

**EMPLOYEE DEVELOPMENT AND ORGANIZATIONAL PERFORMANCE AT
NATIONAL WATER AND SEWERAGE CORPORATION - NAKASERO KAMPALA
CAPITAL CITY**

BY

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DECLARATION

I, Adong Immaculate, declare that the information provided in this research report is my original and has never been presented in any institution of higher learning for any award.

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APPROVAL

This is to certify that this research report examining “*Employee Development and Performance of National Water & Sewerage Corporation*” has been under our supervision and we hereby approve it for submission.

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DEDICATION

I dedicate this work to family of Tukei William and Okila James for the over whelming support, advice and encouragement that they gave me during the research process. No words I can use to explain how I feel, but you are reason for my hard working, keep up the support.

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May the Almighty reward you abundantly all.

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LIST OF ABBREVIATION

CVI	-	Content Validity Index
F	-	Frequency
NW&SC	-	National Water & Sewage Corporation
S.Dev	-	Standard Deviation
SPSS	-	Statistical Package for social Scientists

ABSTRACT

The purpose of this study was to examine the effect of employee development on organizational performance at National Water & Sewerage Corporation. The study was guided by three specific objectives which included establishing the effect of employee mentoring on performance of National Water & Sewerage Corporation, assessing the effect of employee training on performance of National Water & Sewerage Corporation and examining the effect of employee involvement in decision making on performance of National Water & Sewerage Corporation. The study was also guided by the social learning theory developed by Albert Bandura in 1977. A cross-sectional survey design was adopted considering both quantitative and qualitative research approaches. The study targeted a total sample size of 80 respondents but 75 managed to respond back. Data was obtained using closed ended questionnaires and interview guide. Data was processed using SPSS v.20 to generate percentages, means, standard deviations, Pearson correlations and regression analysis results. The study found out that employee mentoring, employee training and employee involvement in decision-making were all positively related with performance of NW&SC at $r=.989^{**}$, $r=.976^{**}$, $r=.901^{**}$ respectively. Employee development constructs (employee mentoring, employee training and employee involvement in decision-making) combined account for 98.1% (Adjusted $R^2=.981$) in variance of performance of NW&SC. Employee mentoring was the highest predictor with beta value = .651, followed by employee training with beta value = .290 while employee involvement in decision-making was the least predictor with beta value = .061 and with insignificant since it scored P-value (sig) of .168 which was greater than 0.05. Based on the findings, the study recommended that NW&SC should establish an active mentorship program that accommodates all employees at all levels and fosters the development of each employee's skills. It recommended that the company adopt an active training strategy that includes both on-the-job and off-the-job training and be tailored to the needs of its employees and lastly, NW&SC needs to implement policies and procedures that provide employee involvement in decision-making at all levels in order to guarantee that employees acquire the necessary skills and knowledge.

CHAPTER ONE

INTRODUCTION

1.1 Introduction

Different organizations/companies world over are striving for success and competitiveness especially those in the same industry. One effort done widely is focusing on human resources/employee effectiveness. Organization managements pay attention to employee development functions including professional development. Most organizations develop the workforce in form of employee mentoring, employee training and employee involvement in decision making with the aim of boosting the organizational performance. This study focused on the effect of employee development and organizational performance at National Water & Sewerage Corporation. This chapter presents the background to study, statement of problem, purpose of the study, research objectives, research question, study hypothesis, conceptual framework, scope of study, study justification, significance, and operational definitions of key terms.

1.2. Background to the study

The background to the study was looked at in four different perspectives which included the historical perspective, theoretical perspective, conceptual perspective and contextual perspective.

1.2.1 Historical background

Measuring organizational performance evolved back in 1960 as frequent assessments done by organizations in relation to achievement of set objectives and goals (Etzioni, 2017). Indeed, studies have shown that organization needs to achieve their objectives and aspirations through people. The idea of organizational performance was later nurtured as a long-term organizational

function (Chandler, 2014; Thompson, 2018). Continuous organizational performance has over years evolved as core area of inquiry in attaining effectiveness of organizations.

In 1970s, organizational performance was influential in shaping staff's activities in varying environments (Lorsch, 2018). In several works, organizational performance has over time been the means and ends to achieve Organizational goals (Lupton, 2016). In an effective organization, productivity rate and levels of satisfaction and motivation of its members are high, while rates of turnover, costs, labour unrest are low. However, Katz and Kahn (2018) opine that efficiency and effectiveness of an organization are parallel and complementary to organizational performance.

During the latter part of the 1980s, the focus was on examining an organization's performance as a representation of its social system. However, in the 1990s, the quality of employees became a critical factor in determining organizational performance (2017). Further Adams (2017) suggested that for an organization to achieve high-quality performance, it was essential to expose and develop staff regularly to changes. This exposure and development would ultimately improve an organization's performance.

In the initial years of the twenty-first century, the primary emphasis of organizational performance was on the organization's capacity and competence in effectively employing the resources at its disposal to attain its goals, while also ensuring that these objectives were consistent and beneficial to its users (Peterson, Gijsbers & Wilks, 2015). Key elements of organization performance such as efficiency, effectiveness and relevancy have been often used to improve the Organization, especially when employees are trained, mentored and fully allowed to participate in organizations (Cherono, 2017; Kemigisha, 2011).

Organizations in Uganda like other firms over the last 20 years (2000-2020) have taken a new focus on quality of services, empowerment of human resources to improve Organizational performance. This led to an improved move on attaining desired outcomes, tasks accomplishment and adopting innovational operations. In this context, professional development through mentoring, training, and employee involvement in decision making of employees is critical aspect in an organization (Kemigisha, 2011). One firm that has focused on Organizational performance is National Water & Sewerage Corporation (NW&SC). NW&SC has invested a lot in organizational performance by ensuring that employees get 20% through mentorship, 10% through training while 70% is achieved through on-job involvement in task accomplishment and decision making hence forming a base for this study.

1.2.2 Theoretical background

This study was guided by the social learning theory. This theory was developed by Albert Bandura in 1977. It is considered that people learn by imitating, copying, and modeling various people (models) they perceive to be reliable and knowledgeable. As a result, senior leaders serve as role models when mentoring and training new employees (Bandura, 2006a). According to social learning theory, learning new behaviors or abilities is best accomplished by observing how others behave and noting the repercussions of that action. Learning is also motivated by one's self-efficacy, or one's assessment of whether one can successfully learn knowledge and skills. Employees who have mastered a task or job are used as models by showing trainees how to do it (Razieh, 2012).

On the other hand, Razieh (2012) points out that while the theory acknowledges the role of cognitive factors in determining whether to imitate behavior and explains complex behavior, it

falls short in accounting for how our thoughts and emotions lead to the production of diverse behaviors. In other words, the theory neglects to consider the influence of internal mental processes on the expression of behavior. Therefore, in this study, this theory assumes that organizations need senior and experienced staff members who can assist in mentoring, training, and directing new or younger people on how to approach the organization's tasks. In order to tap into their human resources and boost performance levels, organizations must invest in staff development utilizing tactics like training, mentoring, and employee involvement in organizational decisions.

1.2.3 Conceptual background

According to Cheronon (2017) and Njue (2018) employee development involves a wide range of situational training, mentoring and employee involvement in organization decisions in task accomplishment. When employees are developed, they acquire knowledge and skills for their present or/and prospective jobs. Employee development has been widely explored as a tool for enriching employees' skills, experiences and encouragement for their quality service delivery (Suryanarayana & Lamichane, 2014). Employee development prioritizes employees' skills, knowledge and morale. Thus, employee development is a continuous process in life of an Organisation. Employee development creates a work environment boosting best performance levels, and it was a focus for many organisations (Gile *et al.*, 2018). In this study, focus was put on employee mentoring, employee training and employee involvement in organization decision as forms of enhancing the performance of NW&SC.

Organisational performance is the potential of the organization to acquire and use scarce resources to meet its objectives (Njue, 2018). Organisations that want to better their performance

level, engage, retain and develop professionally their employees. Organisational performance was explored basing on employee's productivity, innovation, invention, competitive advantage and speed finalizing tasks effectively.

1.2.4 Contextual background

In the 1970, the Kampala Water Board was renamed the National Water and Sewerage Corporation (NW&SC). It exclusively served Kampala until 1972, when the NW&SC Act Sec. 5 (1) was established, requiring all municipalities to merge into the National Water and Sewerage Corporation (NW&SC), a public utility company with the responsibility of providing sewage and safe, clean water on a financially sound basis.

