INFLUENCE OF ORGANISATION RESOURCES ON EMPLOYEE PERFORMANCE IN GOVERNMENT PARASTATALS : A CASE OF UGANDA NATIONAL BUREAU OF STANDARDS (UNBS)

BY

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DECLARATION

This thesis is my original work and has not been presented for a degree in any other university.

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APPROVAL

"We as University Supervisors confirm that the study "Influence of Organisation Resources On Employee Performance in Government Parastatals :   A Case Of Uganda National Bureau Of Standards (UNBS) has been undertaken under our guidance and is now ready for submission.

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DEDICATION

This work is dedicated to my entire family and friends for their continued encouragement during the period of this study.

ACKNOWLEDGEMENT

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ACRONYMS

UNBS - Uganda National Bureau of Standards

ICT- Information Communication Technology

CVI-Content Validity Index

SPSS- Statistical Package for Social Scientists

HR-   Human Resource

OECD -Organisation for Economic Co-operation and Development

ABSTRACT

The study assessed the influence of organisation resources on the employee performance in government parastatals. It was based on a case study of Uganda National Bureau of Standards (UNBS). For purposes of this study, organisation resources were: employees' knowledge, skills, and Information Communication Technology. Much as a few studies have been carried out to try and address issues affecting employee performance at UNBS, (Ochwo 2010, Muggaga 2010, Kaleebi 2011), none has tackled organisational resources (Knowledge,Skills and ICT) as possible factors that could have principle influence on employee perfomance at UNBS. It is on the basis of this observation, that the researcher carried out this study. From a population of 120,a sample size of 99 respondents was selected. The study used a cross-section survey design. The specific objectives which supported the study stated that:

1   To establish the influence of skills on employee performance in UNBS.

2   To evaluate how knowledge influences employee performance in UNBS.

3   To establish the relationship between Information communication technology and employee performance in UNBS.

The findings of the study revealed that UNBS employee skills, knowledge and use of Information Communication Technology (ICT) influence employee performance (R-Square=0.318). Skills were found to be the most significant influencer of employee performance ($r = 0.522$; $p \leq 0.01$). It is however evident that UNBS management does not offer regular training (mean = 2.5641), the ICT in place was not user friendly (67% of the respondents), UNBS does not reward efficient employee performance 76.9% and staff morale was not boosted 43.6%. Based on the findings of the study, it was recommended that UNBS carries out regular training, put in place adequate and user friendly ICT infrastructure, ensure that efficient employee performance is rewarded, and put in place motivation moves and incentives to boost staff morale.

CHAPTER ONE

INTRODUCTION

1.0 BACKGROUND TO THE STUDY

This study assessed the influence of organisation resources on the employee performance in government parastatals in particular Uganda National Bureau of standards (UNBS). For purposes of this study, organisation resources included employees' Knowledge, Skills, and Information Communication Technology. This section presents the background to the study,problem statement,purpose of the study,objectives of the study, research questions, scope of the study, significance and definition of terms.

Skills development, knowledge acquisition and the use of information communication technology started in the 19th Century. Modern societies in America, Europe and Asia are often labeled as "labour societies" or "working societies" characterized by a strong workforce with skills, knowledge and Information communication technology which are seen as driving forces for economic development and prosperity. A study in the United States by (Darrell,2011) shows that the strongest narratives in U.S. history has been the contribution made by talented, hard-working and entrepreneurial immigrants whose skills and knowledge created a prosperous new country. In support of the above findings,a study from Europe by (Allan,2011) revealed that in developing the knowledge, skills and understanding which underpin job performance, employees extend their capabilities faster than their role allows them to demonstrate. A study from china by

(Keke ,2007) also confirmed the above that knowledge and knowledge workers are highly required by organizations to abreast with the rapid innovation of information communication technology. The increasing impact of information technology, knowledge and expertise are pressingly desired by organizations for resource reinforcement and business development.One wonders whether organisation resources influence employee performance in Government parastatals,UNBS in particular.

According to the principles of Resource based view (RBV) a firm possesses or controls a pool of resources and capabilities (Grant, 2002; Newbert, 2008).It is these resources and capabilities in the form of knowledge,skills and Information Communication Technology, which create competitive advantages that improve performance (Newbert, 2008). This was confirmed by a study in Vietnam by (Nham and Takahashi, 2010) which revealed that the firm's organisational capabilities contribute to its competitive advantage, which in turn, affects performance and mediates the relationship between organisational capabilities and performance. In support of organisation resources and performance, a study from Malaysia by (Fauzilah and Noryati 2011), revealed that employees of the Malaysian Government require special training programs to make them aware of the right qualities needed for servicing public.The research revealed further the need to upgrade knowledge and skills on technological development and up-to-date management techniques by offering short and medium courses. One wonders whether organisation resources influence employee performance in parastatals in Uganda,UNBS in particular.From the perspective of knowledge worker, a learning orientation toward quality improvement has potential to promote work skills and competences that enable knowledge workers to achieve performance (Choo, 2007). Knowledge-based

resource possesses the potential of internally improving productivity and reaching business performance, moreover, externally keeping up with the innovation of Information Communication Technology.

Skills, knowledge and abilities can be imparted through the use of new technologies and adapting to innovative training methods (Irene, 2009; Armstrong, 2010).

In Africa, a study conducted in Nigeria by (Yunus and Waidi 2011) revealed that technological change has a significant relationship on employee skills and performance. It was established that workers need to upgrade their skills in order to cope with technological change and be relevant. This leaves one wondering whether skills, knowledge and rapid change in technology have impacted on the employee performance in Uganda.

In Uganda since 1936, the government policy has been striving to improve people's skills, knowledge and technological competence of workforce so that employees in organisations perform their tasks to the best of their abilities (Mubangizi, 2009). Every year, the government of Uganda spends huge sums of money from the National budget to ensure that people get skills, knowledge and be able to adapt to changes in technological trend so as to foster economic development.(Mukasa, 2010), on the other hand observed that employee performance in some organisations in Uganda is very poor. According to Mathias (2011), UNBS also does not train employees to positions of higher responsibility in order to acquire the right skills, attitudes and knowledge to perform their duties effectively.

In order to ensure that employees of UNBS perform their tasks and meet the expected performance standards and strategic objectives as specified in its Strategic

Plan of 2010/2011-2014/2015, UNBS plans for training opportunities for staff to stimulate their knowledge, skills and be proficient in use of latest technology and thus be resourceful to UNBS. However, basing on the same Strategic Plan for UNBS of 2010/2011-2014/2015, it is evident that the operational standards set by UNBS are hardly attained. The employee performance in terms of meeting targets is very poor. Among the major causes put forward to explain this poor performance include; frequent changes in technology, job challenges resulting from diverse customer needs, changes in the environment and methods of work. This state of affairs indicates that the goal of the UNBS of mitigating the occurence of substandard products on Ugandan markets is not yet effectively achieved as many substandard products continue to flood the Ugandan markets. One therefore, wonders whether the staff of UNBS have adequate knowledge, skills and are user friendly to the current trends in technology(Mubangizi, 2009).

1.1 STATEMENT OF THE PROBLEM

Much as the UNBS strategic plan 2010/2011-2014/2015 provides for key inputs that would, if implemented improve employee performance,the operational standards are still falling below the expectations (East African Community, Report, 2010 UNBS Annual report 2011, The Newvision Monday, December 24, 2012). Also despite the effort made to conduct some studies (Kaleebi,2011,Ochwo,2010,Muggaga,2010) and reports to address causes of low performance at UNBS, still performance has not improved in this organisation. It is on the basis of this observation,that the researcher was intrigued to try and assess whether knowledge, skills and ICT are the fundamental factors influencing employee performance at UNBS.

1.2 PURPOSE OF THE STUDY

The purpose of the study was to examine the influence of organisation resources on employee performance in Government parastals ,UNBS in particular.

1.3 SPECIFIC OBJECTIVES OF THE STUDY

1.3.1   To examine the influence of skills on employee performance in UNBS.

1.3.2   To evaluate how knowledge influences employee performance in UNBS.

1.3.3   To assess the relationship between Information communication technology and employee performance in UNBS.

1.4 RESEARCH QUESTIONS

The study was guided by the following research questions;

1.4.1 How do skills influence employee performance in UNBS?

1.4.2   How does knowledge influence employee performance in UNBS?

1.4.3 What is the relationship between Information Communication Technology and employee performance in UNBS?

1.5 SCOPE OF THE STUDY

1.5.1   Subject Scope

The study concerned itself with organization resources in terms of knowledge, skills and information technology and their influence on employee performance.

1.5.2 Content Scope

The study focused on the influence of organization resources on employee performance in UNBS. Organization resources is the independent variable was measured by looking at employees' knowledge, skills, and information technology. On the other hand employee performance is the dependent variable which was measured by looking at efficiency, effectiveness, time liners, innovation, accuracy, work excellence and morale.

1.5.3 Geographical Scope

The study was conducted at the main offices of UNBS located in Kampala and at the different border points such as Jinja, Mbale, Busia and Malaba.

1.5.4 Time Scope

The study was conducted between March 2013 to August 2013.

1.6 SIGNIFICANCE OF THE STUDY

The findings of the study may help:

i. Future academicians especially of University in gaining insight about organisation resources in terms of skill, knowledge and technology and how such influence employee performance.

ii. Managers at Uganda National Bureau of Standards to discover some constraints that hinder the employees to perform their tasks efficiently to meet organizational goals.

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iii.   Policy makers so that they support staff training and development and the need to use up to date technology.

1.7   DEFINITIONS OF KEY TERMS

Employee output   is the productivity of the employee. It is the amount of units ofa product or service that an employee handles in a defined time frame.   Employee output is the basic measure of employee productivity.

Performance   This is to work and come out with an output.

Skills   These are attributes, abilities and competences a person must possess in order to be equipped to handle work related challenges.

Knowledge   This is the awareness, understanding and acquaintance a person should have to do the job efficiently and effectively.

Technology   Is a term that is used to describe the overall process of invention, innovation and diffusion which employees must learn in order to perfect their work.

Capabilities   Are defined as an organization's capacity to deploy its assets, tangible or in-tangible, to perform a task or activity to improve the performance (Maritan, 2001).

CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

In this chapter the related literature about organization resources and employee performance was reviewed. The purpose of this chapter is to complement the research study with what other researchers, academicians and writers have found out how organization resources influence employee performance. This chapter presents theoretical review, conceptual review and lastly reviews the study objectives.

2.2 THEORETICAL REVIEW

This study was guided by the Resource based theory advanced by (Barney,1991) which underpins the importance of Knowledge,skills and information Communication Technology as key factors that enhance employee peformance in any organisation. This model is important in understanding how strategic resources can enhance employee performance. (Barney,1991) suggested that firms possessing valuable, rare resources and capabilities will attain competitive advantage, which in turn will improve performance. Thus, a firm seeking to improve the performance of its employees should plan or make decision to retain its valuable resources. RBV assumes that a firm possesses or controls a pool of resources and capabilities (Grant, 2002; Newbert, 2008), and that these resources and capabilities, which are different among firms, create competitive advantages, which can improve performance (Amit & Schoemaker,1993); (Barney, 1991) ; (Newbert, 2008) .

