the other will not have sense thus failing also.

There are also other intervening factors that influence employees' performance and they include; personal attitudes and environment of both employers and employees. There are at least two major influences that affect how individuals perform in their environment. These influences include; 1) the type of leadership that exists, and 2) personal motivation.

Personality traits focus on individual differences that make each person a unique human being. Our behavior is largely influenced by the systems of rewards and punishments that are present in our environment (Maslow, A.H. Motivation and Personality). Thus the organization should consider employees' personality when designing the work place policies in order to get good performance from the employees.

There is evidence which indicates that some personality traits such as extra-version and conscientiousness can also influence job satisfaction (Judge, Helier, and Mount, 2002). Judge

and Bono (2001); Judge et al, (1998), found out that a key personality trait, core-self evaluation correlates with employee job satisfaction – the job its self – is linked to what may be the most important personality trait to predict job satisfaction – core self – evaluation. All these research findings indicate that there is in fact a relationship between disposition or personality and job satisfaction.

About the environment, managers must realize that organizational environment has important implications for the way an organization is managed. An employees' work place environment is a key determinant of the quality of their work and their level of productivity. It engages an employee impacts their desire to learn skills and their level of motivation to perform.

1.10 THEORETICAL FRAME WORK

The study shows the importance of Expectancy Theory on employee performance. This theory was developed by Victor Vroom in 1964. This theory is based on the hypothesis that individuals adjust their behavior in the organization on the basis of anticipated satisfaction of valued goals set by them. The individuals modify their behavior in such away, which is most likely to lead them to attain desired goals. This theory underlies the concept of performance management as it is believed that performance is influenced by the expectations concerning future events (Salaman et al, 2005). If an a firm wants to achieve something or goals in the future, they are set to be followed and all employees have to change in their behavior at the work place in order to achieve these goals thus attaining performance.

Therefore, chapter one ends there and the next chapter is chapter two which shows the reviewed literature and what different authors talk about different work place policies.

CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

The purpose of this study is to explore and understand the effect of organizational policies on employee performance. In this chapter two, the researcher viewed the literature about the organizational policies in relation to previous studies, scholarly articles, books and other documents to determine the relation between organizational policies and employee performance in an organization. Rue and Byars (1979), agreed that literature review involves evaluating about a specific topic.

According to Fletcher (2001), work place policy is a formal policy, which is instituted by the management or owners of the business. Organizational policies are clearly written up in employ handbooks or notices and employees may be required to sign slips indicating that they have received the policy and they understand it. Establishing organizational policies is important for a business of any size, as it sets clear boundaries protecting both employees and employers. For example remuneration, organizational objectives and rules if violated, the consequences vary depending on the organizational policy

Therefore, organizational policies, and procedures are designed to influence and determine all major decisions and actions, and all activities take place within the boundaries set by policies. Procedures are the specific methods employed to express policies in action in day-to-day operations of the organization (Williams V, 2001). Together, policies and procedures ensure that

a point of view held by the governing body of an organization is translated into steps that result in an outcome compatible with that view.

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According to Hakala (2008), employee performance is how well one does his or her job. Poor performance is considered as bad performance and many employees' have failed working due to this. Other scholars say that most people know that employees' performance generally refers to how well an employee is accomplishing his or her tasks and duties, but there are quite a number of factors that determine the level and quality of employees' performance

FINDINGS FROM REVIEWED LITERATURE

2.2 PERFORMANCE MANAGEMENT AND EMPLOYEE PERFORMANCE

Performance management is a process for setting up a shared understanding of what is to be achieved at an organization level. It involves the alignment of organizational objectives with the individual's agreed measures, skills, competency requirements, development plans and the delivery of results. The focus of performance management is on performance improvement through learning and development in order to achieve the overall business strategy of the

organization. Holistically, performance management integrates a multitude of elements that contribute to effective management of the human resource (Mc Bride, 2008).

According to Pickering (2008), performance management is a systematic process which a manager can use to get the team members to achieve the team's objectives and targets, improve overall team effectiveness, develop performance capabilities, review and assess team and individual performance, and reward and motivate.

Willcoxson (2000), indicated that performance management is the term used to describe the process set by an organisation to ensure all employees are aware of the level of performance expected of them in that role, as well as any individual objectives they will need to achieve overall organisational objectives. It is generally considered good practice to communicate what form of performance management system an organisation uses for its employees during induction process. Willcoxson (2000), showed that by the end of the induction process the employee should be aware of their goals and objectives they need to achieve within their role to ensure they are performing satisfactorily,

The sole purpose of a performance management system is to assess and ensure that the employee is carrying out duties which individuals are employed to do in an effective and satisfactory manner, which is contributing to the overall business objectives (de Waal, 2007).

The performance management challenge in organizations has many dimensions in today's business environment and creating focused initiatives to overcome these challenges is not a silver bullet approach. In many cases remuneration schemes are driving the performance system, which creates a number of long term consequences in organizational behavior and culture. In other cases senior management are so focused on scorecard management to hold people

accountable that the creation of the scorecard is not aligned with business focus areas, but rather a number of deliverable projects and tasks (Parston and Goodman, 2008).

De Waal (2010), states that the lack of alignment due to various organizational processes being created in isolation and the link between Strategy development, budgeting and operational planning is developed by different groups of people with different frameworks being used. The performance management system will lack alignment between individual performance, departmental performance and organizational delivery and so all systems default back to financial measurements thus resulting into poor performance.

Holbeche (2003) stresses that at various levels of the organization, poor measures are developed, in many cases targets are set but no relevant measure is put in place. In other cases, no data can be collected or is kept as evidence to track performance, which results, into poor performance of the organization.

Jupp and Younger (2004) showed that the Leadership and Management challenge has a huge impact on integrating and aligning a management system to deliver a comprehensive performance management system. Therefore, commitment and understanding of leadership and management of the requirements for achieving a workable performance system is critical to performance success.

Managing a performance system in an organization requires a disciplined framework; it requires the organization to work off one master plan broken down into relevant parts and areas of responsibility. The management responsibility at various levels needs to understand the contracting, measurement development and appraisal process very well and apply it consistently.

Secondly management needs to appreciate that performance management is not an event but something that is managed daily but recorded and reported at certain times through reviews and appraisals (Owen and Mundy, 2001). With that, there will be high performance of the employee thus leading to better performance of the organization.

The increased focus on performance at all levels in an organization arises from the pressures of globalization and the associated requirement to create competitive advantage in order to survive in an international market place. Human capital, the value-creating skills, competencies, talents and abilities of an organization's work force (Elias and Scarbrough, 2004), is argued to be an essential component in creating such competitive advantage (Mayo, 2001).

The concept of performance management has developed over the past two decades process which incorporates goal-setting, performance appraisals and development into a unified and coherent frame work with the specific aim of aligning individual performance goals with the organization's wider objectives (Dessler, 2005; Williams, 2002).

It is underpinned by the notion that sustained organizational success will be achieved through a strategic and integrated approach to improving the performance and developing the capability of individuals and wider teams (Armstrong and Baron, 2005). Although competitive pressures have been the driving force in the increased interest in performance management, organizations have also used these processes to support or drive culture change and to shift the emphases to individual performance and self-development (Fletcher and Perry, 2001). The competitive pressures from the market have made organizations to work upon their employees for example training them the best skills and new technology thus resulting into high performance. This has also been carried out in Caritas Lugazi diocese because they do not want donors to stop finding

their activities because of poor performance management. Therefore, for Caritas Lugazi to get funds, they have to manage performance systems.

Goal setting theory (Locke and Latham, 1984) suggests that not only does the assignment of specific goals result in enhanced performance but that, assuming goal acceptance, increasing the challenge or difficulty of goals leads to increased motivation and increases in performance (Mitchell et al, 2000). Expectancy theory hypothesizes that individuals change their behavior according to their anticipated satisfaction in achieving certain goals (Vroom, 1964).

It is acceptable and encouraged to focus on supporting employees and the overall organization. Managers should be given support as they pursue such efforts, and as Letts, Ryan and Grossman (1999) point out through their organizational portraits, this can lead to excellent performance results.

Non-profit organizations face a challenge of attracting and keeping the best employees when their salaries and compensation are often lower than the private sector (Mc Hargue, 2003; Letts, et al, 1999). Additionally, non-profits mean employees do not have clear goals to work towards. Many non-profit employees work without the rewards systems and clearly defined success makes of employees in the private sector all of these contribute to high burnout among non-profit employees (Letts, et al, 1999). This lowers performance of the organization.

The performance management system and tools must fit with the specific needs of the organization. It cannot be a duplication of a system designed and implemented in another organization, even an organization in the same industry or the same business group (Macey and Schneider, 2008). Intense consultation with various stakeholder and users of the system is necessary. User trust is an absolute necessity for the success of the system. The design should be

tried out on a pilot basis before it is rolled out to the organization as whole. All documents and forms must be in place. The system should be fair and equitable. Performance management should be viewed as a continuous process and not an activity conducted once or twice a year. The design should also include mechanisms for rewarding performance and handling poor performers (Kooiman and Jentoft, 2009). The above will force the employees to perform well hence growth of the organization.

The performance management system has to be integrated with the strategic planning and human resource management systems as well as with the organizational culture, structure and all other major organizational systems and process hence allowing better performance within the organization and the employees as well (de Waal, 2007, 2010).

According to Klijn (2010), leadership commitment and support is a must for smooth implementation of the system. Leaders must drive the process and make performance management an integral part of the management company. Leaders contribute not only in setting the strategic direction and performance measures but also in monitoring and reviewing performance across the organization. They also reinforce the performance cycle by recognizing and rewarding performance.

Strategic management of change is a vital part of implementing the system. Driven by the top management, it involves careful management of resistance. Communication would be a major intervention and a key tool in managing the change. Implementation milestones and schedules must be followed. Proper documents must be in place if performance is to exist in the organization so that it can continue to grow (Pierre, 2002).

Therefore, if the employee is identified to be working beneath his/her capacity, then this performance deficit will need to be addressed sooner rather than later with the employee. As this performance issue will have direct consequences for the individual, department and organisation performance. For example, the employee will have no opportunity to improve their performance; their quality and service may be compromised which can affect the overall business performance and productivity (Kooiman and Jentoft, 2009).

An effective performance management system will have the effect of focusing employees in an organisation on the organisation, departmental and individual objectives. Through successfully identifying employees training and development needs, and by providing constructive feedback to the employees on their performance, this will enable employees to improve and develop their skill sets within their role, showing the organisation commitment to the employee by providing them with ongoing career development and training by valuing and recognising their contribution to the organisation performance (Pickering, 2008). If the employees of Caritas Lugazi Diocese are focused on their objectives and know very well what to do then there will be performance management in the organisation because every individual will work towards achieving the objectives of the organisation.

Since many non profits value a very participatory employee culture and attract “Just do it” individuals with many people (Kaplan, 2001) this further complicates the already difficult task of clearly defining organizational strategy, a key element of successful performance.

In order to achieve the organization objectives employee performance management is one of the major tasks the organization should focus on mainly. Employee Performance Management is a process for establishing a shared workforce understanding about what is to be achieved at an

organization level. In management By Objectives method for example; goals and objectives are written down for each level of the organization, and individuals are given specific aims and targets. As consultants, Robert Heller and Tim Hindle (1998), explain, “The principle behind this is to ensure that people know what the organization is trying to achieve what their part of the organization must do to meet those aims, and how, as individuals, they are expected to help. This presupposes that organization’s programs and methods have been fully considered. If they have not, stated by constructing team objectives and ask am members to share in the process.” (Heller and Hindle, 1998).

Furthermore, for Management By Objectives method, to be effective, individual managers must understand the individual objectives of their job and how those objectives fit in with the overall company goals set by the Board of Directors. Drucker (1974), wrote, “A manager’s job should be based on a task to be performed in order to attain the company’s goal, the manager should be directed and controlled by the objectives of performance rather than by his boss”. This implies that objectives of an organization are met through the coordinated actions of many people working with individual targets, but to a common purpose. Many organizations set their goals for the year ahead, and arrive at the objectives for individual employees by cascade through divisional departmental managers.

Accordingly, Susan Beyerlein (2003) reported that in the present era, organizations are faced with several managerial problems. Managers and team leaders’ decisions revolve around encouraging and nurturing employees to gain competitive advantage. In today’s organizations, managers must empower, encourage and support the employees. This present study gives an over view of team performance measurement systems and team-based organizing. It also provides an

overview of how teams perform within the organization to achieve the organization's strategic objectives.

All organizations, everywhere, function with a specific culture, and it is becoming more widely recognized in contemporary discussions of organizational performance that managers and other organizational practitioners have to develop understanding of their cultural settings if their organizations are to perform effectively. Organizational practitioners continue to be bedeviled by a lot of management problems that have their roots in the culture of society and those that impede progress toward achieving high performance, Blunt and Jones (1992), George and Jones (1996) and Zakaria (1997). In Caritas Lugazi Diocese also faces some management problems for example paying the workers especially when the donors have not sent the money, which results into resistance from the workers in doing their jobs thus leading to poor performance. Most companies' failure to reach their objectives in these turbulent and volatile periods is due to excessive focus on technical problems at the expense of employees. (Cross and Isrealite, 2000).