The National Water and Sewerage Corporation (NW&SC) is responsible for managing sewage in Uganda. This includes all operations including the collection, transportation, and treatment of raw sewage before it is released into the environment. Additionally, NW&SC is required to design a nationwide sewer network, build and maintain treatment facilities, and make sure that any effluent released into the environment complies with environmental standards. Up-to-now the number of towns in Uganda where NWSC operations are currently conducted has increased from three in 1972 to 250. (NW&SC, 2019). Since 1998, NW&SC has implemented a number of management reforms with the goal of enhancing the provision of customer service. These include: employee development as a strategy to improve employees' knowledge and skills in organization operations and empower them by taking part in decision making at all levels (NW&SC, 2019). This aimed at improving the productivity of the employee as a way of improving capacity and performance of the NW&SC in delivering timely and quality services to people.

However, there are still certain gaps in NW&SC's performance. The number of accounts that have been suppressed keeps rising, there are more and more inactive water connections, Kampala Metropolitan is rationing water, and there is a major water crisis in and around Kampala (Auditor General Report, 2017). It is not clear why the performance of NW&SC is still lacking yet employees are developed through mentoring, trainings and involvements to meet the required skills and knowledge. This study aimed to investigate how staff development affects National Water & Sewerage Corporation performance against this backdrop.

1.3 Statement of the Problem

Performance of public entities like NW&SC is of paramount importance in service delivery to the citizenry (Kogei *et al*, 2013). Human resource is a critical resource in operations and delivery of service to citizenry. Through employee development programs, an Organization can have competent human resource to carry out activities to expectations of its customers (Ravenswood, 2011). Like any other Organization, NW&SC invested in employee development by undertaking on-job involvement of employees in tasks and mentorship, training and customer care service desk trainings. Several staff development programs to equip employee with skills and knowledge have been under way since 2015 under the NW&SC Corporate Plan, 2015-2020. By 2019, NW&SC had invested 20% of employee development into mentoring, 10% in training while 70% into on-job involvement in task accomplishment and decision making (Alanyo, 2019). Despite these efforts, the NW&SC workforce appears to be less dependable, inefficient, and unsustainable (Mukasa, 2018). This is due to the fact that the corporation's water supplies are occasionally interrupted for extended lengths of time, especially in water-sensitive locations like hospitals, schools, and crowded urban households. Additionally, there were delays in new connections and when a water pipe busted; there was delays in water line repairs which resulted

in a situation where the Corporation loses money and a lot of water flows without anyone being held responsible for it (Auditor General Report, 2017; Torach, 2018). Because some individuals lack access to water services when they need them a clear of indication of failure to provide excellent and affordable water service. Besides that, the level of organizational performance remained persistently unstudied, yet not good at NW&SC. This prompted the researcher to examine the effect of employee development on performance of NW&SC.

1.4. Purpose of the study

The study's purpose was to examine the effect of employee development on organizational performance at National Water & Sewerage Corporation in line with employee mentoring, employee training and employee involvement in decision-making.

1.5. Objectives of the Study

- i) To establish the effect of employee mentoring on performance of National Water & Sewerage Corporation.
- ii) To assess the effect of employee training on performance of National Water & Sewerage Corporation.
- iii) To examine the effect of employee involvement in decision making on performance of National Water & Sewerage Corporation.

1.6 Research Questions

- i) What is the effect of employee mentoring on performance of National Water & Sewerage Corporation?
- ii) How does employee training affect performance of National Water & Sewerage Corporation?

iii) Which effect does employee involvement in decision-making has on performance of National Water & Sewerage Corporation?

1.7 Hypotheses of the Study

Ho₁: Employee mentoring has no significant effect on performance of National Water & Sewerage Corporation.

Ho₂: Employee Training has no significant effect on performance of National Water & Sewerage Corporation.

Ho₃: Employee involvement in decision-making has no significant effect on performance of National Water & Sewerage Corporation.

1.8 Conceptual framework

This conceptual framework represents the linkage that is hypothesized to be existing between the variables being studied. This framework shows conceptualized relationship between the study variables as presented in the figure below.

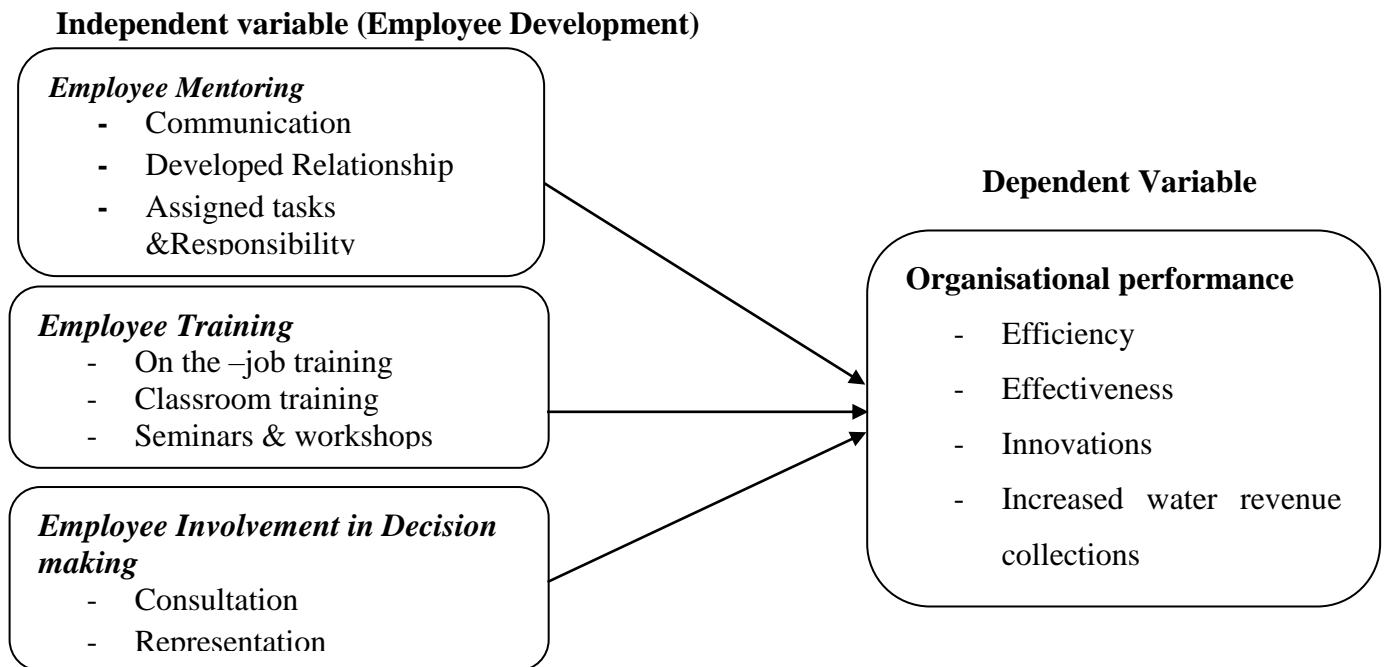


Figure 1.1: The study Conceptual Framework

Source: Adapted from Cheronno (2017) with modification

The conceptual framework composed of independent variable (employee development) with three constructs: employee mentoring, employee training, and employee involvement in decision making. These were hypothesized to predict Organizational performance. Organizational performance is the dependent variable measured on efficiency, effectiveness, innovations and increased water revenue collections (Cherono, 2017). This hypothetically implied that the higher employee development, the higher organizational performance, which this study seeks to examine drawing experiences from NW&SC.

1.9 Scope of the study

1.9.1 Content scope

The study assessed the effect of employee development on Organizational performance. Specifically, it examined employee mentoring, employee training, and employee involvement in decision-making constructs of employee development. More so, Organizational performance was operationalized basing on efficiency, effectiveness, innovations and increased water revenue collections. The relationship between the constructs of employee development (employee mentoring, employee training, and employee involvement in decision making) and organization performance was ascertained basing on regression predictions.

1.9.2 Geographical scope

This research study was conducted at National Water and Sewerage Corporation (NW&SC) Kampala located at Plot 3, Nakasero Kampala District. NW&SC was considered because besides investing in employee development programs with the aim of improving employees' knowledge and skills through mentoring, training and employee involvement in decision making, their services are still characterized by delays in new connections and delays in water line repairs,

which showed ineffectiveness and inefficiency service delivery which affect the general performance of NW&SC.

1.9.3 Time scope

This study focused on the period 2015-2021. This was the period under which there was introduction of employee development programs at NW&SC.