According to (Kent, 2010) organisation resources include all assets, capabilities, organisational processes, attributes, information and technology, knowledge, skills of employees, motivations or traits defined in terms of the behaviours needed for successful job performance which are controlled by the firm that enable the firm to conceive of and implement strategies that improve its efficiency and effectiveness. In resource based model, the organisation resources stimulate employee performance. (Morgan, 2009) describes employee performance as the ability of employees to meet the performance set targets, high productivity, minimum errors and mistakes and meeting deadlines. It should be noted that if Uganda National Bureau of Standards (UNBS) utilises well all its assets, capabilities, organisational processes, employee attributes, information communication technology, knowledge and skills of employees it can register good employee performance.

2.3 CONCEPTUAL FRAMEWORK
Figure (2.1) Showing the conceptual framework
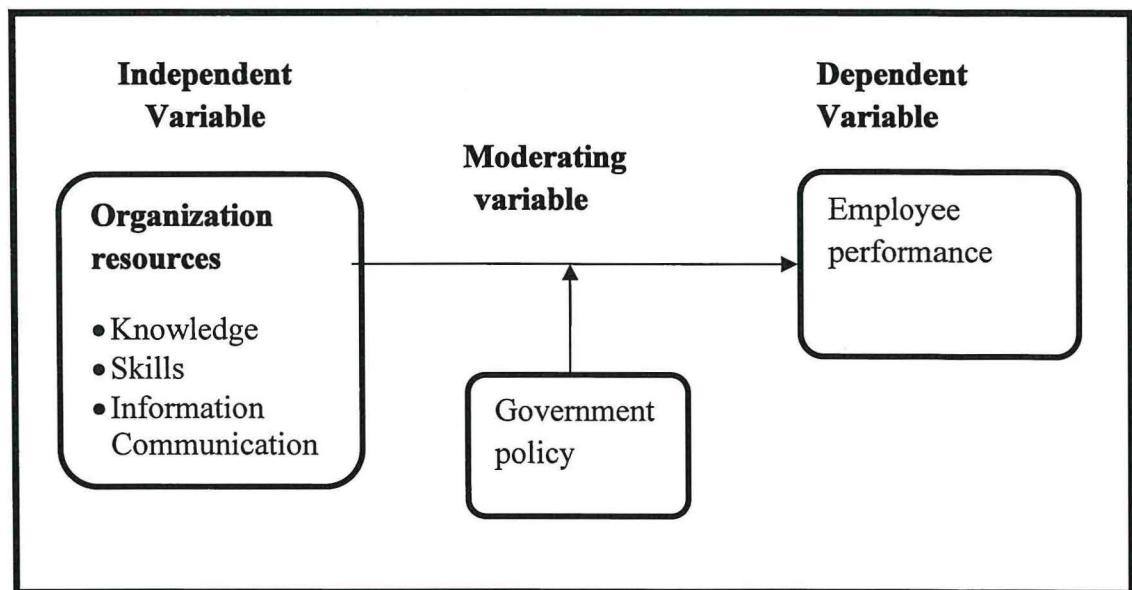
Figure (2.1): Conceptual framework

Source: Developed from literature review

The conceptual framework was developed to examine the influence of organisation resources on employee performance. It should be noted that when an organisation is endowed with organisation resources in terms of skills, knowledge and operating in an environment of modern Information communication technology,the employee performance increases continuously. However, employee performance can be hindered by government policy adopted by the organisation. For purposes of this study the government policy on ICT, Training and Development was considered. Therefore, management has to ensure that the policies adopted and working environment motivate the staff to perform their tasks deligently so that organisation registers good performance from them.

2.4 SKILLS AND EMPLOYEE PERFORMANCE

According to (Needham, 2006) possession of adequate skills needed to execute tasks stimulates employee performance. It should be noted that lack of employee skills might lead to reduction in possible production levels ,to errors and to waste. (Dubois and Rothwell 2004), adds that employees who lack skills in most cases are costly and unproductive to the organisation and some may decide to leave in frustration. This means that employers should ensure that employees have adequate skills in order to perform tasks efficiently and thus remain competitive. A study by (Spencer, Cherniss and Goleman 2001), revealed that in organisations, employees with interpersonal skills are more productive than those without. Interpersonal skills enable employees to be aware of, respond to, and considers the needs, feelings, and capabilities of others which in turn lead to good employee performance. From the foregoing therefore, it should argued that interpersonal skills enable an employee to deals with

conflicts, confrontations, disagreements in a positive manner, which minimizes personal impact, to include controlling one's feelings and reactions which in turn boosts employee performance. (McBeath, 2000), states further that team skill leads to good employee peformance. Team skills enable an employee to establish effective working relationships among team members andparticipates in solving problems and making decisions (Hezberg, 2001). However this skill has to be coupled with communication skills to enable a person to present and express ideas and information clearly and concisely in a manner appropriate to the audience, whether oral or written. Actively listens to what others are saying to achieve understanding. This implies that team skills coupled with communications enables employees to share information with others and facilitates the open exchange of ideas and information. An employee who is open, honest, and straightforward with others is generally a good performer.

Donnelly et al (2009) states that employee skills must be continually updated to maintain productivity. That global competition has created a rapid pace of change which means that the current skill sets must be continually updated. Therefore, it is the manager's job to identify employees with less than optimal skills. HR's role is to develop processes to continually increase employee learning and skill development, while minimizing the amount of time that employees are away from their work.

Many organisations utilise a competency framework to help identify the skills needed for someone to fulfil their role. In this case, if the organisation had such a framework, its job will be made far easier (Levensaler et al., 2009) . Competency frameworks are usually designed with various families of skills in mind. Each 'family' shows the different levels of competence needed. When an organisation uses

a competency framework it is able to plot the desired level of competency against each job role. Competency families are usually presented at different levels, so the higher the level the more skills and competences the person needs to demonstrate (Spencer et al., 2001). A competency framework is a very useful tool to the person undertaking a learning needs analysis as it allows them to pinpoint the desired level of employee performance.

(Bannett, 2008), stressed that organizations should focus on creative thinking skills, academic skills and problem solving skills as an avenue for improvement in employee performance. These are the foundation skills which facilitate effective performance of employees in an organisation (Markman & Suhr, 2009). These skills also assist development at the personal and by extension, the social and economic levels. Academic skills must change and do so quickly, if they are to keep pace with the needs of the employers in terms of good performance.

Research findings by (Mathias,2011), revealed that UNBS has well developed policies on human resource however these policies are not effectively and efficiently implemented to satisfy public service delivery, neglect setting performance indicators which measure performance of staff and the organization at large. It is however evident that inadequate training and staff development programs coupled with lack of promotion affects the performance of the staff.From a similar point of view, skills are considered to be the main means for improved productivity at work place. The phrase 'work place' here refers to that place where work is done. Good work in this work place is considered to be from those who practically know

what and how to do it. The review of international labour activities further indicates that the concept of skills is composed of a practical element in it. It is this practical element that brings about output at work (Booz, Allen & Hamilton 2013).

In line with the skills being practical, previous research indicates that 'skill' is one component that cuts across many disciplines. This means that organizations need to identify the exact skill that will make them excel in their operational environment and concentrate on it. Organizations that are reported to be good in identifying their competence as far as skills are concerned are the ones that are reported to be at the top of the market (Oracle, 2012).

Being at the top of the market is a dream of every business. For government entities the approach is reported to be different. Government entities work in form of fulfilling orders that are set as part of government plans and hence there is great need for the plans to be fulfilled to the dot. This however is sometimes hard to achieve since there are situations in which employees feel that they cannot handle the tasks and at the same time, they are not given chance to learn the skills (Belva,2013). This is reported to have been a challenge in many government agencies. Research conducted indicates that this kind of tendency comes about as result of lengthy processes in decision making (bureaucracy) (U.S Department of Labour 2007).

2.5 KNOWLEDGE AND EMPLOYEE PERFORMANCE

The findings of OECD (2012) which indicated that having knowledge has impact in the employee performance though through skills. According to the study, the knowledge that someone possesses is mainly manifested through the things that this person is in position to do. This therefore reflects that knowledge could be influential towards performance of an employee but may not directly influence performance if that knowledge is not transmitted through actions which are actually part and parcel of skills. This same position was reached by (Desjardin & Reubenson 2011) as well as in the research of Booz et al. (2011). All these researchers pointed to the fact that knowledge is indeed important in making someone become an excellent performer. However, they further agree that knowledge is more of an abstract phenomenon which manifests itself through actions which are actually skills. There is a thin line that exists between knowledge and skills though they are almost the same. The only way some with knowledge can disseminate it to others is through an art of dissemination which is a skill (Foss, Minbaeva, Pedersen & Reinholt 2009). This therefore led to a conclusion that knowledge is indeed important for the improvement in the employee performance though knowledge in its abstract form may not significantly make some perform better until that person puts the knowledge into action through skills (Gholami, Asli, Nazari-Shirkouhi & Noruzy 2013).

(Kent, 2006) states that organizations should develop its people through increasing their knowledge and understanding of the total environment; he narrates the benefits of having adequate knowledge to include improvement of performance changes in attitude increasing productivity. Improving people's knowledge makes the job

enjoyable which explains that one of the functions of the organization is to develop its employees knowledge which will later affect the performance of employees positively. (Meggison, 2000) states that shortfalls in the production process are linkedto lack of knowledge in organization. Employees who lack knowledge cannot plan and perform adequately. Therefore to overcome production deficiencies, manager should understand the importance of employee knowledge towards improving the performance of the organization. (Morgan, 2007), emphasized that employees with work knowledge are the ones who can make accurate forecasts for demand. Making accurate forecasts is not for every one unless some one has adequate knowledge (Ulrich and Brockbank, 2005). A person with knowledge can establish courses of action for self to accomplish specific goals. Knowledge enables an employee to identify need, arrange for, and obtain resources needed to accomplish own goals and objectives (Kent, 2006). Therefore, knowledge enables a person to develop and use tracking systems for monitoring own work progress and effectively use resources such as time and information to produce good work.Therefore organisational resources interms of knowledge can facilitate employees to be productive to the organization which leads to higher performance.

2.6 INFORMATION COMMUNICATION TECHNOLOGY AND EMPLOYEE PERFORMANCE

(Buchanan, 2010) pointed out that using ICT at work place is very important. He further pointed out that companies need to ensure that the introduction of ICT usage in their operations has to be preceded by intense training into using the ICT itself. This is considered to be important so that the employees can be able to acquire skills into using the ICT gadgets and eventually increase in their performance

(Wang, 2010). The performance of employees is therefore centered on acquiring the necessary skills to perform what they are supposed to do at work place.

Review of literature by Wagner et al (2010) reveals that there is indeed some influence that ICT usage can have on the performance of employees. ICT is considered to have an effect on the performance of employees. This same view is supported by Youssef & Dahmani (2010) who considered investigating an individual from the time of student life to the time this person contributes to work environment. According to their findings, there is no conclusive evidence that ICT usage indeed has an impact on the performance of employees and generally performance of individuals. They however point out some empirical factors which according to them indicate some degree of influence that ICT usage has on individuals performing both as students and employees. This same view is supported by the findings from the studies conducted by (Rice & Cooper 2010).