Even setting aside difficulties in measurement, complexities of organizational operation render problematic the theoretical foundations upon which contingent day is based. Lawler (1990) suggests that a clear 'line of sight' between achievement and reward is required. This derives some expectancy theory, whereby motivation only occurs when people expect that they will get worthwhile rewards for their effort and contribution. Hendry et al (2000), however, identify a number of problems with this requirement; not least the extent to which and individual has control over achieving his or her objectives in a rapidly changing organization in which employee's efforts are usually interdependent.

Despite questions on the effectiveness of the pay/performance linking motivating employees to achieve high levels of performance, many performance management systems in United Kingdom organizations nevertheless link to pay, albeit a declining number (Armstrong and Baron,2005).

Williams (2002) argues that there is limited evaluation of performance management, but many organizations are dissatisfied with their schemes as a means of developing and motivating people (Fletcher, 1997). Indeed, there is no conclusive evidence that performance management works (Winstanley and Stuart- Smith, 1996). The international dimension adds further complexity for example Milliman at al's (2002) study in the Pacific Rim presents a mixed picture on whether performance management system accomplish their intended objectives, and this is echoed in other studies (Pullin and Haidar,2003; Winstanley and Stuart –Smith1996). All in all the above authors seem to say that performance management does not improve employee performance neither does it improve on the growth of the organization.

Explaining the impact of employ performance has dominated discussions and research interest in the last decades (Becker and Huselid, 2006). Little and Nel, (2008), opined that when employees are guided to achieve their performance potentials, this ultimately leads to organization's success. Thus, success of organization's objectives depends on the amount of commitment brought in by the individual employees operating in a highly competitive environment which will be complemented by the organizations.

The growing interest in the compensation geared to performance and skills reflects one aspect of the increasing significance of employees in realizing management objectives. People are the assets who create value use for gaining competitive advantage over rivals. People and their collective skills, abilities and experience, coupled with their ability to deploy use in the interests

of the employing organization, are now recognized as making a significant contribution to organizational success and as constituting a significant source of competitive advantage (Amstrong and Baron, 2002).

Organizational changes arising from competitive pressures, including flatter structures, leaner staffing levels and multi skilled cross-functional teams operating with considerable autonomy (Walsh et al, 2002), have had a great impact on performance management, not least because they have made the use of conventional top-down appraisal systems more difficult and led to, for example, the increased use of multi-source feedback (Fletcher, 2001).

The concept of performance management has developed over the past two decades as a strategic, integrated process which incorporates goal-setting, performance appraisal and development into a unified and coherent frame work with the specific aim of aligning individual performance goals with the organization's wider objectives (Deasler, 2005; Williams, 2002).

It is under pinned by the notion that sustained organizational success will be achieved through a strategic and integrated approach to improving the performance and developing the capabilities of individuals and wider teams (Armstrong and Baron,2005). Although competitive organizations have also used these processes to support or drive culture change and to shift emphasis to individual performance and self-development (Fletcher and Perry, 2001). Which the above the organization is able to succeed and to grow at a faster rate thus resulting into increased performance of the organization.

Goal-setting theory (Locke and Latham, 1984), suggests that not only the assignment of specific goals result in enhanced performance but that, assuming goal acceptance, increased the challenge or difficulty of goals leads to increased motivation and increases performance (Mitchell et al,

2000). Expectance theory hypothesizes that individuals change their behavior according to their anticipated satisfaction in achieving certain goals (Vroom,1964).

Although there is no universal model of performance management a review of literature and practice suggests there are a number of elements, which might typically be found in a performance management system. These elements are often depicted as a performance management cycle (Fletcher, 2003); in general, performance management models place objective-setting and formal appraisal systems at the centre of the cycle, and the literature suggests that these two areas might be particularly affected by the cultural (Fletcher and Perry, 2001).

Jim McCoy (2004), sites the major aspect of employee performance and organization objectives, which include; recognizing employee performance; Annual employees appraisals aren't enough employees appreciate frequent and regular feedback. When the top management team of the organization provides regular feedback, it motivates employees to maintain consistently good performance, which leads to the achievement of organization objectives.

Previous scholar further quoted, Inc. magazine's article of the year 2000 "Employee Reward and Recognition Systems" notes that, "By rewarding and recognizing outstanding performance, entrepreneurs will have an edge in a competitive corporate climate." Having that edge strengthens employees' position in the industry and brings you closer to the organization objectives.

In addition, Clark (1998) suggests that both goal setting and expectancy theory are founded on the premise that human beings think in a rational, calculative and individualistic way. Indeed, Clark (1998), argues that performance management is based on an extremely rationalistic,

directive view of the organization, which assumes not only that strategy can be clearly articulated but also that the outcomes of human resource processes can be framed in a way that makes clear the links to the organization's strategic objectives.

The level of competence needed to achieve the objectives to the satisfactory level is another important consideration, and integration of a competence framework in a performance management system supports identification of development needs and required resources. The manager plays an important role here not only in motivating, coaching and enabling performance, organizing resources and facilitating any development opportunities, but also in monitoring and if necessary revising performance expectations and objectives (Torrington et al, 2005).

Notwithstanding the need for information review, formal assessment is a key of any performance management system and performance appraisal is one of the most common vehicles for receiving performance against objectives (Redman, 2001).

Performance management is goal-driven, using objectives and competencies, and reward is often attached to the achievement of such goals. Such links require robust systems of measurement of achievement, which is acknowledged as being highly problematic (Campbell et al., 1998). Measurement is usually expressed in terms of an overall rating, which gives rise to problems in respect of the validity and accuracy of such ratings (London et al., 2004). Further, it is argued that measuring people's performance is a form of control and is therefore likely to undermine, rather than contribute to, performance (Hendry et al., 2000).

Noe et al., (2000) stressed that Annual Appraisals are different but Part of Performance Management if the organization is to achieve its objectives. Most organizations have some type

of employee appraisal system, and many experience shortcomings of manual staff evaluation systems. When discussing workforce performance the most commonly asked question is "How does Performance Management differ from performance appraisals or staff reviews"? (Neely et al., 2000). Performance Management is used to ensure that employees' activities and outcomes are matching with the organization's objectives and entails specifying those activities and outcomes that will result in the organization successfully implementing the strategy.

Noe et al., (2000) further stressed that; an effective Performance Management process establishes the groundwork for excellence to achieve the organization objectives by: Linking individual employee objectives with the organization's mission and strategic plans. In this situation, the employee has a clear concept on how they contribute to the achievement the overall organization objective, focusing on setting clear performance objectives and expectations through the use of results, actions and behaviors, defining clear development plans as part of the process, and conducting regular discussions throughout the performance cycle which include such things as coaching, mentoring, feedback and assessment. When the organization does the above effectively and efficiently, employees will be able to perform at because of the performance management that is they get from the organization thus leading to performance of the organization.

The Associate Professor Alan Nankervis (2004), of Royal Melbourne Institute of Technology sited that, if performance management is implemented correctly with specific objectives tied to the strategic and operational plan, organizational performance outcomes are likely to increase very quickly. For example, if the top management asked for a 3% increase in gross margin, this objective would be cascaded down to every department, team and individual who can influence the increase in gross margin. Those who are successful at achieving this objective will get a

favorable review, those that could not, will get an unfavorable performance evaluation in the absence of extenuating circumstances. The process of performance management therefore drives organizational performance outcomes. Therefore, Caritas Lugazi Diocese should implement objectives that are achievable and strategic so that performance management can be achieved thus leading to the growth of the organization.

According to the work place policies governing Caritas Lugazi Catholic Diocese (2012), employees are supposed to report at work at exactly 8:00 am in the morning and finish working at exactly 5:00 pm in the evening, under normal circumstances (Monday to Friday). Other catholic designated public holidays, employees are not allowed to work for example ascension day, saints day, Christmas and others which helps employees to rest and then resume to work while they are fresh hence leading to improved performance. Employees are allowed to break off from work for breakfast at exactly 10:00 am and lunch at exactly 1:00 pm and lunch is for one hour. This helps employees to do everything in time hence improving performance. This increases performance management because employees are able to do their work very well because they know that the conditions of work are good and they are allowed to rest which leads to motivation.

Performance evaluation is a tool that helps managers aligns individual performance with organizational goals and objectives. Organizations may be wise to focus alignment efforts throughout the organization, or at least strategically targeted to where it may matter most (Boudreau and Ramstad,1997). Such efforts may include ensuring managers share information with all employees, allow and encourage employee participation in decisions affecting the organization and their job, and implementing new employee socialization efforts aimed at clearly linking employee behaviors to firm success. In Caritas Lugazi Diocese managers always arrange

meetings every Tuesdays and employees are given talks on how to do their work, what is expected of them and even encouraging the spirit of brotherhood hood among them because they are also given spiritual talks which help the employees to perform better thus leading to the growth of the organization.

According to Caritas Lugazi Diocese's Report (2013), Caritas Lugazi Catholic Diocese always prepares talks (counseling the employees by those in authority) and adoration (praising) and all employees must attend and during these days, employees work half a day. It is done twice a month. This helps employees to change in their behaviors and also perform according to what is expected of them hence good performance. Employees also get sick leaves, maternity leaves and even when an employee has got a problem that needs a leave (whether it is about the important person or the employee him or herself). This motivates employees thus improving performance in the organization because a person is allowed to rest until when he or she gets better and then come to work, which also increases performance because of a person's health thus, increased performance in the organization.

Providing employees with the autonomy to control their own work is linked to psychological and physical health and by extension, to increase productivity through lower absenteeism and sickness rates (Chandola, 2010: cited in Gallie, 2011). The intrinsic rewards for example team work and task variety can lead to higher levels of job satisfaction and employee commitment (MacDffie and Pil, 1997: cited in Eurofound, 2009).

Eurofound (2003) also observed that if flexibility in working hours is organized to serve production schedules, this is often to the detriment of the quality of life at work for the employee, which leads to performance. Through generations stress at work, un expected

interruptions or insufficient time to complete work. These stresses are expressed in terms of impaired health, which leads to poor performance (Eurofound, 2003). For example in Caritas Lugazi Diocese, employees start work at 8:00am and finish at 5:00pm which helps them to go and relax, make exercises early so that the next day they are fit for work thus leading to employee performance in the organization. There is nothing like stress so employees work hard because the working hours favor them.

In Caritas, employees are not allowed to work over time because the organization does not recognize it, which makes employees to do what they are supposed to do in time. Overtime is recognized only if there are celebrations and here an employee is compensated and he or she rests for a full day. This compensation is not in terms of money but in kind. This makes employees to perform good because they know that the organization cares for them and their well-being (Central Archdiocesan Province Caritas Association Bulletin 20013). This makes employees to perform better thus ensuring employee performance management. This policy makes employees to do what they are supposed to do in time thus ending up finishing all tasks planned a day in time, which also leads to performance of the organization.

As a manager, you have a responsibility to recognize and reinforce strong performance in the employees, and identify and encourage improvement where needed. But to begin with, you need to view performance management as a two-way discussion that goes on throughout the year. Your employees should never be surprised by the ratings and feedback they receive in their formal performance reviews (Armstrong, 2004). As a manager, you are expected to:

Use the performance management process as a valuable tool for supporting employee development and improvement. If your employees sense a lack of interest on your part, they will

lose interest too. When talking with your team about the process, be sure to emphasize its benefits, and encourage employees to take ownership of their own performance and development (Vickers and Morrison, 2008).

Determine an appropriate schedule for regular performance conversations with those the manager manages directly. The manager should conduct short, regular meetings to discuss and record milestones, accomplishments, successes and challenges as they occur, when details are fresh in both the minds of the managers and employees. This will allow the manager to better monitor progress on goals, and provide coaching as required. Plus, these short meetings reduce the effort it takes to prepare for and conduct your annual performance reviews because you've tracked progress and performance and provided the needed feedback when it was most valuable, (Catigiur, 2006). Therefore, the managers of Caritas Lugazi Diocese should organize such meetings and talk about how the organization is performing, what employees are doing and even the challenges that the organization is facing. If the things are not working as planned by the managers, then they should tell the employees what is exactly on the ground and what they are supposed to do thus managing employee performance.

According to Noe and Wright (2003), the use of annual performance review meeting to review the achievements, setbacks, development and training that have already been discussed throughout the year and then use this information to establish goals and a development plan for the coming year will result into better performance of the organization and good employees as well.

Biswajeet Pattenayak (2005) stresses that the manager should do the following; delivering regular positive and constructive feedback, give employees feedback during one-on-one

meetings and informally as regularly as possible, commend your employee in front of their peers and make performance notes about each employee in the period between conversations, so that come conversation time, you have concrete examples to share. Remember that the goal of feedback is to describe desired behaviors and expectations, not to dwell on undesirable behaviors.

The manager should Communicate and revisit performance expectations. Communicate the organizations' performance standards and expectations to the employees. This will help your employees differentiate between acceptable and unacceptable behaviors and results and reduce any misunderstandings. Gather feedback on employee performance from multiple sources. Use a 360-degree feedback or survey tool to complete and validate your own observations and perceptions thus improving performance in the organization (Thompson, 2002).