1.10 Significance of the study

This study may provide information base that is likely to serve as a guide for policy formulators and regulators in the Ministry of Public Service. Therefore, it may help to strengthen policies on human resource development programs for improving employees' job performance in Uganda,

The study findings may hopefully provide information that can be useful in developing career for employees and boost performance of Organizations. This may help Organization attain competitive advantage in the Industry.

The results of this study may greatly advance our understanding of the relationship between organizational performance and employee development. This may also aid in referencing and finding comparisons in research since it may act as source of literature.

1.11 Justification of the study

NW&SC introduced employee development programs as a strategy to enhance service delivery in order to improve their performance. Employee mentoring programs, employee training avenues have been put in place and low staff members have been given chance to take part in the decision making (NW&SC Corporate Plan, 2015-2020). However, services are still characterized by limited service coverage, delays in new connections and delays in water line repairs. In

addition, the number of suppressed accounts, inactive water connections, and water rationing in the Kampala metropolitan area all continue to rise (Auditor General Report, 2019). The requirement for the researcher to carry out this investigation was thus made clear by this background to examine the effect of employee development on performance of National Water & Sewerage Corporation.

1.12 Operational Definition of key Terms

Employee Development: According to this study, employee development referred to progressive changes exhibited by employees after mentoring, training, and involvement in decision making.

Employee mentoring: Mentoring referred to a learning process based on guidance, advice and continuing support from a senior and experienced person in an Organization regarding your responsibilities. It will be looked at basing on communication, developed relationship and assigned tasks & responsibility attributes.

Employee training: In this study, training referred to a series of activities offered to employees to equip them with skills, values and knowledge about their work performance. Training includes, on- job training, classroom training, workshops, seminars and sharing ideas.

Employee involvement in decision making: To help employees feel like they are a part of the organization, it entails giving them a voice on matters that directly affect them and the organization as they go about their daily work. This can be looked at in form of consultation and representation.

Organizational Performance: Performance of the Organization is the overall outcome of the activities done by employees in pursuant of the strategic goals and objectives of the Organization efficiently, effectively, with innovations while satisfying customers.

CHAPTER TWO

REVIEW OF LITERATURE

2.1 Introduction

The chapter presented what other scholars had written about employee development and organizational performance. The literature was presented in line with the study objectives, which included the effect of employee mentoring on the performance of National Water & Sewerage Corporation, the effect of employee training on the performance of National Water & Sewerage Corporation, and the effect of employee involvement in decision making on the performance of National Water & Sewerage Corporation. Both local and international data sources were considered. It presented the information based on the study objectives and research gap.

2.2 Theoretical Review

The study considered the social learning theory. The theory was developed by Albert Bandura in 1977. It considered that people learn by imitating, copying, and modeling various people to be reliable and knowledgeable. As a result, senior leaders serve as role models when mentoring and training new employees (Bandura, 2006a). The theory assumes that learning new behaviors or abilities is best accomplished by observing how others behave and noting the repercussions of that action. Learning is also motivated by one's self-efficacy, or one's assessment of whether one can successfully learn knowledge and skills. Employees who have mastered a task or job are used as models by showing trainees how to do it (Razieh, 2012).

On the other hand, the theory has some shortcomings. The theory explains complicated behavior by recognizing cognitive components and the function they play in determining whether to mimic conduct, but it is silent on how humans build a wide range of behavior based on ideas and

feelings (Razieh, 2012). Therefore, organizations need senior and experienced staff members who can assist in mentoring, training, and directing new or younger people on how to approach the organization's tasks (Bandura, 2006a, Razieh, 2012).

In order to tap into their human resources and boost performance levels, organizations must invest in staff development utilizing tactics. Indeed, the theory is relevant to this study in exploring the Organizational performance drawing from the various practices of employee development, more specifically mentoring, training, and employee involvement/participation in decision making. Therefore, in order to tap into resources and subsequently enhance organizational performance, organizations must substantially invest in employee development through a range of tactics such employee mentoring, employee training, and employee involvement/participation.

2.3 Employee mentoring and organizational performance

Al-Jammal et al. (2015) found that managers who mentor their subordinates within an organization can contribute to achieving a competitive advantage, increasing production, and completing tasks. Essentially, this means that the individuals who receive mentorship are being developed and strategically empowered not only in their careers but also in their ability to contribute to the overall achievements of the organization. In a similar vein, Nyamori (2015) notes that organizations support their employees' professional growth and development both on and off the job, whether in the office or in the field, to help them navigate rapidly changing environments. Mentoring can help managers alleviate the burden of running the affairs of the firm alone.

According to Nyamori (2015), employee mentoring leads to organizational performance. Formal mentoring programs help employees learn, which boosts the performance and competitiveness of the organization. More so, in the same study, it was revealed that mentorship helps employees to manage their own career responsibly. When mentored, employees become confident and are able to boost this confidence among team members and this improves overall Organizational output (Ogohi, 2018). Mentoring helps realize continuous learning and employment skills.

Hamdan, Akif & Mohammad (2015) found out that mentoring is fundamental in improving Organizational performance. They revealed that mentoring results into empowerment, effectiveness and efficiency of employees' productivity. It was also established that mentoring facilitates innovation, builds superior-subordinate workplace relationships, although this is not the case for all firms (Graen & Uhl-Bien, 2015). Common in all these studies is the perspective that, mentorship is a foundation for improving workplace competences (Graen et al., 2015), and ensuring that employees excel at their workplace with the membership empowerment got (Hamdan et al., 2015).

Hegstad & Wentling (2014) revealed that mentoring enables Organization to attract and retain employees who can work to attain organizational objectives, can be useful in career development, and improves the scope of operations. It was however, generalized and hence this current study focuses on ascertain the relevance of mentoring on Organizational performance from specific industry-the service sector. Additionally, it was established that mentoring programs have significant relationship with performance of employees by improving skills and career development (Nyawira & Iravo, 2015).

2.4 Employee training and organizational performance

In his study concerning the influence of employee training on organizational performance in Nigeria, Ogohi (2018) aimed to explore the effects of training on organizational performance, recognizing the role of individual performance in the overall context. The research uncovered that employee training has a notable impact on production by enhancing employees' skills, knowledge, and capabilities. Training not only equips employees with essential skills but also keeps them updated on the latest developments within their organization (Ogohi, 2018).

In a study conducted by Quadros and Misango (2017), which focused on the impact of training on organizational performance at AGGREKO International in Nairobi, Kenya, all surveyed employees reported the beneficial effects of the Orange Excellence (OE) training tools. Moreover, 93.8% of managers observed significant improvements following the initiation of training. The findings of this research demonstrated that training programs equip employees with the necessary skills, leading to the provision of high-quality services in a timely manner.

Employees require ongoing training to stay current, says Nassazi (2013), which will lead to continuous performance improvement; focus was on telecommunication companies in Uganda. In a related study, employee competencies were also observed as change through training programs (Dooley, 2015). Employee training improves skills, attitude and knowledge of workers to properly accomplish one's current and future jobs, which will improve business performance (Appiah, 2010). Failure in training methods has an effect on employees' performance and behavior change. This effect is on the discouragements that prevail when employees are not trained, they fail to keep pace with rest of the members. Subsequently, this lowers their teamwork (Karimi & Nejad, 2018).

Programs for employee training give employees access to knowledge, new skills, and chances for professional growth (Olalere and Adesoji, 2013; Mansoor, Shah and Tayyaba, 2015). Therefore, proper training should not only empower employees, but also increase their knowledge and skills on the work and its processes. Training would increase human capital's attitude, knowledge, and skill effectiveness in addition to its performance. In a study of Mansoor, Shah and Tayyaba (2015), it was clearly noted that training relates more to organization performance since the difference between an ideal and an optimal stage of growth is filled up by training. Subsequently, the relevance of training is seen its outcomes, evident in knowledge and skills enrichment over the training session.

There is a correlation between training and overall Organizational performance (Muda and Rafiki 2014). In their view, organization needs to be linked with training level of employees so as to attain desired task accomplishments. The Organization is able to attain observable performance changes better when employees participate in training programs. Better training also helps employees to effectively communicate, with each other and immediate supervisors, this facilitates execution of various tasks along the performance levels (Dooley, 2015).

The effects of training employees is enormous not only their productivity but also overall Organizational performance (Malaola & Ogbuabor, 2013). In their findings, Malaola and Ogbuabor found that training improved job productivity. Secondly, participants agreed that employee development support Organizational performance as through proper training, employees are able to do their work better, well, and with a highly defined level of concentration.