(Bennett, 2008) expresses that employees will need the right tools and technology to perform their duties appropriately. Some employers in the hope of reducing cost go overboard in limiting the resources availed to employees. It is good business practice to control business expenses, however limiting the use of resources, makes it impossible for the employees to deliver (Ulrich and Brockbank, 2005).For example, if the organisation's business relies heavily on real time data, invest in a reliable internet connectivity network with the appropriate bandwidth. This will allow employees to be more efficient, have the data they need to perform their duties and most of all make them happy as they have the right tools. On the other hand if the

organisation's choice of tools is scanty, it results into frustration from both employees and customers.(Megginson, 2000) says that technology choice leads to productivity of employee. He asserts that there is a growing awareness in the business community that companies can benefit from increased workforce productivity by allowing employees to have some level of choice in what technology they use and the degree of mobility they have(Markman & Suhr, 2009).

According to Donnelly et al (2009) in order to stay relevant in a fiercely competitive market and make strategic decisions about operational efficiency, most expert commentators believe that businesses should adopt a smarter, more mobile-centric and integrated approach to ICT.

2.7 GOVERNMENT POLICY

A policy refers to the process of making important organizational decisions, including the identification of different alternatives (Stone, 2008; Smith, 2002). Governments globally, are the policy making bodies while public organizations are either government policy implementing agencies or service delivery bodies. So the decision making power of public organizations is related to issues of policy (Christensen, 2001). The actions of public sector organizations are also often strongly regulated by other governmental actors, such as central government departments, funding, audit offices and public standards commissions (Christensen, 2001). For that matter, government policy was used in this study as a moderating variable. Since the research was conducted in a government parastatal, it was also imperative to examine whether there is an interactive effect among skills,

knowledge,ICT, government policy and employee performance in Government parastatals in Uganda.

2.8 CONCLUSION

Despite the views of various authors and writers about the the influence of organisation resources towards employee performance, many organisations still have a long way to go to improve employee output. Research is surely needed to collect data that can be used to demonstrate how organisation resources in particular skills, knowledge and information Technology influence employee performance.

CHAPTER THREE

METHODOLOGY

3.0 INTRODUCTION

This chapter presents the methodology used in the study. Specifically the section covers the research design, area and study population, sample size and sampling procedures, source of data, data collection methods and their corresponding data collection instruments, Data quality control, procedure of the study, and measurement of study variables. Data analysis and limitations of the study are also presented in this Chapter.

3.1 RESEARCH DESIGN

The research employed a cross-sectional survey which involved the use of qualitative and quantitative technique for data collection. This design was found appropriate because it allows an in-depth investigation into the problem at hand and it is concerned with the collection of data at particular point in time hence better understanding of the problem at hand (Gratton & Jones 2004;Trochim,2006).

3.2 AREA AND POPULATION OF THE STUDY

The research study was conducted at the main offices of UNBS located in Kampala and at the different border points.The study population comprised of 120 respondents. These comprised of 20 supervisors and 100 operatives at different offices where UNBS staff members are located.

3.3 SAMPLE SIZE AND SAMPLING DESIGN

Considering a population of 120 members, a sample size of 99 respondents was selected basing on a table for determining sample size by (Krejcie and Morgan 1970). The table as indicated in Appendix 4 shows that a randomly chosen sample for a given finite population of 120 cases requires a sample proportion of 99 to be within a 95% level of confidence. Since the population is comprised of two categories of staff, the sample included the same two sets of staff proportionally as indicated in a table below.

Table 3.1: Distribution of respondents in population and sample

Staff category	Population size	Sample size
Operatives	100	80
Supervisors	20	19
Totals	**120**	**99**

Source: *Data from registry department of UNBS, 2012*

The research study employed the stratified sampling design to select the sample from the population. This was done by considering the specializations of the different respondents to group them in the different strata. Two strata was identified comprising of operatives and supervisors in UNBS. Respondents were then selected from each stratum using simple random sampling design technique.

3.4 DATA TYPE AND SOURCE

The research study usedboth primary and secondary data.Primary data was obtained from the respondents in the field by use of questionnaire because it was easy to administer, and if the respondents are literate it allows the respondent to give their

views without fear (Mugenda & Mugenda 1999). These respondents were in the category of supervisors as well as those in charge of daily activities at UNBS.Secondary data was obtained from the different reports maintained in UNBS with information relating to the variables of the study between 2009-2012.

3.5 RESEARCH INSTRUMENTS

Self administered questionnaires were used to collect data from the officers of UNBS.Open ended and closed ended questions focused on internal controls and performance were used to obtain primary data.The research study also used interviews to gather more data .Document review technique was also used to collect secondary data necessary for the research study.The study focused on records covering UNBS resources such as knowledge,skills,information communication technology and employee performance.

3.6 DATA COLLECTION PROCEDURE

Self administered questionnaires were used to collect data from the respondents of UNBS. Open ended and closed ended questions focused on internal controls and performance were used to obtain primary data. Questionnaires have been found appropriate because it gives a chance to the respondent to answer when he or she is free. The scattered nature of the respondents makes this technique further important. The questionnaires were formulated in a way that covers the objectives of the study.

The study also involved conducting interviews to gather data. Supervisors were asked questions relating to UNBS resources such as knowledge, skills , information communication technology and employee performance. This tool was used to solicit

first hand information and it is the quickest method of gathering data since it enabled the researcher to get immediate feedback.Document review technique was also used to collect secondary data necessary for the research study. The study focused on records covering UNBS resources such as knowledge, skills, information communication technology and employee performance.

3.7 RELIABILITY OF THE INSTRUMENT

Research instruments were pre-tested before collecting data for the study. The main reason for this was to ensure that the instruments collect reliable and accurate data for the study. This assisted the researcher to detect ambiguous questions and questionnaire length. The pre-testing indicated some insights of how the study was to be carried out. This was done by using the SPSS software through which the Cron Bach's Alpha Coefficients were obtained for the variables used in the research. Results of this test are presented in table 3.2.The alpha reliabilities for scales at 0.7 and above were accepted.Validity of instruments was ascertained by first of all discussing the questionnaire with the supervisors. The content validity of the instrument was found worthy executing for the pilot run and thus the study. After constructing the questionnaire the researcher contacted the supervisors and two other experts in order to get expertise judgment on face and construct validity. According to (Gay, 1996) constructing validity over an instrument is refined based on expert advice. The CVI = Content Validity Index for the study as judged at 0.7. Since the CVI is greater (>) than 0.5, 43 implies that the items on the questionnaire are relevant to the study variables. The formula used to test validity index was;

CVI = <u>Number of items regarded relevant in the questionnaire</u>

Total number of items in the questionnaire

The reliability of instruments was established basing on the preliminary results derived from the pilot study. The study instruments were set for the pilot run. Results realized were discussed with the supervisor and the content reliability of the instrument was accepted.

The reliability of the questionnaire was established using CRONBACH Alpha Coefficient.

The study also sought to establish the reliability of the instruments by determining the reliability scales and content validity. Results of this test are presented in table 3.2.

Table 3. 2 Reliability of instruments

Variable	Cron Bach's Alpha Coefficient	CVI
Employee Skills	0.765	0.877
Employee Knowledge	0.855	0.769
Information Communication Technology	0.859	0.898
Government policy	0.899	0.893
Employee Performance	0.824	0.954

Source: Primary

Basing on the results in table 3.2, the researcher managed to realize that all the variables in the questionnaire had reliable and valid question items. This is judge from the reliability and validity results which are all above 0.7.

3.8 MEASUREMENT OF VARIABLES

The variables of the study were measured on a five point Likert type scale (1-strongly agree, 2-Agree, 3-Not sure, 4- Disagree and 5-Strongly disagree. The choice of this measurement was that each point on the scale carried a numerical score which was used to measure the respondents' attitude and it is the most frequent used summated scale in the study of social attitude. Organisation resources were knowledge, skills and information communication technology and employee performance were measured by looking at meeting performance targets and level of errors and mistakes made in process of executing tasks.According to (Mugenda ,1999) and (Amin,2005), the Likert scale is able to measure perception, attitudes, values and behaviors of individuals towards a givenphenomenon.

3.9 DATA ANALYSIS

Questionnaires were collected, coded, edited and classified. Incomplete questionnaires with completion rate below 75% were considered non-responsive. Responsive questionnaires were further reviewed for consistency. Quantitative data was analyzed, interpreted, arranged and tabulated using appropriate computer package known as Statistical Package for Social Scientists(SPSS). The purpose of using this type of analysis was to yield the desired statistical output and measures of dispersion. Results were presented in form of frequency tables which were interpreted accordingly for example by multiple regression,Somer's D analysis and Pearson's correlation analysis.Analysis of qualitative data was done using thematic method where data was collected from the field, grouped according to different themes based on research objectives. Further content analysis was also used by

looking at the available content from the field and placing it within relevant themes under the objectives of the study. The main reason for using this type of analysis was to present issues as they existed on ground without subjecting the research findings to statistical tests.

3.10 LIMITATIONS TO THE STUDY

a) Accessing some documents that were deemed confidential was not easy.However, this was minimised by kindly requesting and consitently engaging the human resource manager to assist for purposes of the study.

b) Securing some appointments especially with supervisorswas a challenge as they were busy. This was overcome by consitently requesting to for apppointments to meet them until I met some of them.However this dragged-on the study.

The above challenges were narrowed down by explaining the purpose of the study clearly to the respondents and getting permission from Management of UNBS.

CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION OF FINDINGS

4.1 INTRODUCTION

This chapter presents the findings of the study starting with the description of the sample characteristics. Inferential statistical findings will be presented along side the qualitative findings.

4.2 RESPONSE RATE

Out of the 80 questionnaires and 19 interview guides distributed, 69 (86%) of the questionnaires were returned and 11 (58%) of the interview guides were responded to.

4.3 RESULTS ON THE BACKGROUND CHARACTERISTICS OF RESPONDENTS

Background characteristics refer to those specific characteristics of respondents that the study found important to enable the understanding of the respondents who participated in the research study conducted. Findings in relation to the sample characteristics have been presented in subsection(s) 4.3.1 through to 4.3.4.

4.3.1 RESPONDENT JOB CATEGORIES

The findings revealed two major job categories of the respondents i.e. Supervisors and operatives as summarized in table 4.1.

Table 4.1: Respondent Job categories

Job Title	Frequency	Percent	Cumulative Percent
Supervisor	11	14.0	14.0
Operatives	69	86.0	100.0
Total	**80**	**100.0**	

Source: Primary data

The findings in table 4.1 indicate that the respondents were basically divided into two groups of people, supervisors and operatives at UNBS. 86% of the respondents that successfully returned the questionnaires were reported to be operatives and the remaining 14% of them were the supervisors. This was considered to be good for the study because the intention was to get information in relation to the effect of skills, knowledge, ICT usage and government policy on employee performance. The people who could be in good position to respond are those who are in these things on a daily basis, the operatives. The fact the operatives formed 86% of the total respondents is an indication the study involved the correct group of respondents.

4.3.2 GENDER DISTRIBUTION OF RESPONDENTS

The study too set out to establish the respondents' gender distribution. Table 4.2 displays the findings.

Table 4.2 Gender distribution of respondents

Gender Distribution	Frequency	Percent	Cumulative percentage
Male	53	66	66.0
Female	27	34	100.0
Total	**80**	**100.0**	

Source: Primary data

Findings in table 4.2 indicate that majority of the respondents are males representing 66% of the total respondents. This distribution represents the nature of the organization in terms of employees. This reflects that UNBS has more male staff members than female staff members. This reflects the kind of activities that the organization handles especially in the area of investigations. This is the kind of work that only a few females can be able to handle. The results further reflect that the study involved the correct group of respondents.