The manager should Coach the employees in a way that strengthens two-way communication and reinforces desired behaviors. Coach when the manager wants to focus attention on a specific aspect of the employee's performance. Advise the employee ahead of time of issues you want to discuss. The manager should focus on describing his expectations and the desired behaviors rather than describing the gaps and also take the time to understand why employee's performance is what it is, and get them to take ownership for performance improvements (Neely et al., 2000).

A focus on performance improvement at the organizational, group and individual levels, anticipate, adapt and respond to change. Performance agreements are responsive to changing circumstances, enabling the maintenance of a clear line of sight between the achievement of

organizational goals and the performance expectations placed on individual employees (Holbeche, 2004).

To enable organizations to meet their future goals through more effective use of performance management systems, organizations need to be able to identify what is, and is not, possible given their current state and build upon their strengths. To encourage high performance, agreements need to be tailored to individual employees and their specific contexts (Jamrug and Overholt, 2008).

In summary, the managers of Caritas Lugazi Catholic Diocese should make sure that performance management is implemented correctly in order to achieve what organizational objectives. The managers should make sure that they motivate their employees in order to make employees get interested in the jobs they are doing, appraisals should be put in place so as to reward those who have performed well and act as an example to others and regular tasks or meetings should be given to employees to avoid diversion of employees from their jobs. If all the above is done in the organization, then performance management will be managed thus leading to the growth of the organization.

2.3 REMUNERATION AND EMPLOYEES' PERFORMANCE

Employee remuneration is defined as, “the reward or compensation given to employees for their work performance according to management study guide. It is a method of promoting morale, increasing motivation and foster team cohesion (Shields, 2001). There are two main types of employee remuneration for example piece rate method and time rate method. Employee remuneration makes employees to work with all their efforts because they know that they will get a pay for their work thus leading to improved performance in the organization.

The word "Employee Remuneration" to most people refers to money and usually money in addition to wages and salaries (Armstrong and Murlis, 2004). Lawal (1992) states that job satisfaction is the favorableness with which employees view their work. Stephen et al., (2009), defines job satisfaction as a person's general attitude towards her job. In fact, employee remuneration is an organizational set up as an embodiment of many factors, employee remuneration has a cause effect phenomenon, and one area that brings about job satisfaction is the motivation of the workers. If workers are satisfied with the salary they are being given, then they will increase their performance because they know very well that their efforts are rewarded thus leading to organizational performance. Employee remuneration is one of the workplace policies in Caritas Lugazi Diocese. It is a must that employees have to be given salaries of what they have worked for because this makes employees to perform their jobs well because they know that they will get their salary which leads to increased performance in Caritas Lugazi.

A remuneration and rewards process can be integrated into the performance management system to encourage employees to continually improve their individual performance and personal targets. The value to the organisation will be motivated and trained workforce, which will be focused on the achievement of its strategic goals and maintaining business productivity through staff retention and succession planning (Peter, 2010). Remuneration is a very good satisfying work place policy in all organisations including Caritas Lugazi. Since employees are rewarded for the services employees are rendering to the organisation, this helps the management of Caritas Lugazi to enforce performance management because employees will easily follow thus leading to the growth and development of the organisation.

.Remuneration can motivate employees to be more productive but does not have to necessarily be compensation based. Compensated remuneration can be effective in long-term motivation and productivity such as a raise or promotion. It is not a must that the organization has to compensate the employees in order to achieve performance. The fact that the company pays its employees, then these employees have to work in order to improve the performance of the organization. Things like compensation may come later when the manager is seeing some improvement in the company (Armstrong, 2002). It is a policy of Caritas Lugazi to give salary to its workers but not a policy to compensate the workers. Therefore, the employees of Caritas Lugazi have to do their jobs because they are being given salary for what they are working for. Therefore, it is the duty of the workers to do what they are supposed to do for the development and growth of the organization.

Remuneration awarded to teams increases productivity levels because the team is looking out for collective good of the team. Sales managers can use team remuneration to increase new account openings, increase existing account orders and generating new account leads. Pooling employees in a team with a collective goal, increases productivity if an employer provides worth while remuneration, such as bonuses or extra commission. Remuneration always makes people to perform better and increase productivity thus leading to increased performance of the organization (Armstrong, 2007). For example, in Caritas Lugazi, the remuneration policy makes employees to work hard, submit in weekly and monthly reports earlier because if the employees do not, they will not get their salaries and if they have not performed to the satisfaction of the organization still the employees' salaries will have problems. Therefore, remuneration makes worker in Caritas Lugazi to perform to their best, which leads to increased productivity in the organization thus development.

Remuneration increases over all employee morale provided the benefits are regarded as equitable. In other words, giving tiered or incremental bonuses based on which employee is the most productive, the second most productive and so on. This makes the employees to work harder so that they do not miss the benefits which results into increased organizational performance (Thompson, 2002).

The research continues to show that the main goals of remuneration programmes are to attract qualified, skilled people to the company, to retain employees, and to motivate employees to deliver higher accomplishments. Lawler (2002) identifies five important points which explain the individual's satisfaction with regards to remuneration and these include:

Lawler (2002) stated that satisfaction with a reward is a function of the amount/value of what is received and how the individual feels about that which he/she received, the individual's satisfaction is influenced by the degree to which his/her reward compares to that of others, satisfaction is influenced by both intrinsic and extrinsic rewards, Individuals differ with regards to the rewards which they desire and the relative importance which they place on various rewards, Some extrinsic rewards lead to satisfaction because they lead to other rewards (for example a larger office can lead to a feeling of status). Therefore, Caritas Lugazi will be known in the country that is in case when the employees are given good remuneration. This makes the employees to make advertisements about the organization by telling good skilled and knowledgeable workers to come and join the organization, ensuring them that their hard work will be compensated or paid for. This leads to good performance thus leading to the growth of the organization.

An essential important principle, which must be found in a company's remuneration policy, is that there should be a relationship between achievement and reward (Armstrong, 2012). If individuals cannot identify a relationship between their achievements and their rewards, the motivational value of remuneration is lost. Workers should try to see and know whether their achievements are in line with what they get from their employers or with their rewards (Equity Theory). Therefore, in Caritas Lugazi, employees are helped to know whether they are being given what they are working for which helps workers to continue working for the company whole-heartedly so that their remuneration can also be increased thus increasing performance of the organization.

It is believed that remuneration strategy accounts for one of the greatest investments an organization makes. Although a fair wage is the cornerstone of the contractual and implied agreements between employees and employers, the underlying assumption is that money can directly influence behavior (Thompson, 2002). Many employees and managers believe that simply increasing what people are paid will make them more motivated, productive and loyal. The influence of remuneration strategy is an important ingredient in every organization and that employee performance is a critical issue for many businesses, because of the need to attract, motivate and retain the right talent pool for a business to succeed (Cohen et al., 1992). In Caritas Lugazi, employees know that if they work, they will be given remuneration and even the employers of these workers know that. But also these employees know that in order for them to get good remuneration, they must work hard for the good of the organization and for them also so that they are not fired. This leads to high productivity in Caritas Lugazi thus good performance of the organization.

The essential element in payment strategy is to ensure that employees retain a good performance level in the work environment as workers have to believe that the pay they earn is fair in relation to the work they do (Cohen et al,1992). Furthermore, one of the strongest determinants of employee attitudes, motivation and behavior is compensation (Wayne, 1992). In Caritas Lugazi, employers pay their employees in order to see that there is good performance in the organization so that it grows. This is because employees can only perform better to the maximum of the organization when they have been paid and paid well.

Both Herzberg and Lawler (n.d.) show that remuneration, which is viewed as unsatisfactory and unfair can lead to dissatisfaction in the workforce. A narrower focus on remuneration, at the cost of other factors, will lead to a limited contribution to the motivation of staff. It is very important to have a well-managed remuneration system in place. Fair and reasonable reward is essential and very important for good morale.

According to Caritas Lugazi Catholic Diocese policies; the employees' salaries are fixed by donors depending on the project. The employees get salaries and the funding partners determine these salaries and different programmes in Caritas Lugazi are differently remunerated. Therefore employees have to perform accordingly because incase their funders find out that these employees are performing poorly, they either lower their salaries or they are replaced thus increasing performance. (Central Archdiocesan Province Caritas Association Bulletin, 2011).

In case of leaves in Caritas, an employee is paid fully every month on the account and the entitlements are all settled for example communication and internet are given to them. This is because an employee in a leave can even work at home for example those doing proposals. This

organization has two groups that is Caritas Lugazi Employees' Association and Diocese Staff Association which help employees during sorrows for example losing relatives (death) and celebrating achievements for example giving birth on both sexes, weddings, introduction ceremonies. Under these groups, every employee contributes 7% on his salary called Reserve money. This helps employees' to stay and work together hence increasing performance (Rules and regulations governing Caritas Lugazi Catholic Diocese, 2012).

However, the impact of pay on employee behaviors and attitudes has focused on how pay is administered. Consistent with reinforcement and expectancy theories, most of these research studies conclude that when high performance results in high pay increases, performance is reinforced and more likely to be repeated in the future. A single change in pay is often a function of many factors including overall health of the economy, financial ability of the firm to raise wages, union negotiations, the need to retain an important individual or class employees, and relative performance of a particular employee (Noe et al., 2003).

According to Reinforcement theory, Thorndike (2003), stated that a response followed by a reward is more likely to recur in the future. In essence, this means that by implicating high performance with employee compensation i.e. monetary reward will increase the likelihood of future high performance behavior. Many people and not only in Ugandan but also to different countries, people work because they are given money and they will do what it takes to see that they get good money thus increasing performance in the organizing.

Ballentine (2003) stated that the purpose of rewarding employees is to recognize excellent job performance, provide feedback, make it easier to get work done, encourage employees to be

more productive and help management achieve their goal. The thing is no money can satisfy the efforts of every worker. However, workers are paid to show that their employers are appreciating what they are doing and whenever workers are treated like that then they will increase their performance in the organization.

Wilson, (2010) states that reward can be defined as “an external agent administered when a desired act or task is performed, that has controlling and informational properties”. Wilson (2010) went further to explain that rewards are usually administered to increase the probability of a pre- determined response although rewards can increase or decrease the probability of an event occurring, depending on the saliency and direction of the controlling and informational aspects of the reward.

The Mahendra Srivastava QA at Zarca Interactive Mouth Shut conference held on June 15, (2009); categorized the number of factors influencing employee remuneration into two for example internal and external factors. High remuneration to skilled labour is necessary to attract and retain them. But exploitation of unskilled labour like, for instance paying niggardly wages because it is available in plenty is unjustified. In case an employee is highly skilled, the organization should give him or her much salary depending on the skill and job a person is doing. This is done in order to retain that employee and it will increase performance in the organization. Therefore, Caritas Lugazi should make sure that the employees that are well skilled and qualified to do particular jobs are given much salary because if they do not do that then these employees will look for her organizations or companies to go and work there so that they are given what they really have to get for their skills and competence which results in to organizational failure.

Biswajeet Pattanayak, (2005), states that the use of incentives assumes that people's actions are related to their skills and ability to achieve important long-term goals. Even though many organizations, by choice or tradition or contact, allocate rewards on non-performance criteria, rewards should be regarded as a "pay off" performance.

Aswathappa (1997) noted that remuneration is the compensation an employee receives in return for his contribution to the organization. Remuneration occupies an important place in the life of an employee. The standard of living, status in the society, motivation, loyalty, and productivity depend upon the remuneration employee receives. For the employer too, employee remuneration is significant because of its contribution to the cost of production. Besides, many battles (in the form of strike and lockouts) are fought between the employer and the employees on issue relating to wages or bonus. Therefore, for Caritas to avoid strikes or any misbehavior of the employees at their work place employees have to be given salary depending on what an employee does and the salary should fit or match with the job one is doing. This will lead to the growth of the organization.

Certain human resource management practices are gaining popularity among employers. One of these practices is pay for performance (Brown and Heywood, 2002) which is considered to improve organizational outcomes by enhancing employee motivation and identification with the objectives of the firm (Pfeffer, 1998) and by enabling flexibility within the firm's reward system. Caritas Lugazi should also practice Pay for performance because it makes employees to work hard so that the performance of the organization can increase and it also motivates them to work hard for the good of the organization.

Studies show that long working hours severely affect the performance of an employee in public sector companies of Pakistan (Mitchell and Williamson). The doctors also diagnose that due to long hours work, this causes stress and neck nerves get stretched due to long sitting. This results in overall degradation of business and the performance of employee.

According to Stephen, Robbins and Decenzo (2005), when an organization design its overall compensation package, it has to look further than just an hourly wages or annual salary, has to take into account another element, benefits and even include that employee remuneration are non financial rewards designed to enrich employees' live. This has grown a great importance in the life of an employee and a variety over the past years. Also stated that non financial reward should also put into consideration , if an employee invest their human capital into the firm they have to obtain a return not only in form of opportunity to grow and to achieve but also in terms of being valued to their employer. Therefore, Caritas Lugazi should not depend on giving employees salary only for a month, but should also reward other efforts that employees put in to see that the organization is a success for example innovations made by employees. Employees should be rewarded for example giving bonuses, promotions and many others which will make the organization grow and succeed in this country or even worldwide.