2.5 Employee involvement in decision-making and organizational performance

Employee involvement and participation in the workplace are strongly correlated with improved Organization performance (Cherono, 2017). This is so that it may boost staff motivation, contentment, and morale. Furthermore, it was revealed that as part of the organization's scope, focus should be on how employees daily work, who sets their tasks, and how often are they consulted or engaged in the on-going work at the department (Cherono, 2017). Relatedly, Jarrar and Zaiziri (2012) advocated for employee inclusion and participative decision making as part of their development platform and empowers employees. Hence, organizations gains competitive advantage. Employee involvement allows employees to give their views regarding firm's outcomes. More so, employee participation in decision making to improve its productivity (Ezennaya, 2017).

According to Preuss & Lautsch (2018) revealed that employee involvement and participation is key for job security and satisfaction since it increases participation and control in their jobs. In the view of Preuss and Lautsch (2018), hands-on experience exposes employees to process, and address policies that change the regularity of operations in the organisation. When involved, employees know what to do, and when to do it (Preuss & Lautsch, 2018). Additionally, Kuye and Sulaimon (2015) revealed that increase in workers' involvement humanize workplace, improves firms' performance and permit a concerted decision-making.

Prisca (2018) in his study established a positive relationship between involvement of employees in various tasks as exposure and productivity. More so, through taking part in Organizational activities especially in strategic decisions, planning, and in financial decision making, makes

them part of the system, and so execute their activities, in the knowledge of what is expected of them (Jarrar & Zaiziri, 2012; Kuye et al., 2015).

Wainaina (2015) in his study on the influence of employee hands on-involvement in organisational activities by staff of the universities in Kenya, showed that rising organizational performance in Kenya as a result of employee participation in decision-making had an impact on the university academic staff. Relatedly, Quadros and Misango (2017) added that proper Organizational performance is one which ensures that there is an inclusive engagement of its employees in both office and field work. When both old and new employees are involved in field work activities, they get acquainted to the Organizational tasks, and push forth their best in executing their workplace activities. Earlier, Hegstad and Wentling (2014), maintained that employees support the firm's performance when they are included in planning, making performance reviews of their activities, as well as self, and sectoral appraisals.

2.6 Summary gap

From the literature presented above, employee development has an effect on Organizational performance. In precise, employee mentoring, employee training, and employee involvement in decision making as cited literature above and this could apply to National Water & Sewerage Corporation as well. However, it was important to note that many researches were not done in Uganda but rather in developed and developing nations. Therefore, limited local literature in Ugandan context had been registered in regard to employee development and Organizational performance especially. Hence, in order to fill the vacuum in the local literature, it was necessary to investigate the impact of staff development on organizational performance while utilizing National Water & Sewerage Corporation as a case study.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the methodology was used in this study. It captures research design, population, determining sample size, sampling techniques, data collection methods, data collection procedure, data quality control, data analysis and ethical consideration.

3.2 Research design and approach

In the study, the researcher employed a cross-sectional survey design, which enabled the collection of data from a diverse group of individuals using the same data collection tool. To gather both quantifiable and non-quantifiable data, the researcher used a mixed-method approach, incorporating both quantitative and qualitative data collection techniques (Kothari, 2014). The quantitative approach facilitated the collection of measurable data, while the qualitative approach allowed for the gathering of non-quantifiable information (Mugenda & Mugenda, 2013). The adoption of a mixed-method approach ensured that the limits of one form of data are balanced while still allowing for triangulation. The qualitative data opinions were used to support the quantitative data as a way of allowing the study settings to be non-controversial and with minimal bias.

3.3 Target Population

According to Amin, (2005), refers to all groups of individuals or things that are eligible to take part in the research. In this study, the categories that qualified to take part in this study were top management of NW&SC and Staff members of NW&SC basing on NW&SC Human Resource

Report, (2020), NW&SC had got 13 top management members and 84 staff members hence making a total of 97 members. It's from these numbers that the study drew the sample size

3.4 Sample Size determination

The study considered of 80 respondents as the study sample size. The sample size was reached at using the sampling table of Krejcie and Morgan (1970) as justified in (*Appendix, iv*) as presented in the table below.

Table 3.1: The sample size

Category		Population	Selected sample	Sampling technique	Data collection tool
NW&SC Management	Top	13	10	Purposive sampling	Interview Guide
NW&SC Members	Staff	84	70	Simple random sampling	Questionnaire
Total		97	80		

Source: NWSC Staff list

3.5 Sampling Techniques

The study employed simple random and purposive sampling for quantitative and qualitative studies as crucial techniques for selecting respondents from the total population.

3.5.1 Simple random sampling

The study used simple random sampling, giving each responder an equal chance of participating (Kombo & Tromp, 2016).The researcher used papers labeled "Yes" and "No", where each member in the targeted group was allowed to pick one paper without replacement. The paper labeled “Yes” were 70 to match the needed sample size, and 14 copies were marked “No” to

cater for those potential respondents to be left out of the study. This approach was used to lessen sampling bias and provide participants in the research an equal chance to participate. Only lower-level employees were subjected to this procedure, which was used to gather quantitative data.

3.5.2 Purposive sampling

According to Amin (2005), purposive sampling is a method of choosing respondents when the researcher goes into the field knowing precisely which participants have the necessary information. The top management of NW&SC was sampled intentionally for this study, and they offered qualitative data. Purposive sampling was used because it only considers respondents who have relevant and detailed information to the study (Amin, 2005). Besides that, it's fast and economical.

3.6 Data Sources

The study considers primary and secondary data sources as presented in sections 3.6.1 and 3.6.2, respectively.

3.6.1 Primary data source

Primary data are those that the researcher has obtained directly from authoritative sources through interviews and surveys. The key research tools for gathering primary data were the questionnaire and interview guide. Information is not translated or understood (Amin, 2005). It was first-hand data gathered from the respondents themselves while out in the field.

3.6.2 Secondary sources

Secondary data pertains to information that has been previously gathered from primary sources and is readily accessible for researchers to utilize in their own investigations. This data has

already undergone processing and analysis by the original source and can serve as a valuable asset for academics seeking to delve into new research inquiries or confirm established conclusions. A variety of secondary information was gathered for this study, including NW&SC reports, Journals and other internet sources with the related literature. Secondary data gave insight into the research problem and was obtained from both internal and external sources.

3.7 Data collection methods

Data collection in this study was guided by two essential factors: phenomena under study and the type of information required. Data was collected by using questionnaires and interviews as presented below.

3.7.1 Questionnaire Survey

The researcher used the questionnaire survey as the key method of collecting primary data. According to Bryman (2016) questionnaire survey uses surveys as a way of obtaining data from the field. The researcher gave the respondents questionnaires to fill in their time and bring them back filling the required information as by the instructions of the questionnaire. The method was less costly and maintains confidentiality (Sarantkos, 2005). It was used to collect quantitative data and it was employed on low staff members of NW&SC.

3.7.2 Interviewing

In addition to the cross-sectional survey design, the researcher employed the interviewing method as a means of gathering qualitative data. According to Ruane (2015), interviewing involves asking respondents a series of questions and allowing for follow-up probing to elicit more detailed responses. The researcher utilized this method to gather in-depth information from

key informants who were high-ranking members of NW&SC's top management. This approach allowed for a thorough exploration of their perspectives and insights.

3.8 Data Collection Instruments

3.8.1 Questionnaire

The primary instrument for data collection in this study was a questionnaire, which, as per Mugenda & Mugenda (2013), is a formal set of questions or statements designed to elicit information from respondents in order to achieve research objectives. The questionnaire was constructed using a Likert scale, with response options ranging from "strongly disagree" to "strongly agree," rated on a scale of 1, 2, 3, 4, and 5, respectively. The questionnaire adopted a closed-ended format to ensure that respondents provided relevant information, as explained by Mugenda & Mugenda (2013). It encompassed sections for gathering respondents' biographical data and others focused on addressing the study's objectives. This approach was chosen to streamline data collection from the staff members of NW&SC.

3.8.2 Interview Guide

An interview guide, according to Saleem & Amin (2013), is a list of semi-structured questions frequently asked of key informants to allow for extensive discussion on the topic. An interview guide with open-ended questions was designed to facilitate the interviews. Interviews were done face-to-face and one to one communication between interviewer and interviewee (Leedy & Ormrod, 2015). The researcher used face-to-face interviews to match the verbal responses with the interviewee's body language to determine the sincerity of the expressed points. This method of data collection was employed top management.