4.3.3 AGE BRACKETS

The research sought to ascertain respondents' age brackets. Table 4.3 displays findings pertaining to the age.

Table 4.3: Respondent Age bracket

Age bracket	Frequency	Percent	Cumulative Percent
20-30	12	15	15.0
31-40	50	63	78.0
41-50	11	14	92.0
50 and above	7	8	100.0
Total	**80**	**100.0**	

Source: Primary data

Findings in table 4.3 indicate that majority of the respondents contacted were aged between 31 and 40 years of age. These are reported to represent 63% of all the respondents contacted. This group is followed by the group of age range between 20 and 30 years of age. These are reported to represent 15% of all the respondents.

Those aged between 41 and 50 years are reported to represent 14% of all the respondents. Finally, those aged 50 years and above are reported to represent 8% of all the respondents contacted. Further analysis of the results in the table reflects that those respondents who have 30 years of age and above represent 85% cumulatively of all the respondents contacted.

Findings in relation to the age distribution of respondents indicate that majority of the respondents contacted were mature enough to give reasonable responses to the research survey. Although there is a group of respondents with ages between 20 and 30, this represents only 15% of all the respondents contacted. In comparison to those who are aged 30 years and above representing 85% of all the respondents, this group is small. These findings imply that the study involved respondents considered to be mature enough to give reasonable and relevant responses.

4.3.4 LENGTH OF SERVICE

The study too sought to establish respondents' length of service at UNBS. Table 4.4 displays the findings.

Table 4.4: Length of service

Length of service	Frequency	Percentage	Cumulative Percentage
1-3 years	13	16	16
4-6 years	35	44	60
Over 7 years	32	40	100.0
Total	**80**	**100.0**	

Source: Primary data

Findings in table 4.4 indicate that Majority of the respondents are reported to have worked in UNBS for 4 to 6 years. This group of respondents represents 44% of the respondents contacted. Those who are reported to have worked for more than 7 years in UNBS are reported to represent 40% of all the respondents that were contacted. Those who have worked for 1 to 3 years are also reported to represent 16% of all the respondents contacted. Further scrutiny of the results in table 4.4 reveals that those respondents who have worked in UNBS for 4 years and above represent a cumulative of 84% of all the respondents contacted in this research survey.These findings indicate that majority of the respondents (84%) have worked in UNBS for a very long time. The long time of operation in UNBS of these respondents reflects their solid experience in the operations of UNBS at the different levels where they were operating. 84% of respondents contacted was a big percentage implying that a big proportion of respondents contacted had the capacity of providing relevant information in relation to what the study was establishing.

4.4 RESULTS ON SUBSTANTIVE OBJECTIVES

4.4.1 EMPLOYEE SKILLS AND PERFORMANCE

The research study sought to obtain results from the respondents to be able to establish their views concerning this relationship between employee skills and performance. Findings in relation to this are displayed in table 4.5.

Table 4.5: Skills of employees

	Min	Max	Mean	Std. Dev
Knowledge plays a great role towards employee efficiency in UNBS	1.00	5.00	4.5316	.78177
Skills stimulate employee efficiency in performance	1.00	5.00	4.3165	.82500
Employees who lack skills in most cases are costly and unproductive	1.00	5.00	4.0253	1.07387
Training and development promote employee performance	1.00	5.00	4.5455	.77026
Interpersonal skills are critical to employees in producing excellent work	1.00	5.00	4.3165	.77698
Adequate knowledge and skills are key to Timely performance	1.00	5.00	4.2133	.94859
My organization offers regular relevant training that influences my performance	1.00	5.00	2.5641	1.11180

Source: Primary data

The findings from the research study indicate that majority of respondents contacted pointed out that skills play a great role towards employee efficiency in UNBS (mean = 4.5316). The findings of the study further indicated that skills of employees stimulate employee efficiency in performance at UNBS (mean = 4.3165). The respondents added that training and development promote employee performance (mean = 4.5455). In line with this, respondents highlighted that interpersonal skills are critical to employees in producing excellent work which is what UNBS is striving to achieve (mean = 4.3165). The respondents too pointed out that UNBS does not offer regular relevant training to its staff members. This is derived from a finding where the majority of the respondents rejected the statement that UNBS offers regular relevant training that influences their performance (mean = 2.5641).

4.4.2 INTERVIEW RESPONSES FROM SUPERVISORS ON REQUIRED SKILLS

In line with the findings above, the researcher conducted interviews specifically to supervisors. In relation to skills, the findings indicate that skills are indeed good for better performance of UNBS. The supervisors contacted went ahead to identify the types of skills that they thought were very important and should not miss for good performance of UNBS staff. The findings from the supervisors are displayed in table 4.6.

Table 4.6: Interview responses from supervisors – Required skills

Skills required	Percentage
They need technical (job related - engineering and hands on skills) and communication skills to enable them do their tasks with knowledge and ability to deliver, communicate and understand feedback	33%
Management skills (organizational skills)	15%
Public relations (Customer care) skills (how to handle the public and behave in public)	19%
ICT skills	15%
Decision making skills	4%
Risk management	4%
Time management	4%
Innovativeness	4%
Self supervision	4%
Total Percentage	**100%**

Source: Primary data

Table 4.6 indicates that majority of the supervisors (33%) prefer employees to have technical (or job related skills) to be able to perform well. This is expected to help the employees to be able to realize the work they are doing with ease. Management

and organizational skills are also considered to be relevant in UNBS. Though not advocated by most of the supervisors contacted, there is a suggestion that UNBS staff members need to have self supervisory skills (4%), innovative skills (4%) and time management skills (4%).

In line with the comment about the required skills, the supervisors contacted had something to say in relation to the possibility of skills to impact on performance. The results containing these comments are displayed in table 4.7.

Table 4.7: Comments from supervisors – skills enhancing performance

Responses	Percentage
Yes, skills of employees enhance their performance at work	80%
No, skills of employees do not enhance their performance at work	0%
Yes. However this is not the only problem. Staff members could be suffering from low morale at work	10%
Yes. It may help if the skills are put into productive use	10%
Total percentage	**100%**

Source: Primary data

Table 4.7 indicates that the supervisors at UNBS have a very strong belief that when the employees have the right skills, they will be in position to perform well all their duties and even be in position to exceed the expectations of the supervisors where possible. This view is shared by about 80% of the supervisors contacted. There is however another group of the supervisors who indicate that even if the issues of skills is sorted out, there could be other issues to be looked at before the entity (UNBS) is considered to be performing well. 10% of the supervisors who share the view of additional effort indicate that having the skills in itself is not enough. These skills need to be put into right use for the productivity to be realized. Possibility of

staff members being disturbed by low morale is also pointed out by another 10% of the supervisors contacted. To them, the low morale could have an effect of downplaying the struggles to impart skills.With focus on how the development of skills is likely to improve performance, interviews were further conducted with supervisors on how the skills could impact on performance in UNBS. Results related to this are displayed in table 4.8.

Table 4.8: Skills influencing performance at UNBS

Responses	Percentage
Helps to boost the confidence and competence of an employee	31%
Through stimulating someone's ability to deliver and uncovering hidden potentials	25%
Helps to equip a person with necessary methods and tools to enhance productivity and ultimately good performance	25%
Helps in matching or coping with changing technology	13%
Helps to improve the communication ability of the staff inclusive of understanding what they are told and giving articulate feedback	6%
Total percentage	**100%**

Source: Primary data

Findings in table 4.8 indicate that the supervisors had a wide view of the possible effect of skills on performance. 25% of the supervisors contacted indicated that getting skills helps to stimulate one's ability to deliver and uncover hidden potentials. Most times, people do not know their talents until they start training and getting to know where they can perform best. Productivity is also portrayed to be enhanced since the imparting of skills comes with giving an employee necessary knowledge and methods of performing tasks. 31% of the supervisors indicated that the imparting

of skills through training helps to instill confidence and competence in the employees and hence increasing their capacity to perform better at work.The findings presented highlight that the skills are very important for employees to perform well at UNBS. This is a good acknowledgment from the respondents who also work at UNBS. However they also point out that even though it is good to have the skills to improve performance, the entity they work in (UNBS) does not consider this to be important to the extent of failing to provide relevant training to the staff members.

4.5 EMPLOYEE KNOWLEDGE AND PERFORMANCE

The study too sought to find out the relationship of knowledge and employee performance in UNBS . The findings are displayed in table 4.9.

Table 4.9: Knowledge and employee performance

	Min	Max	Mean	Std. Dev
Adequate knowledge enhances employee innovativeness in performing organizational tasks	1.00	5.00	4.2436	.80881
Employees who are equipped with knowledge are in position to produce accurate work	1.00	5.00	4.0000	.87706
Employees' knowlege is critical towards efficient execution of organizational work	1.00	5.00	4.0759	.82853
Improving workers' knowledge produces job satisfaction	1.00	5.00	3.7821	1.04007
Shortfalls in the services of the organization are linked to lack of knowledge in the organization	1.00	5.00	3.0779	.97016
Employees adequate knowledge produces quality work	1.00	5.00	3.9103	.85563
Possession of adequate knowledge enhances employee effectiveness	1.00	5.00	4.0000	.83205
Possession of knowledge leads to desired employee performance	1.00	5.00	3.6282	.98177

Source: Primary data

Like for the case of employee skills, the findings reveal that respondents acknowledge that adequate knowledge enhances employee innovativeness in performing organizational tasks (mean = 4.2436). The respondents further point out that employees who are equipped with knowledge are in position to produce accurate work (mean = 4.0000). This is further cemented by the revelation from respondents that employees' knowledge is critical towards efficient execution of organizational work (mean = 4.0759). The respondents further indicate that improving workers' knowledge produces job satisfaction (mean = 3.7821). According to the respondents contacted, it is further revealed that employees adequate' knowledge produces quality work (mean = 3.9103) and the possession of adequate knowledge enhances employee effectiveness (mean = 4.0000) and eventually performance. Good results of importance of knowledge in employee performance prompted the researcher to establish whether the required knowledge actually exists in UNBS. The results related to this are indicated in table 4.10.

Table 4.10: Existence of required knowledge in UNBS

Responses	Percentage
Yes, the knowledge is there in UNBS	58%
No, the knowledge is not there in UNBS	0%
Yes. They have been trained about the tasks mainly technically though more needs to be done about managerial tasks	8%
To some extent. Most of them have not yet received their job descriptions	17%
I think not all but a great majority of them know what to do	17%
Total percentage	**100%**

Source: Primary data

Findings in table 4.10 indicate that 58% of the supervisors contacted acknowledge existence of the required knowledge amongst staff in UNBS. There is however a small group of the respondents representing 17% of respondents indicating that there are some employees who have not yet received their job descriptions but they are already working. This is an indication that there are employees who are working by fulfilling orders without knowing exactly what they are supposed to be doing and how they should do the tasks they are supposed to be doing. This position is however counter-reacted by another group of people (supervisors) (17%) who indicated that regardless of the fact there is a small group of people who do not have job descriptions, they at least have some knowledge of what they are supposed to be doing at work.Findings further indicate that the knowledge anticipated to be in existence within UNBS could indeed have an impact on the performance of employees. To establish this from the point of view of the supervisors, the question was posed to them in an interview discussion with the researcher. Findings in relation to this are displayed in table 4.11.