The understanding will provide the basic ingredient for designing and incorporating employee remunerations and strategies into the policy and objective of the organization as it is total neglect is capable of having a great advance effect on the organization objective especially in the long run. Reilly and Williams (2006) Support that for employee remunerations to be effective human resource needs the support of the top team. An unsympathetic Chief Executive Officer can be the major block on getting people management issue properly on the agenda. Even when the human resource director is low in the pecking order, well behind the chief financial officer information

officer, the same result will occur. So human resource director as a person needs to be respected by the board, executive etc. need to support and understand what human resource is doing. This simply means another way for human resource to motivate staff is to have a good relationship with senior management and with employees.

For a high level of pay or benefits relative to that of competitors can ensure that the company attracts and retains high quality employees. Secondly, by tying pay to performance, the company can elicit specific activities and level of performance from employee. In a study of how compensation practices are tied to strategies, researchers examined 33 high-tech and 72 traditional companies, classified them by whether they were in growth stage and found that high-tech companies in growth stage (greater than 20 percent inflation-adjusted increases in annual sales) used compensation systems that were highly geared towards incentive pay, with a lower percentage of total pay devoted to salary and benefits. On the other hand, compensation systems among mature companies (both high-tech and traditional) devoted a lower percentage of total pay to incentive and a high percentage to benefits (Noe et al., 2003).

Organization believe that given an employee incentives after profit is another way of motivating an employee to put more effort to his /her work this reward can be inform of profit sharing, salary increase.

In summary, Caritas Lugazi Catholic Diocese should give employees salary depending of what they are doing and they should give good salary that will make the employees to concentrate on their jobs and in the organization without wanting to leave or resign from their jobs. This will lead to growth of the organization because increased turnover of workers in the organization makes the organization to fail in whatever they are doing and planning. Therefore, Caritas

Lugazi should remunerate its employees very well and even give other fringe benefits to the workers in order to motivate them to continue working for the organization.

2.4 RULES AND EMPLOYEES' PERFORMANCE

According to Armstrong (2002), rules are specific principles or guidelines that are found in an organization.

Employee performance is argued to be associated with; a sustainable workload, feelings of choice and control, Appropriate recognition and rewards, a supportive work community, fairness and justice and meaningful and valued work (Saks, 2006). Similarly, according to a survey conducted in thirty-two countries by Walker Information, the factors that most influence employee commitment (and one could argue rules) are fairness and justice, care and concern for employees, and trust (Frank, Finnegan and Taylor, 2004). In relation to this, Caritas Lugazi treats its employees in the safe way from top management to lower management because every employees leads to the growth of the organization. Fairness and justice is seen and practiced in Caritas Lugazi when handling matters of employees, there is nothing like segregation. Therefore this policy has improved and is still improving the organization of Caritas Lugazi.

The thought is that if an organization treats its employees well, they will give back as much or more in terms of both physical and emotional commitment (Insightlink, 2005) but, rules ultimately come down an employee's desire and willingness to give discretionary efforts in their jobs (Frank, Finnegan and Tylor, 2004). Organizational justice is defined as the impact of justice on effective organizational functioning and its best conceptualized as three distinct dimensions; procedural, distributive and interactional (Colquitt, 2001). The level (s) of justice influences the levels of perceived fairness by employees. Sometimes rules make employee not to perform

because they tend to think that they are doing what they are doing because of the rules in Caritas Lugazi. Therefore the management of Caritas Lugazi has to be keen on the rules enforced to the employees because these rules may either lead to the growth of the organization or failure of the organization success.

Williams, (2004) defined performance as the execution or accomplishment of work, acts and feats. Similarly Butler and Reese, (1991) sited that where there are rules there is always leadership; the contingency theory of leadership suggests the leader's ability to lead is dependent upon various situational factors, including the leader's preferred style, the capabilities and behaviors of followers and various other situational factors. Williams, (2004) further stated that there is no one best way of leading, and effective leadership styles vary from situation to situation. The contingency theory further assumes leadership behaviors that affects outcomes, such as group performance and achieving goals, by the influencing the subordinates' behavior. Therefore the management of Caritas Lugazi should be based on good leadership that the employees will embrace and accept to follow such leadership which will result into growth of the organization.

Despite some studies offering limited and provisional support of the Situational Leadership Model, most studies have been critical for various reasons. Butler and Reese, (1991) indicated that this is particularly surprising due to the extensive use of the Situational Leadership Model and its widely accepted managerial philosophy throughout the world. The researchers note that the Situational Leadership Model has little verifiable support. Only a few studies have been conducted to test its validity and most were not comprehensive in nature. Therefore, Situational Leadership Model may not work well when imposed on the employees as a rule because it may result into poor performance in the organization, which leads to decline. Caritas Lugazi

management should not rely very much on situational leadership model because it may not work for the organization hence resulting into failure of both the management and employees in performing their duties.

The two previous researchers cited an example of several studies in the 1980`s that were conducted in which the managers who utilized the Situational Leadership Model rated their subordinates' job performance significantly higher than the managers who did not utilize the Situational Leadership Model. Unfortunately, no objective measures of performance were employed. In addition, the Situational Leadership Model was criticized for multiple reasons on theoretical grounds for the reason that there is little academic justification for the Situational Leadership Model's style classifications as well as multiple arguments against the validity of the lead.

Johnson, (2006) said that transactional leaders achieve compliance from subordinates through an exchange of rewards for services. For example, transactional leaders will offer raises or promotions for higher work productivity. The weakness of this leadership style is that employees are not invested in their work and once rewards become unavailable, it is difficult to continue to motivate them. Therefore, Caritas Lugazi management should be very keen when applying transactional leadership. The managers have to also look at the other side and see how to motivate the employees in case rewards are finished or are not available. This is because; if the employees loose morale and interest of working in the organization, it will result into employee turnover thus leading to the collapse of the organization.

Ruphy and Drudge (2004) conclude that training for transformational leadership as rule can have positive impact on organization and employee performance. A key is teaching leadership skills

early in the leaders' careers and to be a continuous work in progress. Bass (1990), noted the enhanced commitment to the organizational and increased performance were observed in subordinates after transformational leadership training. Employees in Caritas Lugazi should be trained and given skills and competence to do what the organization wants the employees to do. This will make the employees to perform well in the organization thus leading to the growth of the organization.

Further, Kozlowski and Klein, (2000), sited that in order to meet the organizational objectives and achieve competitive advantages; all organizations are thriving to recruit highly performing individuals as one of the rules of the organization. On the other hand, individuals need supportive organizational culture to help them reach individual objectives. Therefore, an organization is a consciously coordinated system where characteristics of individuals, groups and organization interact with each other and effective interaction among them highly depends on organizational culture that shapes the individual performance and in most cases high performers are more appreciated and promoted than low performers (Cross et al., 2000). The term performance is often used to describe everything from efficiency and effectiveness to improvement (Stannack, 1996).

In February (2007), the Department of Industrial Engineering, Eskisehir Osmangazi University, Bademlik Campus, Eskisehir, Turkey carried out a performance evaluation study including variables such as age, gender, experience, observation time and interpersonal characteristics which were widely considered in determining employee performance. The study revealed that the effects of job characteristics (physical efforts and job grade), and working conditions in addition to experience and education level on task performance and contextual performance are the determinants on employee performance. The results showed that there were substantial

relationships between employee performance both job grade and environmental conditions. Therefore, Caritas Lugazi has to recruit employees who are energetic to do the work, went to skill and attained skills and competence in the work the employee is going to do. such an employee is able to perform at the work place thus leading to productivity and growth of the organization.

In case the workplace conditions are poor (physical efforts, environmental conditions, and hazards), this will result in decreasing employee performance consisted of following organization rules, quality, cooperating with coworkers to solve task problems, concentrating the tasks, creativity, and absenteeism which will lead to decline of the organization. Relevance to industry Unpleasant working conditions in workshops has different effects on each of the job performance indicators. This study highlighted that training program designed to enhance job performance of the employees working under poor workplace conditions should focus on organizational rules in terms of occupational health and safety. (Elsevier B.V 2007). In this way, Caritas Lugazi should make sure that the employees work in a favorable environment and even the working hours should be favorable and considerate because if that fails, then the employees will lose interest thus leading to increase in turnover of employees.

Van Scotter et al., (2000) sited that, when employees help others to complete a task as a rule in an organization, cooperative with their supervisors, or suggest ways to improve organizational processes, they are engaging in contextual performance. Therefore, As employees interests grow with working as a team, cooperative with each other, and engagement of employees in innovative job performance behavior, then improvement in employee performance at Caritas Lugazi will be observed at all levels in the organization because of multi tasking as a rule in an organization.

In Caritas Lugazi Catholic Diocese, it is a must for the field staff to write a weekly field report to the team leader argued by director of the program for every field visit conducted. This helped the employees to be focused on what they are doing hence improving performance. By the end of the week they hand in a weekly report and monthly report. These reports have to show what they have done in a week and month, which helps employees to do their tasks thus ending up improving performance in the organization, which results into organizational growth.

The “Equity rule” associated with distributive justice dictates that rewards and resources be distributed in accordance with contributions. Past research shows that distributive justice is strongly correlated with job satisfaction (Schappe, 1998) and pay satisfaction (McFarlin and Sweeney, 1992), which in turn can be said to be strong elements of employee engagement.

Therefore, employees who perceive unfairness in work place may experience feelings of under-appreciation, lack of respect and recognition. Furthermore, the presence of hierarchal divisions and cliques increases the potential for perceptions of unfairness, breaks connections between employees and prevents groups from working together (Axelrod, 2000).

As in any relationship, trust is among the essential traits that keep commitment and performance strong. The employee-employer relationship is no different. Relationships evolve over time into trusting, loyal mutual commitments as long as the parties abide by certain “Rules” of the exchange (Saks 2006). Trust is highly valued and can only be built up overtime, but can be lost quickly.

In summary, Caritas Lugazi should enforce rules that employees can easily follow, rules that are not stressing to the employees and genuine rules. This will make employees to follow them and

doing what they are supposed to do in line with the rules of the organization thus leading to the growth and development of Caritas Lugazi.

2.4.1 RELATIONSHIP OF EMPLOYEE RECRUITMENT POLICIES AND PERFORMANCE

According to Caritas Lugazi Diocese policies, recruitment is a process, which involves internal advertising (within the organization) and external advertising for example in Newspapers. Under internal advertisement, the chance is given to employees working in Caritas Lugazi and even those employees who have someone to recommend for that particular job. An employee is given probation and in that probation an employee is paid the salary but that does not mean that he or she has become an employee of the organization. This forces the employee to work hard so that can be retained thus increasing performance.

Under external advertisement, a job advertisement is put in the Newspaper with specifications and then people that are qualified apply for the job. They are called by the organization for interviews after which they select the most competent ones.

Further, it was found that Caritas Lugazi provides public advertisement where the organization advertise, employees who apply are given interviews, a probation is given incase an employee is selected and then after given a job. Every employee is given on job training for example getting official orienting when working is taking place. All these help the organization in improving performance. Therefore, in Caritas Lugazi that is there policy of recruiting skilled and competent employees.

According to Central Archdiocesan Province Caritas Association (2012) Report, employees are given social welfare annually. This service helps to promote team work and performance of the organization. This is because employees will work hand in hand and help each other whenever possible thus leading to the growth of the organization.

Another work place policy is that all employees at Caritas Lugazi Catholic Diocese have to report to the office before going to the field. This policy reminds employees to be responsible and hence leading to good performance in the organization.

2.5 SUMMARY OF FINDINGS FROM LITERATURE REVIEWED

In summary, the literature reviewed provided deep understanding of relationship between work place policies and employee performance in relation to organization.

Although authors are seemingly reinforced by the presumption on the part of academics that rules systems actually do promote organizational performance, the empirical evidence is as yet not strong enough to justify that conclusion (Wright & Gardner, 2003)

Conversely, studies could be underestimating the strength and consistency of the relationship through inadequate measurement of rules practices. Some studies report some statistically significant positive relationships between rules and employees performance. However six studies failed to find any relationships (Cappelli & Neumark, 2001; Guest et al., 2003), therefore conducting this study is necessary.

Therefore that is the end of chapter two which shows the reviewed literature and the next one is chapter three which shows the methodology of the study.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This Chapter outlines the manner in which the study that is the effect of organizational policies on employee performance was conducted. The methods combined both quantitative and qualitative approaches. This chapter shows the research designs, study population, sample size and sampling techniques, data collection methods, data collection instruments, data collection procedures, data analysis, study limitations, and ethical issues as related to the research topic.

Williams 2011 defines methodology as a process, which gives clear-cut idea on what the researcher is carrying out his or her research.

3.1 Research Design

According to Trochim (2005), research design provides the glue that holds the research together. The major research design was the case study that was used by the researcher. The research designs are categorized in terms of qualitative and quantitative data that was used in the collection of data. The researcher chose them because she was to interview employees in depth about particular topic. The researcher used qualitative methodology for data collection, analysis and completion of this research study as related to organizational policies and employees' performance (tables were used to determine organizational policies on employee performance.). According to Charles and Mertler (2002), qualitative research, versus quantitative research, is analyzed logico-inductively. This is a thought process that uses logic to make sense of observations. Behaviors, situations, interactions, objects, and environments are first observed.