3.9 Data Collection Procedure

Before beginning fieldwork, the researcher requested a letter of introduction from the School of Graduate Studies at the university, which included an authorized study project and data collection instruments. Using this letter, the researcher sought permission from the Management of the National Water & Sewerage Corporation to conduct the study within their institution. Once approval was granted, the researcher obtained formal consent from each participant before distributing questionnaires and conducting interviews.

3.10 Data quality control

The quality of the study was essential for every research and was achieved by ensuring the validity and reliability of the study of instruments (Yin, 2014).

3.10.1 Validity test

A test's validity refers to how well it captures the intended outcome (Amin, 2005). Both the face and content validity of the study instruments were evaluated. The supervisor assessed the resources for face validity and provide feedback on the questionnaire's and interview guide's questions (Golafshani, 2003). The supervisor advised that any questions that may deemed too vague was reworded. Focusing on how thoroughly the instrument evaluates or measures the relevant construct, the study also considered content validity (Amin, 2005). Five (05) research specialists at the Kyambogo University level of research supervisors was asked to grade the questionnaire's questions, indicating whether they were Relevant (R) or Irrelevant (I.R.) in relation to the study's objectives. Only research experts from Graduate School were considered. These research experts were selected basing on the convenience and their willingness to take part in the study validity testing. These research experts were freely allowed to comment on complex wording, limited options, or missing options. From experts' rating, Content Validity Indices

(CVI) was computed using the following formula: $CVI = \frac{R}{(R+IR)}$. The questionnaire was considered valid because all the CVIs were above 0.7 as recommended (Amin, 2005).

Table 3.2: Validity test

Construct	Total Items	Valid Items	CVI
Employee mentoring	6	5	0.83
Employee training	7	5	0.71
Employee involvement in decision making	7	6	0.86
Performance	6	6	1.00
Average			0.85

3.10.2 Reliability

The tool's reliability was demonstrated by its capacity to deliver reliable results while being employed in a variety of situations (Creswell, 2013). To verify reliability, the questionnaire was pre-tested on (10) ten individuals who are not involved in the primary investigation. The findings of the pre-testing exercise were entered into SPSS Ver. 20 by the researcher, who then assessed their reliability based on the results of the Cronbach reliability test (alpha values). According to Mugenda and Mugenda (2013)'s advice, the tools had alpha values above 0.7 and were regarded as reliable.

Table 3.3: Reliability test

Construct	Item tested	Alpha values
Employee mentoring	6	.961
Employee training	7	.981
Employee involvement in decision making	7	.971
Performance	6	.955
Average		.967

The reliability test helped the researcher to check for consistency in responses and guided the researcher on eliminating misrepresenting questions that could lead to collection of misleading data.

3.11 Data analysis and presentation

This process involves organizing the extensive knowledge that has been collected to provide it with structure and significance (Mugenda & Mugenda, 2013). A combination of both quantitative and qualitative data was utilized to complement each other, ensuring that the study settings remained non-controversial and free from significant bias.

3.11.1 Quantitative data

The collected data underwent a thorough review to ensure both completeness and accuracy. The quantitative data gathered through the questionnaire was then subjected to analysis using SPSS Ver.20. Various statistical techniques were employed, including the calculation of percentages, conducting correlations, and performing regression analyses. Pearson correlations were executed to determine the linear relationships between the study variables. This technique was favored for its efficiency and straightforwardness in delivering results. Additionally, a linear regression analysis was conducted to ascertain the extent to which each of the independent variable constructs predicted the dependent variable. The regression analysis aimed to satisfy the equation model represented as $Y = a + \beta_1X_1 + \beta_2X_2 + \beta_3X_3$, where Y represents the dependent variable (organizational performance), 'a' signifies the constant, and β represents the beta coefficients for the X-variables. The X-variables encompassed the independent variable constructs: X1 = employee mentoring, X2 = employee training, and X3 = employee involvement in decision making. The study derived an adjusted R square from the regression model, indicating the combined predictability of all the independent variable constructs on the dependent variable. A

significance level of $p = .05$ was applied in this study, and the ANOVA table was used to determine the best fit of the model. Following data analysis, the study's results were presented through tables and figures, including bar graphs.

3.11.2 Qualitative data

Qualitative data was analyzed by transcribing the recordings and manually analyzing the data by getting familiar with the data looking for basic observations and identifying patterns and connections using content analysis. Content analysis was the major way of examining the data gathered to assess the information's sufficiency, reliability, usefulness, and consistency (Mugenda & Mugenda, 2013). The research chose and employed outstanding and pertinent phrases, words, statements, and expressions to reflect the participant's true sentiments.

3.12 Ethical consideration

In this study, the researcher looked at confidentiality, informed consent and plagiarism and the researcher followed the research ethical guidelines of (Yin, 2014). Firstly, the research held the respondents' views and opinions as confidential as possible. The researcher ensured that all responses provided were used for the exact purpose it is intended to do. Formal approval from the authorities was sought before accessing or using any document during data collection. Particulars such as names of the respondents and other details that can expose their identification way not sought. Secondly, respondents' consent was considered. The participants were taken through on the purpose of the study and their right either to take part or not to part in study. Only respondents that voluntarily decided to take part in the study were considered and lastly, all scholars, researchers and other sources of the literature were clearly cited in the study and the researcher ensured acknowledgement of all them. More so, to avoid plagiarism traces, the

researcher rephrased and paraphrased the information read to relate it to the current study without changing the meaning.

CHAPTER FOUR

PRESENTATION AND INTERPRETATION OF STUDY FINDINGS

4.1 Introduction

This chapter encompasses the exposition, analysis, and explication of the study's discoveries. It commences with the presentation of descriptive statistics, focusing initially on the participants' biographical information. Subsequently, it delves into the study's findings, concentrating on its objectives, which encompassed investigating the impact of employee mentoring on the performance of the National Water & Sewerage Corporation, evaluating the influence of employee training on the performance of the National Water & Sewerage Corporation, and scrutinizing the ramifications of employee involvement in decision-making on the performance of the National Water & Sewerage Corporation.

4.2 Response Rate

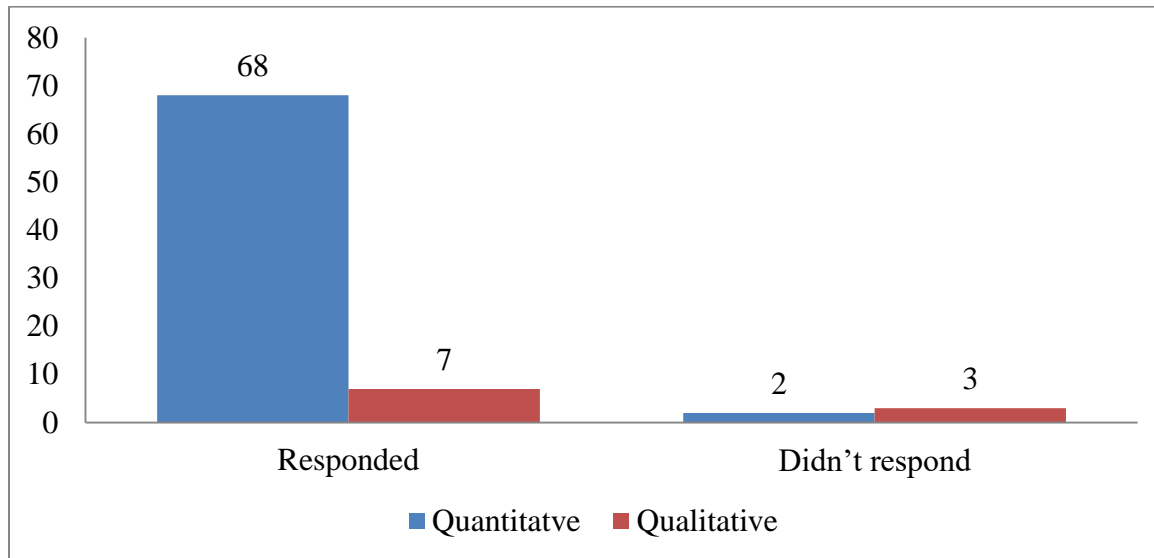
The number of respondents that managed to respond and those who failed to respond are shown in the table and figure below.