Table 4.11: Link between knowledge and performance of employees in UNBS

Responses from supervisors	Percentage
Adequate knowledge brings about good performance of employees at UNBS/more skills increases productivity and ability to perform well/ increase speed of performance (efficiency)	30%
Fifty - fifty. Knowledge may or may not be associated to performance	20%
Possessing knowledge does not necessarily lead to improved performance	20%
Having knowledge helps to reduce tendencies of speculation, suspicion and staff complaints	10%
Knowledge can be linked to performance through assessments in form of performance appraisal	20%
Total percentage	**100%**

Source: Primary data

Table 4.11 indicates that majority of the respondents (supervisors) [30%] agreed to the fact that knowledge indeed has impact on the performance of employees. Employees perform well when they know what they are supposed to do and have the knowledge (in form of skills) to accomplish what they are supposed to do. This way, effectiveness and efficiency at work are expected to be realized.Contrary to the group supporting importance of knowledge in the performance of employees, 20% of the supervisors state that knowledge may or may not assist employees to perform well. This group takes middle position without indicating which side to base on regarding the impact that knowledge has on performance of employees. In support of this group, there is another group of supervisors (20%) who indicated that having knowledge does not necessarily mean that employees will perform well. The aspect of putting the knowledge into right use is considered to be crucial at this point in time. Findings further indicate that when employees have knowledge of what they can do and how to do it, chances are that levels of speculation at work and in doing work will reduce. This view is advocated by 10% of the supervisors contacted. These supervisors further indicated that alongside reduced levels of speculation, there are chances that suspicious events at work will reduce and complaints will also be maintained at the lowest levels possible. This is an indication that knowledgeable employees will control their levels of complaints and will also reduce the tendencies of speculation and enable staff members to start handling more productive activities.The research study too sought to establish possible courses of action the supervisors at UNBS would like to be considered taking just in case it is reported that the level of knowledge in UNBS is lower than anticipated. The supervisors contacted had a number of points raised in their response to this issue. These responses are summarized in groups as indicated in table 4.12.

Table 4.12: Suggestions to improve performance where it is lacking

Responses	Percentage
Organize workshops, conferences and trainings for them to get the know how of tasks	34%
Send staff out for training so that they can come back and add value after acquiring the knowledge	34%
We can do departmental reshuffle	7%
We can do divisional reshuffle	7%
We can do sectional reshufle	7%
We can recruit new staff with the required skills	3%
We can work on motivation of employees such as through increasing the pay (salary and allowances)	3%
Organize training schemes and workshops for those who are willing to train	3%
Total percentage	**100%**

Source: Primary data

In their responses, the supervisors indicated that the most obvious way to bring about knowledge and expertise in an entity is by training the staff. This view was advocated by 68% of the supervisors contacted as displayed in table 4.12. Half of these indicated the possibility of the employees getting into some form of workshops or conferences through which they get to learn what is supposed to be learnt. The other half of the supervisors indicated their preference to be allowing employees to go off duty for a given period of time to take a refresher course (back to school). This is considered to be very beneficial on the side of the institution since the supervisors and the management will be in position to increase the number of staff who are skilled at work place.There is however a small group of people who indicated that they could support an approach involving hiring new staff with experience and knowledge required to perform tasks. This view was supported by 3% of the supervisors involved in the study. Other groups of the supervisors looked into the possibility of reshuffling departments, sections and even divisions with an aim of coming up with a combination of staff who know what is going on and are willing to

make it happen. Though it could be a possible solution, this view was not supported by the majority of the respondents. Only 7% of the respondent supervisors supported this view.

From a general point of view therefore, the findings point out that there is a strong relationship between knowledge that the employees possess at UNBS and their performance. This is in line with the correlation results. The regression results also concur with this though they indicate that knowledge of employees is not a significant predictor to explain employee performance at UNBS.

4.6 INFORMATION COMMUNICATION TECHNOLOGY AND EMPLOYEE PERFORMANCE

The study further intended to identify the relationship between information communication technology and employee performance at UNBS. Table 4.13 displays the results of the findings.

Table 4.13: ICT usage and employee performance

ICT usage	Min	Max	Mean	Std. Dev
ICT promotes employee efficiency	1.00	5.00	4.1026	.83105
ICT enhances execution of tasks in organizations	1.00	5.00	4.1039	.77093
ICT enhances employee effectiveness	1.00	5.00	3.8205	.92222
ICT fosters timeliness in service delivery	1.00	5.00	4.0130	.86593
The level of employee innovativeness is stimulated by the information communication technology available in the organization	2.00	5.00	3.2727	.95472
The choice of ICT leads to high employee productivity	2.00	5.00	3.7179	.86636
ICT promotes employees ability to produce quality work	2.00	5.00	3.7632	.83056
ICT enhances the morale of the employee to produce the quantity of work required of him	1.00	5.00	3.5000	.90812

Source: primary data

Findings from table 4.13 indicate that information technology as manifested through ICT usage has influence on employee performance. The respondents reveal that ICT usage promotes employee efficiency (mean = 4.1026). Further to that ICT usage by employees is considered to be important to enhance execution of tasks in organizations (mean = 4.1039) leading to employee effectiveness (mean = 3.8205). This effectiveness is further considered to be measured through the timeliness in service delivery (mean = 4.0130) which is considered to be influenced by the ICT usage by employees. A few respondents indicated that the level of employee innovativeness at UNBS is stimulated by the information communication technology available and put to use in the organization. (mean = 3.2727).

4.6.1 INTERVIEWS WITH SUPERVISORS ON ICT

The study too involved interviews with supervisors to get their view of the situation of ICT in UNBS. These interviews indicated some few issues which are summarised in table 4.14.

Table 4.14: Bearing of information communication technology on employee performance at UNBS.

Responses	Percentage
Yes, IT has some bearing on employee performance	70%
To some extent	20%
Probably. It can only apply to those who can be able to use ICT gadgets	10%
Total percentage	**100%**

Source: Primary data

Findings in table 4.14 indicate that 70% of the respondent supervisors who were contacted agree to the possibility of information technology having a bearing on employee performance at UNBS. The remaining 30% of the employees indicate that they were not sure of the possibility that IT could have a bearing on employee performance. 70% of the respondents also agree that IT has a bearing on employee performance.

4.6.2 INTERVIEW RESULTS ON BEARING OF ICT ON EMPLOYEE PERFORMANCE.

The research study also found it important to establish the bearing of ICT on employee performance as displayed in table 4.15.

Table 4.15: Relationship between ICT and employee performance at UNBS

Responses	Percentage
Employees are able to share knowledge easily	23%
Employees are able to share ideas and experiences	19%
Use of ICT exposes employees to external encounters that may improve their knowledge and performance	12%
Use of ICT enhances quick reporting in Monitoring nd Evaluation sections	8%
Use of ICT helps to motivate and give morale to employees	15%
Quickens the process of searching for information using computer	19%
Provision of information technology does not necessarily translate into employee performance	4%
Total percentage	**100%**

Source: Primary data

Table 4.15 indicates that ICT is indeed related with employee performance. This is based on the fact that 23% of the respondents indicated that employees are enabled to

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communicate online through ICT in form of sharing knowledge. Another 19% of the respondents highlighted that the communication facilitated at work place could be in form of sharing ideas and experiences of the different employees. The respondents further highlighted that the use of ICT increases the speed and efficiency of searching for relevant information for work purposes. This view was supported by 19% of the respondents contacted. 15% of the respondents of ICT usage at UNBS

indicated that the use of ICT helps to motivate employees in form of increasing their morale to work harder. This is an indication that indeed employees are motivated by the ICT usage in UNBS.

4.6.3 INTERVIEW ON USER FRIENDLINESS OF ICT IN UNBS

The study also sought to establish the user friendliness of ICT in UNBS as displayed in table 4.16

Table 4.16: User friendliness of ICT in UNBS

Responses	Percentage
Yes, ICT in UNBS is user friendly	0%
No, ICT in UNBS is not user friendly	67%
To a lesser extent, ICT usage in UNBS is user friendly	8%
ICT has done little if not nothing to enhance performance especially on the side of field staff	8%
Most of the time there is interruption in the system	8%
To some extent, YES ICT in UNBS is user friendly	8%
Total percentage	**100%**

Source: Primary data

These findings imply that there is a good relationship between ICT usage and employee performance at UNBS. This relationship is however not wholly supported by the results from the regression analysis. This is from the point of view of the results of regression analysis which indicate that ICT usage is not a significant

variable to provide an explanation towards employee performance in UNBS. ICT usage and performance of employees indicates that there is indeed for ICT usage to be advocated in UNBS. The study went ahead to establish status of ICT usage in UNBS as displayed in table 4.16. Findings in table 4.16 indicate that UNBS does not have user friendly ICT system. About 67% of the respondents indicate this to be the case. In support of this view, the study established that ICT in UNBS has done so little to support the operations of UNBS. This view has been advocated by 8% of the respondents contacted. In general the findings in table 4.16 indicate that ICT status in UNBS has not been adequate.

These findings prompted the establishment of possible ways to correct the situation in UNBS as far as ICT usage is concerned. The main focus here was to create a possibility where ICT becomes appreciated in UNBS. In line with this objective, findings in table 4.17 were obtained.

4.6.4 INTERVIEW RESULTS ON SUGGESTIONS TO BOOST EMPLOYEE EFFECTIVENESS AND EFFICIENCY THROUGH ICT IMPROVEMENT

Table 4.17: Suggestions to boost employee effectiveness and efficiency through ICT improvement

Responses	Percentage
UNBS offices should be equipped with effective ICT machines	21%
UNBS offices should be equipped with enough capacity of internet	21%
All staff intra mails need to be activated and effected	18%
Build database to ease access to standards, test reports posting reports online	15%
Provide field staff with necessary ICT gadgets that can enhance their performance in the field	12%
Incorporating an alert system in the database to alert staff about deadlines when they are about to be reach	6%
Employing professional IT staff to revamp the UNBS IT systems and train relevant staff	6%
Total percentage	**100%**

Source: Primary data

Findings in table 4.17 indicate that UNBS needs to equip its office with good and improved ICT infrastructure. This needs to be done in line with increasing space for internet for staff members. This way, the objective of information sharing and communication through the online systems will be effected. These views were supported by 21% and 21% of the respondents interviewed respectively. The respondents further indicated that there is need to ensure that the fields Operatives get up to date ICT gadgets that can be of use to them as they continue working in the field.

4.7   GOVERNMENT POLICY AND EMPLOYEE PERFORMANCE

The study also sought to establish the effect of government policy on employee performance at UNBS. The findings are displayed in table 4.18.