Qualitative data are expressed verbally and analyzed logically; quantitative data are expressed numerically and analyzed statistically.

3.2 Area of the study

The study was conducted at Caritas Lugazi Catholic Diocese, Jinja road in Buikwe district. The place is located 14 km East of Kampala towards Kenya, which is the neighboring country of Uganda.

3.3 Study Population

This refers to total collection of units, subjects, individuals a study used to generate a study population. The study was based on a sample size of 48 that was drawn from a population of 55. The sample size of 48 was sufficient and this is supported by Krejcie and Morgan (1970). The study population generated or included all employees from the five programs namely; Sustainable Agriculture Project (SAP), Promic, Central Archdiocesan Province Caritas Association (CAPCA), Grand Mothers' Project and lastly Energy Stove Project that are in Caritas Lugazi Catholic Diocese year (2011-2013), which started on 14th/ January/ 2013 up to April / 2014.

3.4 Sampling procedures

3.4.1 Sample Size

Sample size refers to the selection of small groups of objects, units, individuals representing the whole. the study comprised of 9 employees from Central Archdiocesan Province Caritas Association (CAPCA), 12 employees from Sustainable Agriculture Project (SAP), 12 employees

from Grand Mothers Project, 9 employees from Energy Saving Stoves and 9 employees from Promotion of Micro Credit (PROMIC) and 7 employees from Scottish International Aid Fund (SCIEF) giving a total of 55 respondents. Simple random and purposive sampling techniques were used. The sample size included manager, coordinators and other employees.

3.4.2 Sampling Techniques

The sampling techniques facilitate the process of identifying members of the sample space.

Simple random sampling;

A simple random is the one in which each and every unit of the population has an equal chance of being selected into the sample which in turn get selected as part of the sample. It is purely a matter of chance so that the personal bias of the investigator does not influence the selection.

According to Amin (2005) randomization is effective in creating equivalent representative groups that are essentially the same on all relevant variables thought of by the researcher.

This sampling technique was appropriate for the researcher because she wanted every employee to have a chance to be picked or selected so that he or she had a chance to be included in the sample size of the study. 48 respondents were included in the sample size using this technique.

Purposive sampling and stratified sampling techniques were also used.

This technique was appropriate because the people that were to be investigated were based on the judgments of the researcher and the remaining seven (7) respondents were chosen. The researcher focused on particular characteristics of a population that were of interest which best enabled her to answer the research questions and these were the coordinators and manager.

3.5 Data Collection Methods and Instruments

It is simply how information is gathered or process of generating information but when it has been systematically observed, recorded, organized in such a way that is logical. The survey method was used in the study, which had an instrument and also a research procedure. two sources of data collection were also used that is primary data and secondary data.

3.5.1 Primary sources

Primary data is that kind of data that has been gathered for the first time and has never been reported anywhere (Roston, 2001). The researcher used Self-administered questionnaires which enabled her to cover a large population quickly.

3.5.2 Secondary sources

Secondary data is data that is available, already reported by some other scholars and people (Roston, 2001). Secondary data included text- books, journals, News Papers, online of the various scholars relating to the topic the effect of organizational policies on employee performance. This was because it was readily available and easier to use when carrying out research.

3.6. Data collection tools

3.6.1 Questionnaires.

Questionnaires were given to all the 55 respondents. A questionnaire is a collection of questions, which are logically put together. Both closed and open-ended questions were used. The questionnaire was used because the information had to be collected from a large sample in

a short period of time This method was appropriate because the researcher wanted to give the respondents time to answer the questionnaires given to them.

3.6.2 Interview guides

The researcher also used an interview guide where by the researcher interviewed the respondents face-to-face. This was appropriate because the researcher wanted to interact face to face with the sample size that was considered in the study.

3.7 Research Procedure

Procedures refer to the set of instructions for performing a sequence of activities that occur frequently. The researcher went personally and collected data by interacting with both the employees and their top managers. Both the employees and their coordinators were given a list containing questions for them to answer and face-to-face questions were asked (Between the researcher and the sample size). Primary and secondary data was used. The main source of data was the primary data which was obtained from the questionnaires developed by the researcher and face to face interview guides. Both the employees and their coordinators were given a list containing questions for them to answer and face-to-face questions were asked through interaction between researcher and study participants. Secondary data included; text books from the library, internet, magazines, journals and many others.

The researcher made sure that the test that was done was be reliable in that those who wished to do the same test were to get the same (similar) results. Assessment tools were those, which provided dependable and consistent information was used, results were good, adequate and

excellent). The collecting of data took one month therefore the researcher spend one month in the field.

Sample Study

55 respondents participated in the sample (sample group) that is Chefs, Cleaners, Auditors, Supervisors, Drivers, Accountants, Field reporters, Coordinators, and Human Resource Managers. Those are the ones who were used in gathering reliability information because of their education levels and their occupation.

3.8 Quality Control Methods

Quality of the research was shown through reliability and the validity that was presented in the research report.

3.8.1 Validity

Cozby (2001), states that a validity test ensures that the results are an accurate reflection of the dimension undergoing assessment. Everything is related to each other in the research study. The research work portrayed the truthfulness of the questionnaires because the supervisor of the researcher ironed out the mistakes that were being made by the researcher during the process of collecting data. the researcher went ahead an corrected the mistakes which made the report to be valid to the users.

3.7.2 Reliability

According to Moskal and Leydens (2000), reliability is the degree to which an assessment tool which produces stable and consistent results. Therefore, all the work that was in this study was consistent and relating to the research topic, which was the effect of organizational policies on employee performance. A pre-test of questionnaires was done which showed that the research can be relied on.

3.7 Data Management and Processing

This involved preparing data into useful, clear and understandable pattern. This exercise involved the use of questionnaires and interview guide. Editing, coding tabulation and calculation of percentage on spreadsheets like excel, SPSS were employed.

3.8 DATA ANALYSIS

Editing, coding tabulation and calculation of percentage on spreadsheets like excel, SPSS was employed. Quantitative data obtained using questionnaires was compiled, sorted, edited, classified and corded into a coding sheet, analyzed using computerized excel sheet.

Qualitative data seeked out why and not the how, of the topic through the analysis of unstructured information. This was used to gain insight into employees and coordinators' attitudes, behaviors, value system, concerns, motivations, aspirations and culture or lifestyle.

3.9 ETHICAL CONSIDERATIONS

According to Miller (2009) and Kidder Lobaton (2003), ethics is a branch of philosophy that involves systematizing, defending and recommending concepts of right and wrong conduct. The

researcher relied on accuracy of the data. The data that was collected was presented the way it was given by the respondents from the field.

The faculty of Business Administration and Management, Uganda Martyrs University gave the researcher an introductory letter, which I presented at Caritas Lugazi Diocese, which was my case study to allow me carry out the study for academic purposes.

The researcher presented her University identity card to the organization so that she can be allowed to proceed with the research.

The researcher protected the dignity and privacy of every respondent who participated in the research study. The names and positions of the respondents who were in the sample size were not mentioned to anyone so that they remain with their dignity and privacy.

The researcher ensured that all the information that was acquired from the respondents remained confidential to the researcher. There was nothing like telling other people especially in Caritas Lugazi what these respondents had answered hence a high degree of confidentiality.

3.10 STUDY LIMITATIONS

Some respondents feared to respond to questions because they felt that the information required would lead to their dismissal from the organization or being punished in other ways. This was minimized in a way that the researcher assured them of confidentiality, that the respondents' names would not be disclosed.

The researcher had a small sample for the study and it had some errors and was also not representative of the entire population. Being aware of the limitation of small sample size which

had high level of error this was minimized it by using a multi-method of collecting data to reduce error.

Incomplete questionnaires, this was mainly due to time allocated to the respondents. Some employees were busy to complete the questionnaires. Time was added for such respondents to make sure that at least they complete.

The research was costly in terms of money needed for transport, photocopying, printing, food and stationery. The researcher minimized this by using questionnaires to reach each and every respondent.

Some respondents took very long time before completing the questionnaire. The researcher tried to wait for them.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

4.1 INTRODUCTION

This chapter presents the main findings of the study as elicited by the questionnaire the employees answered. The researcher gave out fifty-five questionnaires in the field to the respondents but only forty-eight questionnaires were returned to the researcher. Among the forty-eight questionnaires that were returned, thirty-eight were fully answered while as ten questionnaires were incomplete.

4.2 Background information of respondents

The background information shows the gender, education, age group, position held, duration and other information of the respondents.

4.2.1 Gender of respondents

The study sought to find out the gender of respondents as shown below;

Table 1: Showing Gender of respondents

Gender	Frequency	Percentage
male	28	58.3%
female	20	41.7%
Total	48	100.0%

Source: primary data (2015)

According to the above table, the number of males were making the largest percentage of 58.3%. On the other hand female respondents made a percentage of 41.7%. This implies that the work of the organization is performed well because its men who are helping going to the field because the places are very far and these men have to build for example toilets to the elderly which makes the organization to run very well.

4.2.2 Age group of respondents

The study sought to find out the age group of the respondents as shown below;

Table 2: Showing the Age group of respondents

Age groups	Frequency	Percentage
below 20 years	3	6.2%
21-30 years	10	20.8%
31-40 years	20	41.7%
41-50 years	10	20.8%
Above 50 years and above	5	10.4%
Total	48	100.0%

Source: primary data (2015).

According to the Table Above, the highest number of employees in Caritas Lugazi Diocese were between the age of 31-40 a percentage of 41.7%, followed by the number of employees between 41-50 years and between the age of 21-30, a percentage of 20.8%, followed by employees above 50 years who had a percentage of 10.4% and lastly employees below 20 years a percentage of

6.25%. This implies that the organization has strong and energetic employees who are able to carry out the duties of the organization for example going to the field.

4.2.3. Level of education of respondents

The study sought to find out the education level of the respondents as shown below;

Table 3: Showing the education level of respondents

Level of education	Frequency	Percentage
post graduate	5	10.4%
Degree	20	41.7%
Diploma	8	16.7%
secondary level	3	6.2%
Others	12	25.0%
Total	48	100.0

Source; primary data (2015).

The above table shows that the majority of the respondents, had degrees as their highest level of education 41.7%, followed by those who included their level as others (those with certificates, school drop outs) with a percentage of 25%, followed by those respondents with diplomas with a percentage of 16.7%, followed by the post graduates with a percentage of 10.4% and lastly respondents of the secondary level who had a percentage of 6.25%. This shows that the organization is employing people who have studied and they are able to do their work because they have skills in what they are doing thus leading to the growth of the organization.

4.2.4. Period worked by the respondents

The study sought to find out the period respondents have worked as show below;

Table 4: Showing the Period worked by the respondents

Duration worked	Frequency	Percentage
Over 5 years	10	20.8%
4-5 years	20	41.7%
3-4 years	10	20.8%
1-2 years	6	12.5%
Less than 6 months	2	4.2%
Total	48	100.0%

Source; primary data (2015).

Most of the respondents that had worked and were still working with Caritas Lugazi Diocese for a long time had worked for 4-5 years (41.7%), followed by those who had worked over 5 years and 3-4 years with a percentage of 20.8, followed by those respondents who had worked for 1-2 years who were 6(12.5) and lastly those respondents that had worked less than 6 months who were only 2 (4.2). this implies that most of the workers in Caritas Lugazi have spent 4-5 years which shows that the employees like their jobs because of less turnover which helps the organization to grow because it saves costs like costs of recruitment and training.

4.2.5. Level of involvement of respondents

The study sought to find out the level of involvement of the respondents as shown below;

Table 5: Showing the Level of involvement of the respondents

Tittles	Frequency	Percentage
Director	5	10.4%
Supervisor	15	31.2%
subordinates	28	58.3%
Total	48	100.0%

Source: primary data (2015).

From the table above the biggest Number of respondents that were questioned were of the subordinates employees with a percentage of 58.3%, Followed by the supervisors who had a percentage of 31.2% and lastly the directors with a percentage of 10.4%.

4.3 Organizational Policies / study objectives

4.3.1. Presence of organizational policies

The study sought to find out whether there are organizational policies at Caritas Lugazi Diocese as shown below;

Table 6: Showing whether there are organizational policies

Response	Frequency	Percentage
Yes	48	100.0%
No	00	00%
Total	48	100%

Source; primary data (2015).

The table above shows that all respondents agreed that there are organizational policies in place at Caritas Lugazi Diocese that all employees and employers have to follow for the success of the organization. These showed a percentage of 100%.

4.3.2. Level of influence of organizational policies

The study sought to find out the level of influence of organizational policies on employee performance.

Table 7: Showing the Level of influence of organizational policies on employees' performance

Level of influence	Frequency	Percentage
Average	19	39.6%
High	25	52.1%
Low	4	8.3%
Total	48	100.0%

Source; primary data (2015).