Table 4.1 Response Rate

Category	Quantitative Data		Qualitative Data	
	Frequency	Percentage	Frequency	Percentage
Responded	68	97.1	07	70.0
Didn't Respond	02	2.9	03	30.0
Total	70	100.0	10	100.0

Source: Field data, 2022

Figure 4.1: Showing the response rate



From figure 4.1 above, it can be observed that out of 80 targeted participants, 75 (93.7%) respondents responded back while only 05 (6.3%) did not respond. This means that the response rate was above 70%, as recommended by the Guttmacher Institute (2006), for a study to be considered satisfactory.

4.3 Findings on the Bio-data information of respondents

The study captured the respondents' bio-data information. This was done to ascertain the nature of respondents about their; gender, education, age, and the time spent working with NW&SC. The findings are presented in the form of frequencies and percentages as shown in the tables below.

Table 4.2: Gender of respondents

Category	Frequency	Percent
Male	42	56.0
Female	33	44.0
Total	75	100.0

Source: Field data, 2022

Results in table 4.2 above, 56.0% of the respondents were male while 44.0% were female. This implied that the views of male respondents dominated that study. However, 44.0% who female was good enough to capture the gender perspective. Furthermore, the study demanded objectivity; therefore, gender differences didn't affect the accuracy of the study results.

Table 4.3: Age bracket of Respondents

Years	Frequency	Percent
18-30	6	8.0
31-40	36	48.0
41-50	24	32.0
50+	9	12.0
Total	75	100.0

Source: Field data, 2022

From table 4.3 above, 8.0% of the respondents were between 18-30 years, 48.0% were between 31-40 years, 32.0% were between 41-50 years while the remaining 12.0% were above 50 years. The results revealed that majority of the respondents were below 40 years. This could be attributed to the fact that the majority of Uganda's population are of young age below 40 years. Besides that, the results implied that most of the NW&SC workers were still energetic and in their young age, hence allowing them to perform their duties effectively.

Table 4.4: Highest education level attained by Respondents

Category	Frequency	Percent
Certificate	04	5.3
Diploma	06	8.0
Degree	55	73.4
Masters	10	13.3
Total	75	100.0

Source: Field data, 2022

From table 4.4 above, 5.3% of the respondents had certificates, 8.0% had diplomas, 73.4% had degrees while the remaining 13.3% had masters. The results showed respondents that participated in this study were well educated. This made them to be in good position to understand the questions asked and give reliable answers regarding the under study.

Table 4.5: Number of years working with NW&SC

Category	Frequency	Percent
Less than 1 year	2	2.7
1-5 years	21	28.0
6-10 years	39	52.0
Above 10 years	13	17.3
Total	75	100.0

Source: Field data, 2022

Results presented in table 4.5 above revealed that, 2.7% of the respondents had spent less than 01 year working with NW&SC, 28.0% had spent 1-5 years, 52.0% had spent 6-10 years while the remaining 17.3% had spent above 10 years working with NW&SC. This showed that majority of the respondents had spent more than one year working with NW&SC which implied that they were in a good position to know the operations of NW&SC hence in a better position to give reliable information regarding the study objectives.

4.4 Descriptive Statistics basing on the study objectives

4.4.1 The effect of employee mentoring on performance of NW&SC

Under this first study objective which examined the effect of employee mentoring on performance of NW&SC, respondents were requested to respond by ranking their responses following the likert scale. Frequencies, Percentages, Means, and Standard deviations were used to interpret the results.

Table 4.6: The effect of employee mentoring on performance of NW&SC

<i>Statement</i>	<i>SD</i>		<i>D</i>		<i>N</i>		<i>A</i>		<i>SA</i>		<i>Mean</i>	<i>S. Dev</i>
	F	%	F	%	F	%	F	%	F	%		
As an employee am confident because I was well mentored for this job	20	29.4	19	27.9	06	8.8	15	22.1	08	11.8	2.59	1.417
Employees are strategically developing their career because of mentoring	11	16.2	14	20.6	24	35.3	15	22.1	04	5.9	2.82	1.141
Mentoring has improved my workplace commitment	07	10.3	12	17.6	03	4.4	37	54.4	09	13.2	3.43	1.226
Mentorship has boosted my moral to excel and achieve more at work	06	8.8	14	20.6	14	20.6	23	33.8	11	16.2	3.26	1.205
Mentorship has allowed team relations between me and the mentor	-	0.0	06	8.8	08	11.8	36	52.9	18	26.5	3.97	.863
Mentorship has supported me in fast changing working environment	-	0.0	02	2.9	03	4.4	41	60.3	22	32.4	4.22	.666
Grand Mean											3.38	

Source: Field data, 2022

From table 4.6 above, 11.8% of the respondents strongly agreed that as employees they were confident because they were well mentored for the job, 22.1% just agreed, 8.8% remained neutral, 27.9% disagreed and the remaining 29.4% strongly disagreed. Additionally, a big variability in responses (Std. Dev =1.417), hence scoring a low mean value of (Mean = 2.59). This implied that most employees of NW&SC were not confident because of mentorship. This is so because majority of the employee when they have enough experienced gained from their previous stations of work hence not given enough time for mentorship by the NW&SC management.

The finding from table 4.6 above further revealed that 5.9% of the respondents strongly agreed that as employees they are strategically developing their career because of mentoring, 22.1% just agreed, 35.3% remain neutral on the statement, 20.6% disagreed with it while 16.2% strongly disagreed. Furthermore, with a high response variation (Std. Dev =1.141), the statement received a low mean score of (Mean = 2.82). Despite having a larger number of people who remained neutral, majority opposed the statement hence implying that employees' career development is not basically hedged on the level of mentorship at NW&SC. This could be attributed to the fact that most of people choose their career path when they are still in education institutions like universities but not from their work places.

Still from Table 4.6 above, 13.2% of the respondents strongly agreed that the mentoring has improved their workplace commitment, 54.4% agreed, 4.4% remained neutral, 17.6% disagreed, while 10.3% strongly disagreed. Besides having a large amount of variance in the responses (Std. Dev =1.226), a relatively high mean value of (Mean = 3.45) was recorded. Therefore, this suggested that mentorship at NW&SC has made most employees get committed to their work. This is so, because mentorship at workplace makes employees feel at home and feel like they part of the organization. This is done to seek input from stakeholders on how projects may be carried out without having a detrimental impact on the local population.

Results in Table 4.6 above showed that 16.2% of respondents strongly agreed with the statement that Mentorship had boosted their moral to excel and achieve more at work, 33.8% agreed overall, 20.6% chose to remain neutral, 20.6% disagreed, and 8.8% strongly disagreed with the statement. Besides showing a high variance in responses (Std. Dev =1.205), a relatively high mean score of (Mean = 3.26) was registered. This implied that Mentorship has boosted

employees' moral to excel and achieve more at NW&SC. This is because mentorship shape a person to remain focused on work and work for a purpose.

Furthermore, from table 4.6 above, 26.7% of the respondents strongly agreed that mentorship has allowed team relations between employees and the mentors, 52.9% just agreed, 11.8% remained neutral, and 8.8% strongly disagreed with the statement. Accordingly, the results, showed that there were few response variability (Std, Dev = .863) and a relatively high mean value (Mean = 3.97). This meant that there was a good relationship between the employees and their mentors. This is because mentors are like parents, hence making it difficult of the people being mentored to disrespect such parent like mentors.

Lastly from table 4.6 above, 32.4% of the respondents strongly agreed that mentorship had supported them in fast changing working environment, 60.3% agreed, 4.4% remained neutral, and the remaining and the remaining 2.9% disagreed with the statement. Results further showed that the results had minimal variance in responses (Std. Dev =.666), hence scoring a high mean value of (Mean = 4.22). This meant that the fast changing working environment at NW&SC was as a result of employee mentorship. This is because employees are mentored following the core objectives of the organization which shapes to work towards attainment of such objectives.

From the interview results, it was revealed that employee mentorship programs are in place and they most employed on new and junior employees in the organization. Respondents revealed that;

....juniors employees are given a chance to work under the guidance of skilled and experienced employees.junior employees need to develop skills to take up top positions in future..... mentorship by experienced worker helps junior employees to shape their career path (R1, R3 & R6- NW&SC Management).

Relatedly, other respondents revealed that;

...new employees are assigned to work with the employees that have existed for a period in the organization.new member lack knowledge on the operations and culture of the organization,therefore mentorship facilitates transfer of skills and knowledge to

those new employees. It helps them fit in the organization easily and execute the organization tasks perfectly (R2, R4 & R7- NW&SC Management).

Furthermore, another respondent revealed that;

....its employees that are experienced that are placed under the mentorship of the senior employees like the supervisors and departmental managers.it facilitates the transfer of knowledge and promotes workplace commitment by the mentored employee (R5 - NW&SC Management).