Table 4.18: Government policy and employee performance

	Min	Max	Mean	Std. Dev
Government training policy influences work excellence in organizations	1.00	5.00	3.6154	1.02223
Government Human resource development policy influences the quality of services rendered to customers	1.00	5.00	3.7722	.99935
Government information technology policy influences employees performance	1.00	5.00	3.5897	.93191
Government information technology policy fosters timeliness in service delivery	1.00	5.00	3.4026	1.02930
Government administrative policies and guidelines influence the timeliness of services our customers enjoy	1.00	5.00	3.4430	1.04693
Government policy on ICT gives the employees morale to work	1.00	5.00	3.2025	.97901
Government policy on procurement of ICT enhances employee performance	1.00	5.00	3.1410	1.05343
Government policy on recruitment encourages quality employee performance	1.00	5.00	3.1772	1.09497

Source: Primary Data

Though not wholly supported by respondents like for the case of the previous variables, some respondents highlighted that government policy on training has been able to influence work excellence in organizations including UNBS which is also a government parastatal in Uganda (mean = 3.6154). These respondents further indicated that government human resource development policy influences the quality of services rendered to customers (mean = 3.7722). The respondents also indicated that the government policy has something to do with the ICT usage in government entities UNBS being inclusive. To this, the respondents indicated that government information technology policy influences employees' performance (mean = 3.5897). Still in line with ICT, the respondents highlighted that government information technology policy fosters timeliness in service delivery (mean = 3.4026). They go ahead to indicate that government administrative policies and guidelines influence the timeliness of services rendered to different customers of UNBS (mean = 3.4430).These findings indicate that whereas the government policy may have a weak relationship with employee performance, it has a part to play. Responses provided indicate that government policy influences employee performance through other avenues such as ICT usage and encouraging training which manifests itself in the increase in knowledge and skills of employees. Eventually, the performance of these employees improves. This means therefore that government policy provides more of a good environment for the other factors (i.e skills of employees, knowledge of employees and ICT usage at UNBS) to have an impact on the performance of employees at UNBS. This indirect influence that government policy has on employee performance is the same as the one reflected through the regression and correlation analyses. Results from these analyses indicate that there is indeed a relationship.

However, the regression results indicate that government policy is not a significant factor to explain changes in employee performance.

4.8 DESCRIPTIVE STATISTICS IN PERCENTAGE FORM

In general, the respondents agreed with the fact that skills, knowledge and ICT influence employee performance based on the descriptive results in appendix 3. However, 76.9% of the respondents clearly indicated that UNBS does not reward efficient employee performance. 43.6% also indicated that supervisors in UNBS do not try hard to boost the morale of the subordinates. This greatly affects employee performance hence the organizational output will also be affected.

4.9 CORRELATION AND REGRESSION RESULTS

In line with the findings in relation to the sample characteristics, the study managed to indicate findings in relation to the main research objectives through the results obtained from correlation and regression analyses.Correlation analysis was carried out to establish the degree and direction of relationship between the variables of study. The research was conducted basing on five main research variables; employee performance, usage of ICT in operations of UNBS, employee knowledge of what they were doing at work, employee skills to perform their tasks and government policy influencing the operations of UNBS. According to the conceptual framework developed, these variables are portrayed to be related and the correlation analysis carried helped to point out whether this was the case in the operations of UNBS.

Correlation analysis was carried out to establish the degree and direction of relationship between the variables of study as displayed in Table 4.19.

Table 4.19: Findings from Correlation Analysis

	1	**2**	**3**	**4**	**5**
Skills of employees (1) Pearson Correlation Sig. (2-tailed)	1				
Knowledge of employees (2) Pearson Correlation Sig. (2-tailed)	.499** .000	1			
ICT usage of employees (3) Pearson Correlation Sig. (2-tailed)	.578** .000	.698** .000	1		
Government Policy (4) Pearson Correlation Sig. (2-tailed)	.469** .000	.460** .000	.504** .000	1	
Employee Performance (5) Pearson Correlation Sig. (2-tailed)	.522** .000	.422** .000	.287* .018	.345** .003	1

**Correlation is significant at 0.01 (2 tailed)
* Correlation is significant at 0.05 (2 tailed)
Source: Primary data

The results from table 4.19 indicate that all the variables have positive and significant relationships to one another. Further discussion of these relationships has been given in the subsections that follow.

4.9.1 RELATIONSHIP BETWEEN SKILLS OF EMPLOYEES AND EMPLOYEE PERFORMANCE

Findings in table 4.19 indicate that there is a significant and positive relationship between skills of employees and employee performance at UNBS ($r = 0.522; p \leq 0.01$). This implies that the more skilled employees become, the better becomes their performance at work.

4.9.2 RELATIONSHIP BETWEEN KNOWLEDGE OF EMPLOYEES AND EMPLOYEE PERFORMANCE

Concerning the relationship between knowledge of employees and their performance, the findings in table 4.19 indicate that there is a positive and significant relationship between them ($r = 0.422$; $p \leq 0.01$). Like for the case of skills of employees, the findings indicate that the more knowledgeable an employee becomes, the more productive that employee is expected to be at UNBS.

4.9.3 RELATIONSHIP BETWEEN ICT USAGE OF EMPLOYEES AND EMPLOYEE PERFORMANCE

In line with the objectives of the study, the researcher went ahead to establish a relationship between usage of ICT by employees at work and their performance as employees. Findings in table 4.19 indicate that there is a positive and significant relationship between them ($r = 0.287$; $p \leq 0.05$). Like for the case of skills of employees, the findings indicate that the more the employees keep using ICT in their operations, the more productive they are at UNBS.

4.9.4 RELATIONSHIP BETWEEN GOVERNMENT POLICY AND EMPLOYEE PERFORMANCE

Though not directly attached to the other variables, the researcher found it wise to consider the influence of government policy on the performance of employees in UNBS. Findings in table 4.19 in relation to this indicate that there is a positive and significant relationship between government policy and employee performance ($r = 0.345$; $p \leq 0.01$). This means that the current government policy has been able to positively and significantly influence the performance of employees in UNBS. From a general point of view, the findings from correlation analysis indicate employee performance is positively and significantly correlated with all the variables that have been suggested to have relationship with it. The findings in relation to relationship have further been extended to indicate the degree of influence that the independent variables (Skills, Knowledge, ICT Usage and Government Policy) have on the dependent variable (employee performance). This influence has been presented in the regression analysis results.

4.10 SOMER'S D ANALYSIS

Table 4.20   Somers' d - Directional Measures on employee skills

	Value	Asymp. Std. Error[a]	Approx. T[b]	Approx. Sig.
Symmetric	.328	.079	4.137	.000
Skills of employees Dependent	.328	.079	4.137	.000
Employee Performance - Dependent	.328	.079	4.137	.000

50

Table 4.21   Somers' d - Directional Measures on employee

Knowledge

	Value	Asymp. Std. Error[a]	Approx. T[b]	Approx. Sig.
Symmetric	.217	.089	2.445	.014
Knowledge of employees - Dependent	.216	.088	2.445	.014
Employee Performance - Dependent	.217	.089	2.445	.014

Table 4.22   Somers' d - Directional Measures on ICT

	Value	Asymp. Std. Error[a]	Approx. T[b]	Approx. Sig.
Symmetric	.105	.096	1.091	.275
ICT Dependent	.105	.096	1.091	.275
Employee Performance - Dependent	.105	.096	1.091	.275

Table 4.23   Somers' d - Directional Measures on Government policy

	Value	Asymp. Std. Error[a]	Approx. T[b]	Approx. Sig.
Symmetric	.221	.080	2.747	.006
Government Policy Dependent	.216	.079	2.747	.006
Employee Performance - Dependent	.227	.082	2.747	.006

General Key

a Not assuming Null Hypothesis

b Using the asymptotic standard error assuming Null Hypothesis

Focusing on the shaded values on Table 4.20, the relationship between skills and employee performance is the highest considering that it is the only association with the highest Somers' D statistics (0.328). This is followed by the relationship between government policy and employee performance, relationship between knowledge of employees and employee performance and lastly the relationship between ICT and employee performance. All these statistical values are positive meaning that the relationship between the various independent variables and the dependent variable is positive (direct).

Considering whether the relationships are significant, it is depicted that all the relationships are significant (below 0.05) except the relationship between ICT and employee performance. This means that the relationship between employee performance and ICT at UNBS is not significant.

4.11 REGRESSION ANALYSIS RESULTS

Regression analysis was carried out to establish the degree to which the employee performance in UNBS is explained by each of the independent variables suggested in the conceptual model. The research study established the percentage of influence that each of the independent variables has on the performance of employees. These findings are presented in table 4.24.

The study also set out to find out the influence of organisation resources on employee performance using regression analysis as indicated in table 4.24.

Table 4.24: Results from regression analysis

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.149	.423		.352	.726
Skills of employees	.433	.132	.480	3.287	.002
Knowledge of employees	.287	.157	.299	1.823	.074
ICT usage by employees	.228	.154	.257	1.481	.144
Government Policy	.050	.118	.057	.426	.672

Dependent Variable:	Employee Performance	F - Statistics	6.543
R:	.564	Model Significance	.000
R-Square:	.318		
Adjusted R-Square:	.270		

Source: Primary data

The findings in table 4.24 indicate that the regression model considered in the analysis is significant at significance level of 0.000. The model was designed to predict employee performance as the dependent variable. Findings further indicate that the model is in position of providing explanation of up to 31.8% of the changes in employee performance. This means that only 31.8% of the changes in employee performance can be explained by the variables that have been used in this research as a group (i.e a combination of skills, knowledge, ICT Usage and Government Policy). Considering the individual influence of the independent variables, the Standardized Beta Coefficients were investigated. According to these values, only one variable has been highlighted as the significant predictor of employee performance. This variable is skills of employees at work place (Beta = 0.480; Sig = 0.002; $p \leq 0.05$).

The remaining variables are reported not to be significant predictors of employee performance because of the significance levels reported. Knowledge of employees at work place is reported to be insignificant with Sig value = 0.074 (p>0.05). ICT Usage on the other hand is reported to be insignificant predictor of employee performance with Significance Value = 0.144 (p>0.05). In the same vein, government policy is also considered to be an insignificant predictor of employee performance with significance value = 0.672 (p>0.05).

Apart from being insignificant predictors, these variables have some degree of influence of employee performance as reflected by the Beta Results. As reflected in table 4.24, knowledge of employees as a variable has more influence on employee performance (Beta = 0.299) compared to the other two variables (ICT Usage [Beta = 0.257] and government policy [Beta = 0.057]). In that same order, government policy is considered to be least influencer of employee performance.

4.12 SUMMARY

In summary the findings from regression, Pearson correlation, interviews and descriptive statistics have indicated that there is a relationship between organization resources and employee performance and that these resources influence employee performance. The findings of the study revealed that UNBS employee skills, knowledge and use of Information Communication Technology (ICT) influence employee performance (R-Square=0.318). Skills were found to be the mostsignificant influencer of employee performance (r = 0.522; p ≤0.01) and government policy is considered to be least influencer of employee performance [Beta = 0.057].

It is however evident that UNBS management does not offer regular training (mean = 2.5641), the ICT in place was not user friendly (67% of the respondents), UNBS does not reward efficient employee performance 76.9% and staff morale was not boosted 43.6%.

CHAPTER FIVE

DISCUSSION OF FINDINGS, SUMMARY, CONCLUSION, RECOMMENDATIONS AND SUGGESTIONS

5.0   INTRODUCTION

This chapter contains information related to the discussion of findings that were obtained from the research study, conclusion that the researcher managed to arrive at and recommendations for future possible course of action as derived from the conclusion of the research study. The chapter marks the end of the research exercise.

Chapter five is organized in four subsections. The first subsection has information about the discussion of findings, the second subsection has information about conclusion of the research study, the third subsection has details of the recommendations for future action in relation to the findings and conclusions of the research study. The last section has a suggestion of the future areas of study related to the current one in which future researcher could embark on.

5.1   DISCUSSION OF FINDINGS

The discussion of findings has been prepared to indicate possible similarities and differences between the current findings of the research study and the previous findings. The previous findings referred to here are those findings that were obtained by previous researchers before the current study was conducted. The discussion is presented in the order of study objectives with a link to the findings of the current study as presented in chapter four of this research report.