The table above shows that the highest number of respondents said that the level of influence of organizational policies on their performance is high in Caritas Lugazi Diocese and they had a percentage of 52.1%. These were followed by respondents who said that the level of influence of organizational policies on their performance is on average and had a percentage of 39.6%. The last group of respondents had a percentage of 8.3% and these concluded that their level of influence of organizational policies on respondent's performance is very low.

Therefore this shows that organizational policies influence employees' performance in Caritas Lugazi Diocese, meaning that yes the policies are there and they are enforced on the employees.

4.3.3. Rating of organizational policies

the study sought to find out the rating of organizational policies as shown below;

Table 8. showing the rating of organizational polices at Caritas Lugazi

Rating	Frequency	Percentage
very strong	16	42.1
very low	22	58.0
Total	38	100.0

Source: primary data (2015).

From the table above, the highest number of respondents rated organizational policies as being very low. These respondents had a percentage of 58.0%. The work place policies include; time management, dressing code, submitting in weekly reports, attending meetings every Tuesdays and doing field work. A percentage of 42.1% respondents rated work place policies as being very

strong. This implies that employees rated the organizational policies at Caritas Lugazi Diocese as being very low.

4.4. Performance management and employee performance

4.4.1. How organizational policies help the employees

The study sought to find out the extent to which organizational policies help employees in achieving set objectives and goals.

Table 9: Showing the Extent to which organizational policies help employees in achieving set objectives and goals

Extent	Frequency	Percentage
low	23	47.9%
average	20	41.7%
strong	5	10.4%
Total	48	100.0%

Source; primary data (2015).

In the table above, many respondents showed that organizational policies do not help them in achieving set objectives and goals in Caritas Lugazi Diocese and their extent was low, they had a percent of 47.9%. They were followed by respondents with a percentage of 41.7% who showed that the organizational policies on average help them to achieve the set objectives and goals followed them. Lastly, a percentage of 10.4% showed that for them strongly, organizational policies help them to achieve the set objectives and goals at Caritas Lugazi Diocese.

This implies that organizational policies at Caritas Lugazi Diocese do not help workers to achieve the set objectives and goals at Caritas Lugazi Diocese. This is because the highest number of respondents said that there is a low extent to which organizational policies help employees in achieving set objectives and goals. The results revealed that the policies are ambiguous, some are difficult to understand and some employee who have bigger positions in the organization end up misbehaving are refusing to follow the policies which is a problem to the organization and employees as well.

4.4.2. Application of organizational policies

The study sought to find out how often an employee applies organizational policies to accomplish his or her tasks as planned a day. This is shown below;

Table 10: Showing how often an employee applies organizational policies to accomplish his or her tasks as planned a day

How often	Frequency	Percentage
rarely	25	52.1%
seldom	8	16.7%
sometimes	10	20.8%
always	5	10.4%
Total	48	100.0%

Source; primary data (2015).

The above table shows that the highest percentage of respondents was 52.1% who showed that they rarely use organizational policies to accomplish their tasks as planned a day. A percentage

of 20.8% respondents said that sometimes they do use or apply the organizational policies in order to accomplish their work but not every time. Other respondents said that it is seldom that they apply organizational policies in order to accomplish their duties and had a percentage of 16.7%. Lastly, a percentage of 10.4% respondents showed that they always apply the organizational policies in order to accomplish their tasks as planned a day.

At Caritas everyone has his or her job for example cleaners, drivers, cooks and that not all the jobs require to apply organizational policies in order to accomplish them. Therefore, the highest percentage of respondents showed that their duties or work does not need the application of organizational policies in order to accomplish their tasks.

4.4.3. Level of contribution of organizational policies

The study sought to find out the level to which organizational policies contribute to effectiveness and efficiency of various levels of management as shown below;

Table 11: Showing the Level to which organizational policies contribute to the effectiveness and efficiency of various levels of management at Caritas Lugazi Diocese.

Level of contribution	Frequency	Percentage
average	10	20.8%
strong	25	52.1%
Very strong	13	27.1%
Total	48	100.0%

Source; primary data (2015).

From the table above, many respondents with a percentage of 52.1% showed that the level to which organizational policies contribute to the effectiveness and efficiency of various levels of management in Caritas Lugazi Diocese is strong. A percentage of 27.1% respondents showed very strongly that organizational policies contribute to the effectiveness and efficiency of various levels of management. 20.8% respondents said that it is on average that organizational policies contribute to the effectiveness and efficiency of various levels of management.

This implies that organizational policies help the organization of Caritas Lugazi Diocese to bring effectiveness and efficiency to various levels of management in the organization. The highest percentage of respondents gave reasons that it is the organizational policies, which have made the organization to stand up to now in Lugazi. Organizational policies have made employees of various levels of management to coordinate and work as a team in order to achieve the goals and objectives of the organization. Therefore, this shows that organizational policies are needed in the organization so that the organization is run efficiently and effectively. Therefore, organizational policies have to be there and to be followed in the organization.

4.4.4. Level of challenges faced when implementing organizational policies

The study sought to find out the level to which challenges faced in implementing and reinforcing organizational policies affect the management.

Table 12. Showing the Level to which challenges faced in implementing and reinforcing organizational policies affect management of Caritas Lugazi Diocese.

Level of effect	Frequency	Percentage
average	20	41.7%
high	28	58.3%
Total	48	100.0%

Source; primary data (2015).

In the table above, most of the respondents showed a high level to which challenges faced in implementing and reinforcing organizational policies affect management of Caritas Lugazi Diocese and had a percentage of 58.3%. A percentage of 41.7% respondents said that the level at which challenges faced in implementing and reinforcing organizational policies affect management of Caritas Lugazi Diocese is on average.

The highest percentage gave reasons that many people are being involved when implementing and reinforcing organizational policies and there is a lot of disagreements among the concerned people in the management. Some employees refuse to accept the organizational policies to be implemented which results in to delays of implementation of organizational policies, other organizational policies are implemented, but end up not working as management had expected. This implies that the management gets many challenges when implementing the organizational policies because employees do not respect them, which leads to the decline of the organization performance.

In support of research findings, previous scholars showed that non-profit organizations face a challenge of attracting and keeping the best employees when their salaries and compensation are

often lower than the private sector (Letts, et al., 1999). This may lower performance of the organization. Many non-profit employees work without the rewards systems and clearly defined objectives or guidelines, which may lead to high burnout among employees.

Holbeche (2003) stresses that at various levels of the organization, poor measures or no relevant measure may be put in place. In other cases targets are set but no relevant measure is put in place. In other cases, no data can be collected or is kept as evidence to track performance, which results, into poor performance of the organization. Similarly, a situation like that may put an organization such as Lugazi Caritas in a serious challenge when implementing and reinforcing organizational policies at Caritas Lugazi Diocese.

All-in-all, the organization of Caritas Lugazi Diocese faces a lot of challenges when implementing and reinforcing organizational policies in Caritas Lugazi Diocese.

4.4.5. Satisfaction with organizational policies

The study sought to find out the employees’ satisfaction with the organizational policies as shown below;

Table 13: Showing the Satisfaction with the organizational policies

Satisfacti on	Frequency	Percentage
yes	20	41.7
no	28	58.3
Total	48	100.0

Source; primary data (2015).

In the above, a percentage of 58.3% respondents showed that they are not satisfied with the organizational policies at Caritas Lugazi Diocese, a percentage of 41.7% respondents said that they are satisfied with the organizational policies.

The highest percentage of respondents gave reasons that some of the organizational policies are ambiguous for example the organization wanting to help all elderly women in Lugazi, other organizational policies do not favor these respondents for example making weekly reports because most times employees are busy and when these employees do not submit in these weekly reports, their salaries are deducted something which they say that it is bad. This implies that the salary given to employees is not enough to cater for all their needs hence leading to poor performance of the employees.

Little and Nel, (2008) opined that when employees are guided to achieve their performance potentials, this ultimately leads to organization's success. Thus, success of organization's objectives depends on the amount of commitment brought in by the individual employees operating in a highly competitive environment, which will be complemented by the organizations.

4.4.6. Satisfaction of the workload and policies of respondents

The study sought to find out the level to which an employee is satisfied with the workload and policies.

Table 14: Showing the Level to which an employee is satisfied with the work load and policies in Caritas Lugazi Diocese

Level of satisfaction	Frequency	Percentage
very low	8	16.7%
low	25	52.1%
average	15	31.2%
Total	48	100.0%

Source; primary data (2015).

From the table above, the highest number of respondents showed that they are not satisfied with the workload and policies and they said that the level is low. They had a percentage of 52.1%. These were followed by those respondents with a percentage of 31.2% and their response was on average .The last respondents had a percentage of 16.7% who showed that for them, their satisfaction is very low to the work load and policies.

Employee performance is argued to be associated with; a sustainable workload, feelings of choice and control, appropriate recognition and rewards, a supportive work community, fairness and justice and meaningful and valued work (Saks, 2006).

The highest percentage gave reasons that these organizational policies do not favor them for example being rushed to do certain duties when its already too late, frequent changing of the

time table and employees forced to follow what has been said, some employees are forced to perform certain duties because of the organizational policies that are employed.

Therefore, the highest number of respondents showed that their satisfaction is low on workload and organizational policies and this implies that there is a lot to be done by the management of the organization to improve employee commitment and performance of the organization.

4.4.6. Satisfaction with organizational policies used in recruitment process

The study sought to find out the level to which an employee is satisfied with the policies used in recruitment process as shown below;

Table 15: Showing the Level to which an employee is satisfied with the policies used in recruitment process

Level of satisfaction	Frequency	Percentage
low	18	37.5%
average	15	31.2%
strong	15	31.2%
Total	48	100.0%

Source; primary data (2015).

In the table above, the highest percentage of respondents was 37.5% who showed that their level of satisfaction with the organizational policies used in recruitment process was low. Followed by a percentage of 31.2% showed that satisfaction is on average and the same percentage that satisfaction is strong.

The highest percentage of respondents showed that management recruits employees basing on experience when they don't look at the qualifications of these employees to be recruited, which makes the employees sad. This implies that people who do not have the knowledge for example who have not studied about that particular job are given jobs because of the experience these people have and those who studied such types of jobs with their academic qualifications are left out. This implies that employees will continue to perform badly in Caritas Lugazi Diocese.

Kozlowski and Klein, (2000), sited that in order to meet the organizational objectives and achieve competitive advantages; organizations should thrive to recruit highly performing individuals as a rule.

Therefore, the employees in Caritas Lugazi Diocese are not satisfied with the organizational policies used in recruitment process.

4.4.7. Organizational policies used in recruitment process

The study sought to find out the organizational policies used in recruitment process as shown below;

Table 16: Showing the Policies used in recruitment process at Caritas Lugazi Diocese

Policies	Frequency	Percentage
academic qualification	20	41.7%
experience	28	58.3%
Total	48	100.0%

Source; primary data (2015).

From the table above, many respondents showed that recruitment of employees based on experience is mostly used. These respondents had a percentage of 58.3%. A percentage of 41.7% showed that recruitment process is basically done basing on academic qualifications of an employee.

The highest percentage of respondents gave reasons that the management prefers to know what an employee has done in other related organizations in order to be recruited. This implies that all workers of Caritas know what they are doing because they have the experience that is needed in their jobs thus leading to growth and development of the organization.

4.5. Remuneration and employee performance

4.5.1. Satisfaction with salary remuneration of respondents

The study sought to find out the level to which an employee is satisfied with salary remuneration.

Table 17: Showing the Level to which an employee is satisfied with salary remuneration at Caritas Lugazi Diocese.

Levels of satisfaction	Frequency	Percentage
very low	15	31.2%
low	30	62.5%
average	3	6.2%
Total	48	100.0%

Source; primary data (2015).

The table above shows the highest percentage of respondents as 62.5% who said that their level of satisfaction with salary remuneration at Caritas Lugazi Diocese is low, respondents who showed that their satisfaction with salary remuneration in Caritas Lugazi is very low had a percentage of 31.2%. Few respondents said that their satisfaction with the salary remuneration at Caritas Lugazi Diocese is on average and had a percentage of 6.2%.

The highest number of respondents who said that their satisfaction is low, gave reasons such as working very hard and getting little salary, having a lot of work to do and being given less salary and also signing on papers much money but when an employee is given less than what he or she has signed for because of the organizational policy. This implies that employees are not satisfied with the salary remuneration of Caritas Lugazi Diocese.

According to Stephen, Robbins and Decenzo (2005), when an organization design its overall compensation package, it has to look further than just an hourly wages or annual salary, has to take into account another element, benefits and even include that employee remuneration are non financial rewards designed to enrich employees' live.

Both Herzberg and Lawler (n.d.) showed that remuneration which is viewed as unsatisfactory and unfair can lead to dissatisfaction in the workforce. A narrower focus on remuneration, at the cost of other factors, will lead to a limited contribution to the motivation of staff. It is very important to have a well managed remuneration system in place. Fair and reasonable reward is essential and very important for good morale.

Remuneration always makes people to perform better and increase productivity thus leading to increased performance of the organization Armstrong (2007).

4.5.2. Rating of remuneration policies by the respondents

The study sought to find out the rating of remuneration policies as shown below;

Table 18: Showing the rating of remuneration policies by employees at Caritas Lugazi

Diocese

Rating	Frequency	Percentage
good	3	6.2%
bad	30	62.5%
very bad	15	31.2%
Total	48	100.0%

Source; primary data (2015).