4.4.2 The effect of employee training on performance of NW&SC

The second study objectives examined the effect of employee training on performance of NW&SC. Similarly, all respondents were instructed to rank their responses following the likert scale. Frequencies, percentages, means, and standard deviations were used to interpret the results.

Table 4.7: The effect of employee training on performance of NW&SC

<i>Statement</i>	<i>SD</i>		<i>D</i>		<i>N</i>		<i>A</i>		<i>SA</i>		<i>Mean</i>	<i>S.Dev</i>
	F	%	F	%	F	%	F	%	F	%		
After training, I have changed in behavior	03	4.4	08	11.8	10	14.7	29	42.6	18	26.5	3.75	1.111
Am up to date with company developments	18	26.5	22	32.4	08	11.8	17	25.0	03	4.4	2.49	1.252
I communicate effectively with my fellows staff members because good training	05	7.4	09	13.2	02	2.9	36	52.9	16	23.5	3.72	1.183
After training, I became more efficient in doing my work	04	5.9	06	8.8	07	10.3	37	54.4	14	20.6	3.75	1.070
Training has empowered my knowledge and skills for work	02	2.9	07	10.3	05	7.4	35	51.5	19	27.9	3.91	1.018
Training has enhanced my positive attitude towards work	04	5.9	08	11.8	05	7.4	41	60.3	10	14.7	3.66	1.060
Training has fostered team work abilities in me	06	8.8	08	11.8	07	10.3	36	52.9	11	16.2	3.38	1.234
Grand Mean											3.52	

Source: Field data, 2022

According to table 4.7 above, 26.5% of the respondents strongly agreed that after training, they had changed in behavior, 42.6% agreed, 14.7% stayed neutral, 11.8% disagreed, and 4.4% strongly disagreed. As a consequence of the significant variety in answers (Std. Dev = 1.111), a relatively high mean value of (Mean = 3.75) was registered. This meant that the training offered to employees by NW&SC had shaped the way employees behave and had put them in a line of having good behaviors.

Then, when it came to the assertion of employees being up to date with company developments, 4.4% of the respondents strongly agreed with it, 25.0% agreed with it, 11.8% remained neutral, 32.4% disagreed with it, and 26.5% strongly disagreed with it. Further, the results revealed significant response variance (Std. Dev =1.252), with a low mean value (Mean = 2.49) which meant that most employees were not up to date with company development. This is attributed to the fact that trainings are conducted in specific times/periods yet company developments can come up any time from the management without necessarily requiring any employee training.

From table 4.7 above, 23.5% of the respondents strongly agreed that they can communicate effectively with their fellows staff members because good training, 52.9% agreed, 2.9% were indifferent, 13.2% disagreed, while 7.4% strongly disagreed with the statement. Responses varied widely (Std. Dev = 1.183), while the mean value was relatively high (Mean = 3.72). This implied that the communication was good. This is so because communication is one the key elements that trainers tend to train mostly to the new recruits in any organization.

On whether after training, employees became more efficient in doing their work, 20.6% of the respondents strongly agreed, 54.4% agreed, 10.3% remained neutral, 8.8% disagreed, and 5.9% strongly opposed the statement. A significant variety in responses was registered (Std. Dev =

1.070), but a relatively high mean value of (Mean = 3.75) was registered. It implied that most employees were efficient on work. This may be attributed to the fact of work delivery modes is a key trained to all employees in any organization.

In accordance with results in table 4.7 above, 27.9% strongly agreed that training has empowered employees' knowledge and skills for work, 51.5% just agreed, 7.4% remained neutral, 10.3% disagreed, and 2.9% strongly disagreed. Responses varied just slightly high (Std. Dev =1.018), but a relatively high mean score (Mean = 3.91) was yielded. Therefore, knowledge and skills of employees had improved because imparting knowledge and skills to employees is the core value for the training.

Still from table 4.7 above, 14.7% of the respondents strongly agreed that training had enhanced their positive attitude towards work, 60.3% agreed, 7.4% chose to remain neutral, 11.8% disagreed, while 5.9% strongly disagreed with the statement. Responses varied widely (Std. Dev = 1.060), while the mean value was relatively high (Mean = 3.66). This implied that the training had positively enhanced employees' attitude towards work. This is because training aims shaping the employee towards a positive attitude of executing the organization tasks.

Lastly, from tables 4.7 above, 16.2% respondents strongly disagree that training has fostered team work abilities in employees, 52.9% agreed, 10.3% remained neutral, 11.8% just disagreed and the last 8.8% strongly disagreed. It produced results with bigger variance in responses (Std. Dev =1.234) but with a relatively high mean value (Mean = 3.38). This suggested that employee team work was good since trainings offer by NW&SC aims at fostering team work and employees are trained in teams.

The interview results revealed that all the employees in the organization have got different programs for different employees at different levels of employment. One respondent revealed that;

....all employees are trained at certain time.but the training depends on the organization need and the level of the employee. Furthermore,...new employees are trained on the operations of the organization and this shape them to fit in the organizations and the organization culture (R1, R2, R5 & R6- NW&SC Management).

Furthermore, respondents revealed that;

....there are different forms of training both on-job and off-job.on-job training is mostly offered to junior and new employ to help them acquire more no-job knowledge and skills.off-job trainings are mostly taken up in form of seminars and workshops mostly by staff members in supervision and management levels to help them develop more strategic knowledge of how to run the organization (R1, R3, R4 & R7 - NW&SC Management).

4.4.3 The effect of employee involvement in decision making on performance of NW&SC

The third study objective examined the effect of employee involvement in decision making on performance of NW&SC and like objective one and two, all respondents also were instructed to rank their responses on likert scale. Frequencies, percentages, means and standard deviations were used to interpret the results.

Table 4.8: The effect of employee involvement in decision making on performance of NW&SC

<i>Statement</i>	<i>SD</i>		<i>D</i>		<i>N</i>		<i>A</i>		<i>SA</i>		<i>Mean</i>	<i>S. Dev</i>
	F	%	F	%	F	%	F	%	F	%		
Involvement in decision-making has exposed me to processes, procedures and policies of NW&SC	15	22.1	29	42.6	12	17.6	08	11.8	04	5.9	2.37	1.132
I take part in designing plans and strategies of NW&SC	21	30.9	40	58.8	-	0.0	04	5.9	03	4.4	1.94	.976
At NW&SC, am involved in financial decision making of the institution	25	36.8	36	52.9	01	1.5	03	4.4	03	4.4	1.87	.976
As an employee, I have a say on daily work tasks of NW&SC	17	25.0	23	33.8	02	2.9	16	23.5	10	14.7	2.69	1.448
Am always consulted about departmental work by my senior staff	23	33.8	32	47.1	-	0.0	09	13.2	04	5.9	2.10	1.186
Am involved in the company's performance review activities	20	29.4	39	57.4	-	0.0	06	8.8	03	4.4	2.01	1.029
I take part in all meetings of the institution	26	38.2	28	41.2	10	14.7	03	4.4	01	1.5	1.90	.917
Grand Mean											2.13	

Source: Field data, 2022

Results from table 4.8 above showed that 5.9% respondents strongly agreed with the statement that Involvement in decision-making had exposed employees to processes, procedures and policies of NW&SC, 11.8% just agreed, 17.6% remained neutral, 42.6% disagreed, and the final 22.1% strongly disagreed with the statement. The resulted rescored a low mean value of (Mean = 2.37) as a result of a high detectable response fluctuations (Std. Dev =1.132). This revealed that most employees were not exposed to processes, procedures and policies of NW&SC since they were not always involved in decision making of the organization.

Then, 4.4% of the respondents strongly agreed with the statement that they take part in designing plans and strategies of NW&SC, 5.9% agreed with it, 58.8% disagrees while 30.9% strongly disagreed with it. With little variety in responses (Std. Dev =.976), the very low mean value (Mean = 1.94) was registered. This suggested that most employees don't take part in designing plans and strategies of NW&SC. This is because designing of plans and strategies rest with board and the top management of the organization.

Further, according to table 4.8 above, only 4.4% of the respondents strongly agreed that at NW&SC, employees are involved in financial decision making of the institution, 4.4% just agreed, 1.5% chose to stay neutral, 52.9% disagreed, and 23.8% severely disagreed with the statement presented to them. The participants' responses subsequently indicated very minor variances (Std. Dev =.976), with a low mean value of (Mean = 1.87). This suggested that not all employees at NW&SC are involved in the financial decision making. This is because financial decisions are mostly done by few members in the finance department and top management of the organization.