5.1.1 SKILLS OF EMPLOYEES AND EMPLOYEE PERFORMANCE

The findings in the current research study indicate that the skills of employees at UNBS are very influential and actually a big determinant of the extent to which they can perform well at work. Findings in table 4.5 indicate that there is a significant and positive relationship between skills of employees and employee performance at UNBS ($r = 0.522$; $p \leq 0.01$). This implies that the more skilled employees become, the better becomes their performance at work. This is portrayed by both correlation and regression results which indicate that skills of employees are key towards their performance at work in UNBS. Once they do not have the required skills, then chances are high that their desired output in terms of performance will not be achieved. However majority of the respondents reject the statement that UNBS offers regular relevant training that influences their performance (mean = 2.5641) which indicates that UNBS does not offer adequate regular training.

In line with the findings to the research study, previous studies also confirm that possession of skills facilitates effective performance of employees in an organization (Markman & Suhr, 2009). One Kitel not real name (2013)revealed that skills are also portrayed to be more like the key to excellent performance and that skills enable an employee to get through the tasks very fast.

From a similar point of view, skills are considered to be the main means for improved productivity at work place. The review of international labour activities further indicates that the concept of skills is composed of a practical element in it. It is this practical element that brings about output at work (Booz, Allen & Hamilton 2013). According to (Needham, 2006) possession of adequate skills needed to execute tasks stimulates employee performance. Therefore the above studies confirm

that skills influence employee performance. In line with the skills being practical, previous research indicates that a 'skill' is one component that cuts across many disciplines. Organizations that are reported to be good in identifying their competence as far as skills are concerned are the ones that are reported to be at the top of the market (Oracle, 2012).Being at the top of the market is a dream of every business. For government entities the approach is reported to be different. Government entities work in form of fulfilling orders that are set as part of government plans and hence there is great need for the plans to be fulfilled to the dot. This however is sometimes hard to achieve since there are situations in which employees feel that they cannot handle the tasks and at the same time, they are not given chance to learn the skills (Belva, 2013). This is reported to have been a challenge in many government agencies. Research conducted indicates that this kind of tendency comes about as result of lengthy processes in decision making (bureaucracy) (U.S Department of Labour 2007). All in all skills influenace employee performance.

5.1.2 KNOWLEDGE OF EMPLOYEES AND EMPLOYEE PERFORMANCE

In line with the concept of skills, the researcher obtained findings in relation to the knowledge of employees. According to the findings of the research study, there is a strong relationship between knowledge of employees and their performance as manifested mainly by the correlation results. These results indicate that there is a positive and significant relationship between knowledge of employees and their performance ($r = 0.422$; $p \leq 0.01$).This portrayed relationship as per the correlation results is however not guaranteed that the knowledge is a significant determinant of employee performance at work. The results point this out by indicating that where as

there could be a relationship, but this relationship could not necessarily mean that knowledge of employees could significantly influence their performance at UNBS.

Contrary to the findings from correlation analysis, the regression analysis results support the existence of insignificant influence of knowledge on performance of employees at UNBS. This is supported by the findings from the regression analysis which indicates that knowledge of employee at work place is insignificant with Sig value = 0.074 ($p>0.05$). Biju, Reney, Opeki and Kiteno (not real names) also concur with these findings that one has to have the relevant skills to be able to impart the knowledge one possesses.

These findings are in line with the findings of OECD (2012) which indicated that having knowledge has impact on the employee performance through skills. Based on these findings, the knowledge that someone possesses is mainly manifested through the things that this person is in position to do. This therefore reflects that knowledge could be influential towards performance of an employee but may not directly influence performance if that knowledge is not transmitted through actions which are actually part and parcel of skills.

This same position was reached by Desjardin & Reubenson (2011) as well as in the research of Booz et al (2011). All these researchers pointed to the fact that knowledge is indeed important in making someone become an excellent performer. However, they further agree that knowledge is more of an abstract phenomenon which manifests itself through actions which are actually skills. The only way someone with knowledge can disseminate it to others is through an art of dissemination which is a skill (Foss, Minbaeva, Pedersen & Reinholt 2009). This therefore led to a conclusion that knowledge is indeed important for the improvement

in the employee performance though knowledge in its abstract form may not significantly make someone perform better until that person puts the knowledge into action through skills (Gholami, Asli, Nazari-Shirkouhi & Noruzy 2013). (Morgan, 2007) emphasized that employees with work knowledge are the ones who can make accurate forecasts for demand. Therefore based on the above studies it shows that knowledge influences the employee performance.

5.1.3 ICT USAGE AT WORK AND EMPLOYEE PERFORMANCE

Findings from the research conducted indicate that there is a great relationship that ICT usage has on the overall performance of employees in UNBS. This relationship is however not considered to be significant enough to bring about significant change on the level of performance of employees at UNBS. This therefore means that the usage of ICT influences performance of employees in the same way as knowledge does. Using ICT at work place enables the employees to work faster though this cannot be possible if these employees do not have the ICT skills. This goes back to the concept of employees possessing skills.

Referring to the regression analysis, the findings about the influence of ICT usage onto employee performance can be empirically supported. According to the findings, the level of significance of the usage of ICT onto performance of employees is about 0.144 (Sig > 0.05). These results indicate that ICT usage is not a significant influence of performance of employees at UNBS. The findings from the research study point to the fact that skills cut across many areas such as ICT. The knowledge of ICT can only be useful when an employee has the skills to use ICT gadgets. This therefore

implies that the results point to ICT usage being a good thing in UNBS but it may not become that influential towards the performance of employees if these employees do not have the required skills to use the ICT knowledge and gadgets at their disposal.

One Maggie (not real name),2013 said that she enjoys her work if she has a computer that is modern and helps her do her work easily. But if she encounters slow internet and a computer with a low processing speed then she is demotiveted and her work output is less.

Compared to the findings of previous researcher, (Buchanan,2010) pointed out that using ICT at work place is very important. He further pointed out that companies need to ensure that the introduction of ICT usage in their operations has to be preceded by intense training into using the ICT itself. This is considered to be important so that the employees can be able to acquire skills into using the ICT gadgets and eventually increase in their performance (Wang,2010). The performance of employees is therefore centered on acquiring the necessary skills to perform what they are supposed to do at work place. These past findings by Buchanan and Wang concur with the current findings where it is indicated that there is a strong relationship between ICT usage and employee performance though ICT usage is not a significant predictor of employee performance.

Wagner et al. (2010) reveals that there is indeed some influence that ICT usage can have on the performance of employees. This is to some extent reporting contradicting findings from the ones that are reported in the findings. Though wholly contradicting, the findings indicate that there is a way ICT usage increases the

efficiency of the people working and hence can be considered to have an effect on the performance of employees. This same view is supported by Youssef & Dahmani (2010) who considered investigating an individual from the time of student life to the time this person contributes to work environment. According to their findings, there is no conclusive evidence that ICT usage indeed has an impact on the performance of employees and generally the performance of individuals. They however point out some empirical factors which according to them indicate some degree of influence that ICT usage has on individuals performing both as students and employees. This same view is supported by the findings from the studies conducted by (Rice & Cooper, 2010).

A study from Malaysia by (Fauzilah and Noryati 2011), revealed that employees of the Malaysian Government require special training programs to make them aware of the right qualities needed for servicing the public. The research revealed further the need to upgrade knowledge and skills on technological development and up-to-date management techniques by offering short and medium courses.

5.2 SUMMARY OF FINDINGS

5.2.1 SKILLS AND EMPLOYEE PERFORMANCE

The research study revealed that skills influence employee performance at UNBS; and that skills are the most significant influence of employee performance .However, further findings indicated that UNBS does not offer regular training that influences employee performance.

5.2.2 KNOWLEDGE AND EMPLOYEE PERFORMANCE

The research study findings revealed that knowledge influences employee performance at UNBS; however the employee needs the skills in order to impart this knowledge. This is however not guaranteed that the knowledge is a significant determinant of employee performance at work.

The study findings further indicated that regardless of the fact there is a small group of people who do not have job descriptions, they at least have some knowledge of what they are supposed to be doing at work.

5.2.3 ICT AND EMPLOYEE PERFORMANCE

The research study revealed that ICT influences employee performance at UNBS; however the employee needs the ICT skills in order to use it. Using ICT at work place enables the employees to work faster though this cannot be possible if these employees do not have the ICT skills. Hence ICT is the least influencer of employee performance. The research study also established that the ICT in place was not user friendly and was inadequate. Generally the findings of the study indicated that staff morale was not boosted by superiors at UNBS and that UNBS management does not reward efficient employee performance.

5.3 CONCLUSION

The research study conducted was aimed at examining the influence of organization resources on employee performance in government parastatals. This was conducted under the influence of government policy. According to the findings obtained and the discussion to the findings conducted, employee performance is positively and

significantly correlated with all the variables that have been suggested to have relationship with it. The skills of employees are very important towards ensuring improved performance at work place. All the other variables considered in the research study are linked to skills in one way or the other. Basing on the discussion of findings, knowledge of employees is manifested through their skills to deliver the knowledge or put it into action. On the other hand, the usage of ICT at work place is only possible when the employees have the skills to use the ICT. This therefore leaves only skills to be the cut-across concept that significantly and largely influences performance of employees at UNBS. The findings of the study revealed that majority of the respondents at a mean $=2.5641$ indicated that UNBS does not offer regular training that influences their performance. This means that employees possess inadequate skills and knowledge that stimulate their performance. The research study also established the ICT in place was not user friendly and staff morale was not boosted at UNBS

5.4   RECOMMENDATIONS

Following the conclusion of the research study made, it is recommended that UNBS, the management takes on the following:

REGULAR STAFF TRAINING

UNBS should engage mostly in imparting skills to the staff given the nature of work that the employees do by carrying out regular staff training so that the skills of staff can be updated and improved too.Refresher courses, seminars,inhouse training and workshops should be organized more often to keep employees up to date and in position to work to their best of potential.

EMPLOYEE MORALE

Since 10% of the supervisors indicated that the employee morale is not well boosted and 43.6% of the operatives also indicated that supervisors in UNBS do not try hard to boost the morale of the subordinates, it is recommended that UNBS management puts in place measures such as offer of incentives to boost employee morale so that their motivation levels are kept within the required range and individual performance is not affected.

REWARD EFFICIENT EMPLOYEE PERFORMANCE

Based on the findings, 76.9% of the respondents clearly indicated that UNBS does not reward efficient employee performance. UNBS management should ensure that efficient employee performance is rewarded so that employees keep motivated to work harder hence organizational performance keeps on improving.

ISSUANCE OF JOB DESCRIPTIONS

All staff should be given their job descriptions at the time of appointment so that they are fully aware of their expections on the job.

INSTALLATION OF FASTER INTERNET AND GENERAL ICT INFRASTRUCTURE

UNBS management should put in place fast internet that facilitates ICT in order to get better output from staff and the facilities also become user friendly.

It is also recommended that all staff be given computers so that they can process reports and communicate easily.

5.5 SUGGESTIONS ON AREAS FOR FURTHER STUDY

In the process of carrying out the research study, there are some areas that the researcher did not manage to handle because of the scope of the research. These areas are hereby suggested to be considered for future research. The areas are included in an outline form below:

i) Review of the working environment and its influence on employee performance at UNBS.

ii) Influence of organizational change onto employee performance after the change - Case of UNBS.

iii) Training impediments and their influence on overall employee performance- Case of UNBS.