Many respondents in the table above showed that generally the remuneration policies of Caritas Lugazi Diocese are bad, they had a percentage of 62.5%. These were followed by the respondents who showed that remuneration policies are very poor. The last group of respondents showed that for them the salary is ok and had a percentage of 6.2%.

Generally, the highest percentage rated the remuneration policies as being bad in Caritas Lugazi Diocese and they said that, that is one of the reasons why even the organizational policies implemented are sometimes not followed by the employees because they know very well that they will not be paid. The respondents gave reasons that employees are not given salary of what they work for. They went ahead to state that some are paid highly while others are under paid.

Ballentine (2003) stated that the purpose of rewarding employees is to recognize excellent job performance, provide feedback, make it easier to get work done, encourage employees to be more productive and help management achieve their goal.

An essential important principle which must be found in a company’s remuneration policy is that there should be a relationship between achievement and reward, Armstrong (2012). If individuals cannot identify a relationship between their achievements and their rewards, the motivational value of remuneration is lost.

4.5.3. Ranking of fringe benefits by the respondents

The study sought to find out the level to which the employees ranked the fringe benefits policies as shown below;

Table 19: Showing the Level to which the employees ranked the fringe benefits policies at Caritas Lugazi Diocese

Level of ranking	Frequency	Percentage
very low	28	58.3%
low	20	41.7%
Total	48	100.0%

Source; primary data (2015).

From the table above, the many respondents ranked fringe benefits policies very low at Caritas Lugazi Diocese. These respondents had a percentage of 58.3%. A percentage of 41.7% of respondents ranked fringe benefits as being low at Caritas Lugazi Diocese.

The highest percentage of respondents who ranked fringe benefits as being very low gave reasons that there are very few employees at Caritas Lugazi Diocese who are given fringe benefits for example medical care, transport allowances especially when an employee gets a problem like becoming sick or losing someone (death of a relative). The respondents expressed their disappointment. This implies that employees at Caritas Lugazi Diocese experience unfairness that is practiced among workers through the organization's reward system.

Therefore, the employees ranked fringe benefits at Caritas Lugazi Diocese as being very low among the employees.

4.5.4. Contribution of remuneration policies to workers' commitment

The study sought to find out the level to which the remuneration policies contribute to workers' policies and commitment.

Table 20: Showing the Level to which the remuneration policies contribute to workers' policies and commitment at Caritas Lugazi Diocese

Level	Of commitment	Frequency	Percentage
	very low	5	10.4%
	low	30	62.5%
	average	13	27.1%
	Total	48	100.0

Source; primary data (2015).

Many respondents showed that remuneration has a low contribution to workers' policies and commitment at Caritas Lugazi Diocese. These respondents had a percentage of 62.5% A percentage of 27.1% respondents showed that on average, remuneration policies contribute to workers' policies and commitment. Other respondents with a percentage of 10.4% showed that they are motivated by the remuneration they get especially those in big positions like managers.

The highest percentage of respondents gave reasons that the remuneration does not give morale to the employees to work because of the negative minds of these employees. The data revealed that employee performance in the organization is poor due to poor remuneration policies. There is nothing like commitment to work by the employees.

Accordingly, Thorndike (2003), stated that monetary reward will increase the likelihood of future high performance behavior. Basically, The level to which remuneration contribute to workers' commitment is very low at Caritas Lugazi Diocese.

4.6. Rules and employee performance

4.6.1. Conformation of rules and policies by the respondents

The study sought to find out the level to which employees think they conform to the rules and policies of the organization.

Table 21: Showing the Level to which employees at Caritas Lugazi Diocese think they conform to the rules and policies of the organization.

Level of conformation	Frequency	Percentage
low	28	58.3%
average	20	41.7%
Total	48	100.0%

Source; primary data (2015).

As the data shows in table above, a big number of respondents with a percentage of 58.3% showed a low level of employees at Caritas Lugazi Diocese conform to the rules and policies of the organization. Of all population studied, the results showed that a percentage of 41.7% respondents averagely comply with the rules.

Some of the reasons given by the highest number of respondents were that the policies are there but some employees neglect rules and policies which leads to losses to the organization. Other respondents expressed that senior employees fail to observe the rules and thus set a bad picture or example which makes it hard for junior staff employees to conform to the rules and policies at Caritas Lugazi Diocese.

In addition, the reviewed literature showed that if an organization treats its employees well, they will give back as much or more in terms of both physical and emotional commitment (Insightlink, 2005) but, rules can slow down an employee’s desire and willingness to give discretionary efforts in their jobs (Frank, Finnegan and Tylor, 2004).

Therefore, the largest number of 28 respondents showed that the employees at Caritas Lugazi Diocese do not conform to the rules and policies of the organization.

4.6.2. Relationship between rules and employee performance of respondents

The study sought to find out the relationship between rules and employee performance as shown below;

Table 22: Showing the relationship between rules and employee performance at Caritas Lugazi Diocese.

Relationship	Frequency	Percentage
high	29	60.4%
low	19	39.6%
Total	48	100.0%

Source: primary data (2015).

The highest number of respondents who had a percentage of 60.4% said that there is a high relationship between rules and employee performance at Caritas Lugazi Diocese. These respondents listed management practices for example, time management, team work, submitting in weekly reports, attending meetings every Tuesday and doing filed work and they showed that all the above rules highly influence the performance of workers at Caritas Lgazi Diocese. These respondents went ahead to explain these rules as shown below;

Time management highly influences employee performance. When the staff of Caritas comes to office in time, they start their work earlier and they accomplish all their work in time. These respondents went ahead to show that also team-work at Caritas highly influences employee

performance. Therefore, when employees cooperate and work together as a team their performance increases hence achieving the organizational goals. Van Scotter et al. (2000) sited that, when employees help others to complete a task as a rule in an organization, cooperative with their supervisors, or suggest ways to improve organizational processes, they are engaging in contextual performance.

The respondents showed that Submission of weekly reports influences the employee's performance and also contributes to employee performance in Caritas Lugazi Diocese. Therefore employees are required to submit in their weekly reports to show what they have done in the week which helps them to perform better because it encourages them to work because at the end of the day they have to show what they have been doing until the weekends.

Attending meetings every day influences employee performance in Caritas. In these meetings respondents explained that a lot is talked about by their managers which helps employees to change where necessary and even others to improve on what they are doing thus leading to performance.

The table above also shows that Furthermore, the respondents showed that field work is also another practice that highly influences employee performance. This is because employees have to go to the field to exactly find out whether what they want these people they are helping to do is done. For example giving the seeds of food to go and plant like beans, cassava, maize Matooke and so on. Employees also go to the field to build houses four orphans, the elderly and doing many other things. Therefore, it is a must for them to go to the field and see what is taking place thus improving performance. That is why this practice was also given 100% by the respondents because it highly influences employee performance.

The factors that most influence employee commitment (and one could argue rules) are fairness and justice, care and concern for employees, and trust (Frank, Finnegan and Taylor, 2004). Therefore, the rules should be followed by everyone in the organization and especially the top managers should act as an example to the lower employees by following these rules.

4.7 Intervening variables

4.7.1. Effects of attitude on workers’ commitment

The study sought to find out the level to which attitude affect workers’ commitment as shown below;

Table 23: Showing the Level to which attitude affect workers’ commitment to Caritas Lugazi policies and goals.

Level of commitment	Frequency	Percentage
high	21	43.8%
low	27	56.2%
Total	48	100.0%

Source; primary data (2015).

From the table above, the highest percentage was 56.2% of respondents who said that the workers’ attitude does not affect the workers’ commitment to policies and set organizational goals. Only a percentage of 43.8% respondents stated that the level of attitude highly affects workers’ commitment.

The highest percentage of respondents argued that there is nothing like attitude but every employee has to do what he or she is supposed to do in the organization. This implies that employee’s attitude (positive or negative) may affect the employee’s job performance.

The reviewed literature indicates that some personality traits such as conscientiousness can also influence job satisfaction (Judge, Helier, and Mount, 2002). Judge and Bono, (2001); Judge, Locke, Durham, and kluger, (1998), found out that a key personality trait, core-self evaluation correlates with employee job satisfaction. This is in support with of Expectancy Theory (Vroom, 1964). The individuals modify their behavior in such away, which is most likely to lead them to attain desired goals.

4.7.2 Contribution of work place environment to workers’ commitment to achieve the set objectives

The study sought to find out the level to which work place environment contributes to workers’ commitment to achieving set objectives and goals as shown below;

Table 24: Showing the Level to which work place environment at Caritas Lugazi Diocese contributes to workers’ commitment to achieving set objectives and goals.

Level of commitment	Frequency	Percentage
high	15	31.2%
average	30	62.5%
low	3	6.2%
Total	48	100.0%

Source: primary data (2015).

The table above shows that the environment at Caritas Lugazi Diocese is conducive for the employees to perform tasks and achieve the set goals and objectives. The highest percentage 62.5% agreed that on average the environment is conducive for employees to do their tasks though some respondents indicated that the work place is small and even employees are congested in the offices. A percentage of 31.2% showed a high conducive environment and a percentage of 6.2% said that the environment is not favorable.

This implies that the environment at Caritas Lugazi Diocese is conducive for the employees to perform better.

4.7.3. Satisfaction with management practices by the respondents

The study sought to find out whether employees are satisfied with the management practices as shown below;

Table 25: Showing whether employees are satisfied with the Management practices at Caritas Lugazi Diocese

satisfaction	Frequency	Percent
yes	18	37.5
no	30	62.5
Total	48	100.0

Source: primary data (2015).

The management practices that were given and talked about by the respondents included; fringe benefits, promotions, medical allowances, transport, housing allowances and satisfaction with remuneration.

From the above table, 62.5% of the respondents said no, that they are not satisfied with the management practices at Caritas Lugazi Diocese. A percentage of 37.5% respondents are satisfied with the management practices at Caritas Lugazi Diocese and said yes.

The highest percentage of respondents said that it is because these practices do not satisfy all employees' needs. This implies that these employees' expenditure is greater than their income. Certain human resource management practices are gaining popularity among employers. One of these practices is pay for performance (Brown and Heywood 2002), which is considered to improve organizational outcomes by enhancing employee motivation and identification with the objectives of the firm (Pfeffer 1998), and by enabling flexibility within the firm's reward system.

4.8. Performance improvement

4.8.1. Improving performance

The study sought to find out the ways of improving the performance according to employees' views as shown below;

Table 26. Showing the ways of improving the performance of Caritas Lugazi Catholic according to employees' view.

Ways Of improving	Frequency	Percentage
Time management	8	16.7%
Close monitoring and Supervision	8	16.7%
Carrying out appraisals	9	18.8%
Increase remuneration	9	18.8%
Training of employees	7	14.6%
Encourage workers' Creativity and Innovativeness	7	14.6%
Total	48	100.0%

Source: primary data

From the above table, 18.75% of the employees recommended the organization to carry out appraisals and also increase on remuneration. This will encourage employees to improve their performance thus increasing the performance of the organization.

A percentage of 16.67% recommended the organization to improve on time management and also carrying out close monitoring and supervision. The monitoring will help employees to be at the right truck that is doing what they are supposed to do. Also time management will help employees to do thing in time so that they are not caught up when it is time to leave office and when they want to see what they have been doing in office.

A percentage of 14.58% respondents recommended the workers' creativity and innovativeness to be encouraged and involved in the plans of the organization. This will help Caritas Lugazi to improve on its performance because some employees may bring ideas that may help in achieving the organizational objectives. The same percentage also recommended the training of employees so as to know the skills and tactics that can be used especially when they go to the field which will also increase performance.

Ruphy and Drudge (2004) conclude that training for transformational leadership as rule can have positive impact on organization and employee performance.

With all that, this brings us to the end of chapter four and below chapter five follows with the summary, conclusion and recommendation of the research study.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This Chapter presents a summary of the findings derived from the study. It also discusses future policy and intervention strategies that can address issues to do with the effect of organizational Policies on Employee Performance.

Finally, this chapter presents suggestions for future researchers who may be interested in matters concerning Work Place Policies.

5:1 Summary of the research findings

The study was conducted in Caritas Lugazi Catholic Diocese. The study was primarily set out to explore or find out the effect of organizational Policies on Employee Performance of Caritas Lugazi Diocese.

A random sample of 55 respondents was selected for this study in Caritas Lugazi Diocese and consisted of employees of the above organization and this was supplemented by secondary data got from Uganda Martyrs University Rubaga Library and at Caritas Lugazi Catholic Diocese.

5.1.1 Findings relating to performance management policies at Caritas Lugazi Diocese

The findings revealed that the way in which performance management is done is not appropriate therefore needs to be changed. The study shows that 100% the work place policies are there at Caritas Lugazi Diocese and the level of influence of this work place policy on employees' performance at Caritas Lugazi is high. 25 respondents showed that the management of the

organization has to put much effort. The findings show that this organizational policy is there but workers do not want to follow this policy which leads to poor performance as shown in chapter four. Therefore, the policy of performance management is not enforced by the management of Caritas to see that this policy works yet it is very important to the organization.

5.1.2 Findings relating to remuneration at Caritas Lugazi Diocese

The findings also revealed that the remuneration policy at Caritas Lugazi Diocese was rated as being bad to the employees. These respondents were 30. The findings also showed that the salary satisfaction of the employees is low, 30 respondents said so. These respondents argued that because of the low remuneration at Caritas Lugazi Diocese, findings showed that employees are not well committed to their tasks and duties. Therefore, generally employees are not paid well at Caritas Lugazi Diocese.

5.1.3 Findings relating to rules at Caritas Lugazi Diocese

The findings showed that there is a high relationship between rules and employee performance at Caritas Lugazi Diocese. The respondents were 29. Therefore, for employees to perform well they need to practice the rules that are implemented at Caritas Lugazi Diocese because these rules contribute a lot to the performance of the organization. The findings also revealed that employees at Caritas Lugazi Diocese have a low level of conforming to the rules and policies of the organization. These respondents were 28 in number.

5.1.4 Findings relating to management practices

The findings revealed that employees of Caritas Lugazi Diocese are not satisfied with the management practices of Caritas Lugazi Diocese. A large number of respondents who were 30 showed that they are not satisfied with the management policies.

5.1.5 Findings relating to ways of improving performance at Caritas Lugazi Diocese according to the employees' view.

The findings revealed what the organization has to do in order to improve its performance and the workers' performance as well. Various ways of improving performance were mentioned by the employees and the organization was advised by the employees to adopt such ways for greater development.

Effective organizational Policies are influenced by a number of factors such as experience at work or in a particular field, Motivation, effective Communication and consultation through Research.

5.2 Conclusions

5.2.1 Performance management on employee performance at Caritas Lugazi Diocese

The study findings revealed that the policy of performance management has high influence on the performance of the employees and the organization yet there is low in enforcement and low commitment of this policy at Caritas Lugazi Diocese by the employees, due to increased unfairness, unsatisfactory fringe benefits and low salary at Caritas Lugazi Diocese.

5.2.2 Remuneration policies on employee performance at Caritas Lugazi Diocese.

The findings revealed that there remuneration that is given to the employees at Caritas Lugazi Diocese is low compared to the work or tasks these employees do or perform. Despite the Success of Caritas Lugazi Catholic Diocese in the provision of services to its Customers in Lugazi, there is a lot to be done in order to improve on its performance especially on salary / remuneration of employees. Therefore the management should make sure that the remuneration is increased so that employees work whole heartedly.

5.2.3 Rules policies on employee performance at Caritas Lugazi Diocese.

The findings showed that the employees at Caritas Lgazi Diocese do not follow or apply these workplace policies of rules when doing their tasks yet rules are very crucial in helping employees to attain or achieve the goals and objectives of the organization. The relationship between rules and employee performance was rated high meaning that a lot has to be done by the management of Caritas Lugazi Diocese. The difficulties faced in Caritas Lugazi were found to be Inadequate techniques of Motivation of workers and inadequate and unfair work place policies, due to no research carried out. Therefore, rules should be enforced and monitored by management.

5.2.4 Management practices at Caritas Lugazi Diocese.

The findings revealed that employees are not satisfied with the management practices for example medical allowances, transport, housing allowances, promotions and many others. Therefore, the management of Caritas Lugazi Diocese has to do something about that for better performance.

5.2.5 Ways of improving performance at Caritas Lugazi Diocese

The findings revealed ways that the employees at Caritas Lgazi Diocese talked about that will increase performance among the employees and the organization as well. For example more fringe benefits, increase in salary, motivation and many other ways.

A lot of Challenges have hindered its performance and operation. These among others include; high employee turn-over which results in to high training costs of labour, insufficient inputs by the organization to a acquire enough skilled manpower. This makes the prosperity of Caritas Lugazi and set goals not to be attained.

5.3 Recommendations

The study recommended the following which should be done to improve on the performance of Caritas Lugazi Diocese in its management. To solve the challenges faced by Caritas Lugazi, It is there for recommended that the organization should partially stick on the existing measures.

In addition to that, Caritas Lugazi Diocese should introduce more motivating factors to its employees for them to have a feeling of ownership to achieve the goals of the organization, for example, housing allowances, medical allowances be given to all employees, employees should be given leaves and many others.

The management should also train its staff to acquire more skills and knowledge in different fields like customer care, monitoring and evaluation, and time conscious when at work. This will reduce the bad performance among the people that the organization is taking care of, and quick service delivery to them. Making sure that each employee does what he or she is expected to do. This will improve the performance of Caritas Lugazi Diocese.

There is also need for more client education to correct the wrong perceptions some people have about Caritas Lugazi Diocese, through the use of radios, New-papers and posters. This requires the use of languages of the people who reach personally to the clients and also those people who stay with these clients in Lugazi, because many people are illiterate about what Caritas Lugazi Diocese as an organization does in Lugazi among the people.

There is also a need for the lower cordial staff of Caritas Lugazi Diocese to have meetings with the Top administration to air out there views about what is happening in the field, what people are saying about the organization, and how the organization should be improved depending on the people's views through the workers of Caritas Lugazi Diocese.

5.4 Areas for Further research

The study was basically for academic purpose although its findings may be applied in policy formulation and implementation relating to operational efficiency and capacity utilization, by Caritas Lugazi Diocese to solve its challenges. However the study limitation should be taken in to account when applying the research results, the research was only limited to only 55 respondents. The research therefore suggests that further scholars and academicians should venture in-depth into the factors affecting the performance of organization mainly in Work Place Policies using more respondents.

Further research should be done on the effect of reward system on employee performance in an organization.

Therefore, further research is emphasized since this is the first original study on the problem and not all the parts of Uganda where Caritas department is carried out have been studied in this research work.

In conclusion, that has been chapter five and that brings us to the end of the five chapters in a dissertation. Below are references that were used through the research study.

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Finally, this brings us to the end of the research study and end of the dissertation.

Below the page of appendices is attached.

APPENDICES.

APPENDIX 1: QUESTIONNAIRE

I am Nakanwagi Teddy, pursuing a Bachelor’s degree in Business Administration and management in Uganda Martyrs University, Nkozi. As part of my partial fulfillment of the requirements for the award of a Bachelor’s Degree in Business Administration and Management, I am required to carry out an individual research project entitled analysis of work place policies and employee performance in Caritas Lugazi Catholic Diocese. I am requesting you to assist me in completing this study by providing the information required by answering the questions provided here below. The information provided will be used for academic purposes and will be handed with extreme care and confidentiality.

ORGANIZATIONAL POLICIES AND EMPLOYEE PERFORMANCE IN CARITAS UGANDA, LUGAZI CATHOLIC DIOCESE

PURPOSE OF THE STUDY

The purpose is to find out how organizational policies affect employees performance in Caritas Lugazi Catholic Diocese.

✓ **USE A TICK TO SHOW YOUR RESPONSE**

SECTION A

Bio-data of respondents

1. What is your gender?

Male	Female

2. What is your age group

Below 20	21-30	31-40	41-50	50 plus

3. What is your level of education?

Secondary level	Diploma	Degree	Post Graduate	Others

4. For how long have you been working with Lugazi Caritas?

Over 5 years	4-5 years	3-4 years	1-2 years	Less than 6 months

5. What is your level of involvement in Caritas

Subordinate	Supervisor	Director

SECTION B

6. Do you have organizational policies at Caritas Lugazi Diocese?

A) Yes

b) No

7). What is your perception about the organizational policies in Caritas?

Very good	Good	Neutral	Very poor	poor

i). Give reasons to your answer

.....

.....

.....

8). To what level does the organizational policies influence your performance in Caritas?

Very strong	Strong	Average	Low	Very low

i). Give reasons

.....

.....

.....

OBJECTIVE ONE: PERFORMANCE MANAGEMENT AND EMPLOYEE PERFORMANCE

9. To what extent do organizational policies help you in achieving set objectives and goals at Caritas Lugazi Diocese?

Very low	Low	average	Strong	Very strong

i). Give reasons for your answer

.....

.....

10. How often do you apply organizational policies to accomplish your tasks as planned a day

Rarely	Seldom	Not seldom	Sometimes	Always

i) Give reasons

.....

.....

.....

ii). How can organizational policies help you to ensure that all the tasks in the office are completed as planned in a day?

.....

.....

.....

11). To what level performance do workers' organizational policies contribute to achievement of organizational goals?

Very high	High	Low	Very low	Not sure

i). Give reasons

.....

.....

.....

12) To what level do organizational policies influence employee performance at Caritas Lugazi?

Very high	High	Average	Low	Very low

13). To what level do organizational policies contribute to effectiveness and efficiency of various levels of management at Caritas Lugazi Diocese.

Very high	high	Average	Neutral	Very low	Low

ii) Give reasons.....

.....

14). To what level do challenges faced in implementing and reinforcing organizational policies affect management of Caritas Lugazi Diocese?

Very low	Low	Average	high	Very high

i) Give reasons

.....

.....

.....

15). Are you satisfied with the organizational policies at Caritas Lugazi Diocese?

Yes	No

ii) Give reasons

.....

.....

.....

16). To what level are you satisfied with the work load and policies in Caritas Lugazi?

Very low	Low	Average	Strong	Very strong

Give reasons

.....

.....

.....

17). To what level are you satisfied with the organizational policies used in recruitment process at Caritas Lugazi Diocese?

Very low	Low	Average	Strong	Very strong

ii) Give reasons

.....

.....

.....

iii) What are the organizational policies used in recruitment process?

Academic qualifications	Experience	Internal recruitment	External recruitment

OBJECTIVE TWO: REMUNERATION AND EMPLOYEE PERFORMANCE

18. To what level are you satisfied with salary remuneration at Caritas Lugazi?

Very low	Low	Average	Strong	Very strong

i). Give reasons for your answer

.....

.....

19). How do you rate the remuneration policies of Caritas Lugazi?

Very good	Good	Bad	Very bad	Not sure

i). Give reasons

.....

.....

.....

20).To what level do you rank the fringe Benefits policies at Caritas Lugazi?

Very low	Low	Average	Strong	Very strong

ii) Give reasons for your answer and State these benefits.

.....

.....

.....

21). To what level is the remuneration policies contribute to workers' policies and commitment in Caritas Lugazi Diocese?

Very low	Low	Average	Strong	Very strong

i). How can Caritas Lugazi improve the remuneration policies to increase efficiency and commitment of workers in Caritas Lugazi Diocese?

.....

.....

.....

22). State the relationship if any between the work load and the remuneration policies at Caritas Lugazi?

Very good	Good	Bad	Very bad	Not sure

Give reasons

.....

.....

.....

OBJECTIVE THREE: RULES AND EMPLOYEE PERFORMANCE

23. To what level do you think the workers of Caritas Lugazi conform to the rules and policies of the organization?

Very low	Low	Average	Strong	Very strong

(ii). Give reasons for your answer

.....
.....

(iii). which rules are usually broken?

.....
.....
.....

24). How do rules and policies of Caritas Lugazi influence workers' performance at the work place?

Very high	High	Low	Very low	Not sure

i). Give reasons

.....
.....
.....

25). Do you think there are other ways in which organizational policies and rules at Caritas Lugazi could be improved?

Yes	No

ii) If YES, what are they? If NO, give reasons for your answer.

.....

.....

SECTION C

26). To what level does attitude affect workers' commitment to Caritas Lugazi policies and goals?

Very good	Good	Bad	Very bad	Not sure

i). Give reasons

.....

.....

.....

27). To what level does the work place environment at Caritas Lugazi contribute to workers' commitment to achieving set objectives and goals?

Very strong	Strong	Average	Low	Very low

i). Give reasons

.....

.....

.....

Thank you for taking your time and assist me in completing this study successfully.

THANK YOU

END

APPENDIX 2: INTERVIEW GUIDE

This refers to a list of areas that are to be covered in an interview and it is normally made in advance of the interview by the researcher. This interview guide is made in relation to the research objectives and questions for the purpose of determining the effect of organizational policies on employee performance.

- 1) What are the organizational policies employed at Caritas Lugazi Diocese?
- 2) What are the challenges do you face in implementing and reinforcing organizational policies at Caritas Lugazi Diocese?
- 3) What strategies have been used to overcoming challenges faced in implementing and reinforcing organizational policies at Caritas Lugazi Diocese?
- 4) What can be done to ensure that all the organizational policies are aligned and promoting achievement of set goals at Caritas Lugazi Diocese?
- 5) List the organizational policies that are employed at Caritas Lugazi Catholic Diocese.
- 6) How do you rate these organizational policies at Caritas Lugazi Diocese?
- 7) What are the management practices that are employed at Caritas Lugazi Diocese?
- 8) Are you satisfied with those management practices? Give reasons.
- 9) What is the relationship between rules and employee performance at Caritas Lugazi Diocese?
- 10) Give ways of improving the performance of Caritas Lugazi Catholic Diocese.

APPENDIX 3: TABLE OF MORGAN AND KREJJCIE (1970).

N	S
10	10
15	14
20	19
25	24
30	28
35	32
40	36
45	40
50	44
55	48

APPENDIX IV: INTRODUCTION LETTER