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APPENDICES

APPENDIX 1

QUESTIONNAIRE FOR UNBS OFFICERS

Dear Sir/Madam,

I am Namara Innocent conducting a study on **"Influence of Organisation Resources on Employee Performance in Government Parastatals using a case study of Uganda National Bureau of Standards"** as a partial fulfillment of the requirement for award of Masters in Business Administration of Kyambogo University. The information given will be treated with maximum sincerity and for academic purposes only. Your contribution will be highly appreciated. Please spare some time to answer the following questions.

INSTRUCTIONS:

Please tick or fill in the blank space with what is most appropriate to you.

PART A: BIO DATA

1. In which category do you fall?
   a) Supervisor ☐
   b) Operatives ☐

2. Sex: Male ☐   Female ☐

3. Age in years: 20-30 ☐   31- 40 ☐   41-50 ☐   50+ ☐

4. For how long have you worked with Uganda National Bureau of Standards?
   a) Less than a year ☐
   b) 1-3 years ☐
   c) 4-6 years ☐
   d) Over 7 years ☐

Using the 5 likert scale of ranking (1- Strongly agree, 2-Agree, 3- Not sure, 4-Disagree, 5-Strongly disagree) indicate what is most appropriate to you.

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

Part B: The influence of skills on employee performance in UNBS

	Influence of skills on employee performance	1	2	3	4	5
1	Knowledge plays a great role towards employee efficiency in UNBS.					
2	skills stimulates employee efficiency in performance.					
3	Employees who lack skills in most cases are costly and unproductive.					
4	Training and development promote employee perfomance.					
5	Interpersonal skills are critical to employees in producing excellent work.					
6	Employee effectiveness depends greatly on the skill possessed by employee .					
7	Adequate knowledge and skills are key toTimely performance .					

Part C: Influence of knowledge on employee performance

	Knowledge and employee performance	1	2	3	4	5
1	Adequate knowledge enhances employee innovativeness in performing organizational tasks.					
2	Employees who are equipped with business knowledge are in position to produce accurate work.					
3	Employees' knowledge is critical towards efficient execution of organisational work.					
4	Improving worker's knowledge produces job satisfaction.					
5	Shortfalls in the production process are linked to lack of knowledge in organization.					
6	Employees adequate knowledge produces quality work.					
7	Possession of adequate knowledge enhances employee effectiveness.					

Part D: The relationship between Information Technology and employee performance in UNBS (please indicate your agreement or disagreement on a 5 point scale ranging from "1-strongly agree" (1) to "5 – strongly agree" (5)

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

	Information Technology and employee performance	1	2	3	4	5
1	Information Technology promotes employee efficiency					
2	Information technology enhances execution of tasks in organisations					
3	Information technology enhances employee effectiveness.					
4	Information technology fosters Timeliness in service delivery					
5	The level of employee innovativeness is stimulated by the informationTechnology available in the organisation .					
6	The choice of information communicationTechnology leads to high employee productivity					
7	Information technology promotes employee innovativeness					

Part E: Government policy and employee performance in UNBS (Please indicate your agreement or disagreement on a 5 point scale ranging from "1-strongly agree" (1) to "5 – strongly disagree" (5)

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

	Government policy and employee performance	1	2	3	4	5
1	Government training policy influences work excellence in organisations.					
2	Government Human resource Development policy influences the quality of services rendered to customers.					
3	Government information technology policy influences employee performance.					
4	Government Information technology policy fosters Timeliness in service delivery.					
5	Government administrative policies and guidelines influence the timeliness of services our customers enjoy.					

Part F: Employee performance in UNBS (please indicate your agreement or disagreement on a 5 point scale ranging from "1-strongly agree" (1) to "5 – strongly disagree" (5)

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

	Employee performance	1	2	3	4	5
1	Iam able to produce the quantity of work as specified by my organisation.					
2	Iam able to produce quantity of work on time.					
3	Iam able to produce quality work as specified by our customers.					
4	Iam able to produce quality work as specified in the organisational goals.					
5	Iam able to produce accurate work as specified by my supervisor.					
6	We regulary come up with innovative ideas that match customer needs.					
7	Supervisors in this organisation try very hard to boost their surbodinates morale.					
8	Our supervisors are satisfied with the innovation we usually come up with.					

END

Thank you for your cooperation

APPENDIX 2

INTERVIEW GUIDE FOR UNBS SUPERVISORS

1. What kind of skills do employees need to have to be efficient in performing organizational tasks?

2. Do you think enhancing skills development in UNBS can mitigate poor performance?

3. If yes, how does skills development enhances good performance?

4. Are employees in UNBS knowledgeable about the tasks they are supposed to execute?

5. How can you link knowledge and employees' performance?

6. In situations where people lack knowledge what suggestions can you put forward to improve performance?

7. Do you think the use of information communication technology has any bearing on employee performance?

8. If yes, what is the relationship between information technology and employee performance?

9. Do you think the information communication technology used in UNBS is user friendly and has stimulated employees' performance?

10. If no, what suggestions can you put forward to improve on the existing information technology to enable employees be efficient and effective in the execution of UNBS tasks?

DESCRIPTIVE STATISTICS IN PERCENTAGE FORM

Skills of employees influencing employee performance	D	NS	A	Total
I am able to produce quantity of work on time	17.9%	11.5%	70.5%	100.0%
Knowledge plays a great role towards employee efficiency in UNBS	3.8%	2.5%	93.7%	100.0%
Skills stimulate employee efficiency in performance	6.3%	48.1%	45.6%	100.0%
Employees who lack skills in most cases are costly and unproductive	11.4%	6.3%	82.3%	100.0%
Training and development promote employee performance	3.9%	32.5%	63.6%	100.0%
Interpersonal skills are critical to employees in producing excellent work	3.8%	3.8%	92.4%	100.0%
Adequate knowledge and skills are key to Timely performance	8.0%	4.0%	88.0%	100.0%
My organization offers regular relevant training that influences my performance	53.8%	20.5%	25.6%	100.0%

Knowledge of employees influencing employee performance	D	NS	A	Total
Adequate knowledge enhances employee innovativeness in performing organizational tasks	5.1%	3.8%	91.0%	100.0%
Employees who are equipped with knowledge are in position to produce accurate work	8.9%	7.6%	83.5%	100.0%
Employees' knowlege is critical towards efficient execution of organizational work	7.6%	67.1%	25.3%	100.0%
Improving workers' knowledge produces job satisfaction	15.4%	12.8%	71.8%	100.0%
Shortfalls in the services of the organization are linked to lack of knowledge in the organization	32.5%	33.8%	33.8%	100.0%
Employees adequate knowledge produces quality work	10.3%	6.4%	83.3%	100.0%
Possession of adequate knowledge enhances employee effectiveness	7.6%	3.8%	88.6%	100.0%
Possession of knowledge leads to desired employee performance	14.1%	15.4%	70.5%	100.0%

ICT usage influencing employee performance	D	NS	A	Total
ICT promotes employee efficiency	5.1%	6.4%	88.5%	100.0%
ICT enhances execution of tasks in organizations	3.9%	5.2%	90.9%	100.0%
ICT enhances employee effectiveness	9.0%	17.9%	73.1%	100.0%
ICT fosters timeliness in service delivery	5.2%	9.1%	85.7%	100.0%
The level of employee innovativeness is stimulated by the information communication technology available in the organization	50.6%	0.0%	49.4%	100.0%
The choice of ICT leads to high employee productivity	39.7%	0.0%	60.3%	100.0%
ICT promotes employee to produce quality work	25.0%	0.0%	75.0%	100.0%
ICT enhances the morale of the employee to produce the quantity of work required of him	12.8%	35.9%	51.3%	100.0%

Government policy influencing employee performance	D	NS	A	Total
Government training policy influences work excellence in organizations	17.9%	20.5%	61.5%	100.0%
Government Human resource development policy influences the quality of services rendered to customers	13.9%	13.9%	72.2%	100.0%
Government information technology policy influences employees performance	12.8%	25.6%	61.5%	100.0%
Government information technology policy fosters timeliness in service delivery	23.4%	22.1%	54.5%	100.0%
Government administrative policies and guidelines influence the timeliness of services our customers enjoy	25.3%	13.9%	60.8%	100.0%
Government policy on ICT gives the employees morale to work	27.8%	27.8%	44.3%	100.0%
Government policy on procurement of ICT enhances employee performance	28.2%	30.8%	41.0%	100.0%
Government policy on recruitment encourages quality employee performance	30.4%	24.1%	45.6%	100.0%

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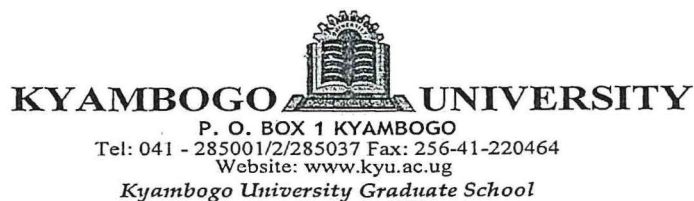| Employee performance in UNBS	D	NS	A	Total
I am able to produce the quantity of work as specified by my organization	26.0%	0.0%	74.0%	100.0%
I am able to produce quality work as specified by our customers	10.3%	10.3%	79.5%	100.0%
I am able to produce quality work as specified in the organizational goals	11.7%	14.3%	74.0%	100.0%
I am able to produce accurate work as specified by my supervisor	5.1%	10.3%	84.6%	100.0%
We regulary come up with innovative ideas that match customer needs	21.1%	21.1%	57.9%	100.0%
Supervisors in this organization try very hard to boost their surbodinates morale	43.6%	25.6%	30.8%	100.0%
Our supervisors are satisfied with the innovation we usually come up with	23.1%	46.2%	30.8%	100.0%
Efficient employee performance is rewarded in my organization	76.9%	12.8%	10.3%	100.0%

APPENDIX 4

R.V. KREJCIE AND D. W. MORGAN (1970) SAMPLE SIZE ESTIMATIONTABLE

$N*$	$S^\dagger$	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	1000000	384

*N is the population †S is the sample size

APPENDIX 5

LETTER OF INTRODUCTION

KYAMBOGO UNIVERSITY

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Website: www.kyu.ac.ug
Kyambogo University Graduate School

Your ref.............................
Our ref: KYU/GSch/01/13

28th May, 2013

To Whom It May Concern

Dear Sir/Madam

RE: LETTER OF INTRODUCTION

This is to introduce to you **NAMARA Innocent Reg No: 2011/HD/378/MBA** who is a student of Kyambogo University pursuing a Master of Business Administration.

She is carrying out a research on *"The Influence of Organizational Resources on Employee Performance in Government Parastatals". A Cases Study of Uganda National Bureau of Standards* in partial fulfillment for of the requirements for the award of the Degree in Master of Business Administration of Kyambogo University.

This is to kindly request you to grant her permission to carry out this study in your organization.

Any assistance rendered to her will be highly appreciated.

Yours faithfully,

Dr. M.A. Byaruhanga Kadoodooba
Dean, Graduate School

KYAMBOGO UNIVERSITY
3 0 MAY 2013
OFFICE OF THE DEAN
GRADUATE SCHOOL

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