According to the data in table 4.8 above, 14.7% of the respondents strongly agreed that as employees, they has a say on daily work tasks of NW&SC, 23.5 agreed, 2.9 remained neutral, 33.8% disagreed, and the remaining 25.0% strongly disagreed. A low mean value of (Mean = 2.69) was attained with a huge variation in responses (Std. Dev =.1.448). This demonstrated that most NW&SC employees don't have a say in the organization's daily tasks. This is because most of the daily tasks are controlled by supervisors and organization managers.

Continuing with table 4.8 above, 5.9% strongly agreed that they are always consulted about departmental work by their senior staff, 13.2% agreed, 47.1% disagreed, and 33.8% strongly

disagreed with the statement. With regard to a high variability in responses (Std. Dev = 1.186) and the low mean value (Mean = 2.10) suggested that lower level employees are not consulted. This may be the case since majority of people like to consult from those who are superior or above them in positions and ranks.

Furthermore, findings in table 4.8 above, 4.4% of the respondents strongly agreed that they were involved in the company's performance review activities, 8.8% agreed, 57.4% disagreed, and 29.4% strongly disagreed. With high variance in responses (Std. Dev =1.029), a low mean value of (Mean = 2.01) was obtained. This showed that most employees are no involved in performance review at NW&SC. This is because are mostly done by experts and the organization top management.

Lastly, from table 4.8 above, on the whether employee take part in all meetings of the institution, 1.5% of the respondents strongly agreed with the statement, 4.4% agreed with it, 14.7% remained neutral, 41.2% disagreed, and 38.2% strongly disagreed. Low response variance registered (Std. Dev =.917), a very low mean value (Mean = 1.90) was registered. These implied employees don't take part in some meetings. This is because meetings are specific and strategic hence requiring attendance of employees from specific departments.

Further results from the interviews revealed that employees are involved in decision making at different levels. Some respondents revealed that;

...decisions are taken at different levels in the organization, at team level, unit level, department level and management.therefore, all employees are involved in the decision-making of the organization (R1 & R3- NW&SC Management).

Similarly, it was revealed that;

....top management is involved in making strategic decisions for the organization.
department managers and supervisors are involved in decisions on how to run the organization while low level employees are involved in decisions on how to execute the organization tasks and how to achieve the organization set targets. (R2, R3 & R7 - NW&SC Management). This clear showed that no one is left behind making decisions of the organization.

4.5 Performance of National Water & Sewerage Corporation

The study also solicited responses on the performance of NW&SC and responses were ranked following likert scale. Frequencies, percentages, means, and standard deviations were used to interpret the results.

Table 4.9: Responses on the performance of National Water & Sewerage Corporation

<i>Statement</i>	<i>SD</i>		<i>D</i>		<i>N</i>		<i>A</i>		<i>SA</i>		<i>Mean</i>	<i>Std. Dev</i>
	<i>F</i>	<i>%</i>	<i>F</i>	<i>%</i>	<i>F</i>	<i>%</i>	<i>F</i>	<i>%</i>	<i>F</i>	<i>%</i>		
There is reduced water system failure	03	4.4	09	13.2	11	16.2	25	36.8	20	29.4	3.74	1.154
There are instant water installations	10	14.7	20	29.4	21	30.9	10	14.7	08	11.8	2.78	1.208
There are new innovations in supplying water to clients	-	0.0	07	10.3	13	19.1	34	50.0	14	20.6	3.81	.885
There is reduction in cost levels in extending water to clients	10	14.7	29	42.6	27	39.7	02	2.9	-	0.0	2.31	.758
There is an increase in the number of customers served	-	0.0	-	0.0	-	0.0	40	58.8	28	41.2	4.41	.496
There is an increase in NW&SC revenue collections	-	0.0	04	5.9	14	20.6	34	50.0	16	23.5	3.91	.824
Grand Mean											3.49	

Source: Field data, 2022

According to table 4.9 above, 29.4% of the respondents strongly agreed that there was reduced water system failure, 36.8% agreed, 16.2% remained neutral, 13.2% disagreed and 4.4% strongly disagreed with the statement. Despite showing much variation in responses (Std. Dev =1.154), a

high mean value of (Mean = 3.74) was obtained. With majority concurring with the statement, water system failure had reduces. This could be attributed to reduced complaints from the community members.

Table 4.9 above shows that 11.8% of the respondents strongly agreed that there were instant water installations, 14.7% agreed, 30.9% stayed neutral, 29.4% disagreed and the remaining 14.7% strongly disagreed with it. The responses showed much variance (Std. Dev =1.208), hence delivering a lower mean value high (Mean = 2.78). This suggested that the still water installations are done instant which sometimes hindering the performance of the organization.

On whether there were new innovations in supplying water to clients, 20.6% of the respondents strongly agreed with the statement, 50.0% merely agreed, 19.1% remained neutral, while 10.3% disagreed. With little differences in the responses (Std. Dev =.885), a high mean value was (Mean = 3.81) was registered. It suggested those there new innovations in supplying water to clients and this was evident with the introduction of the prepaid water meters.

Information in table 4.9 on whether is there is reduction in cost levels in extending water to clients, 2.9% of the respondents just agreed, 39.7% remained neutral, 42.6% disagreed, and 14.7% strongly disagreed with the statement. The responses showed minimal variance (Std. Dev =.758), and a low mean value (Mean = 2.31) was observed. This clearly showed the cost of extending water to clients is still. This could be attributed to increase in prices of materials not only in Uganda but worldwide.

Furthermore, results in table 4.9 above, 41.2% of the strongly agreed that the number of customers served had increased while 58.8%²³ respondents agreed with the statement. There

was very minimal variance in the responses (Std. Dev =.496), leading to a rather high mean score (Mean = 4.41). With all the respondents concurring with the statement, it clearly showed that the number of people using NW&SC had increased. This is so because of increased NW&SC coverage in rural areas.

Finally, from table 4.9 above, regarding an increase in NW&SC revenue collections, 23.5% strongly agreed with it, 50.0% agreed with it, 20.6% remained neutral, while 5.9% disagreed with the statement. A comparatively high mean value of (Mean = 3.91) was achieved as a result of registering minimal response variations (Std. Dev =.824). It meant that indeed the revenue collections had increased given the increase in area coverage by the NW&SC.

Basing on the interview results, the performance of NW&SC was ranked to be good. Some respondents revealed that;

...the organization just good, it's not yet excellent.because the organization still encounters some challenges like limited funds which most times hinder the level of service delivery in community (R1 - NW&SC Management).

However, the interview results revealed that revenue collections had increased because of increase in the number of customers served and reduction in non-metered water supplies.

Furthermore, interview results revealed that employee development had contributed a lot towards performance of NW&SC. Some respondents revealed that;

....employees are trained on the new techniques of service delivery hence increasing the employee effectiveness and efficiency (R1 & R2- NW&SC Management).

Relatedly, it was revealed that;

....employee development such as mentorship and training shapes the employees and offers them more knowledge and skills of executing their tasks hence improved performance of the organization (ALL - NW&SC Management).

4.6 Inferential statistics

The study sought to establish a connection between its objectives and the predictive ability of both the independent and dependent variables. To accomplish this, inferential statistics were applied, specifically employing correlation analysis to ascertain the nature of the relationship between the study variables. Simultaneously, linear regression analysis was utilized to evaluate the extent to which employee development predicted the performance of NW&SC.

4.6.1 Correlation analysis

The tables below include the results of a Pearson correlation that was created using SPSS to look into the link between the research constructs.

Table 4.10: The relationship between employee mentorship and performance of NW&SC

		Employee Mentorship	Performance
Employee Mentorship	Pearson Correlation	1	.989**
	Sig. (2-tailed)		.000
	N	68	68
Performance	Pearson Correlation	.989**	1
	Sig. (2-tailed)	.000	
	N	68	68

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Field data, 2022

The results from table 4.10 revealed that there was a strong and positive relationship between employee mentorship and performance of NW&SC at ($r = .989^{**}$). This means that any positive adjustment in employee mentorship leads an improvement in performance of NW&SC. Therefore, for NW&SC to continuously improve on their performance, they have to make employee mentorship a priority to the organization.

Table 4.11: The relationship between employee training and performance of NW&SC

		Employee Training	Performance
Employee Training	Pearson Correlation	1	.976**
	Sig. (2-tailed)		.000
	N	68	68
Performance	Pearson Correlation	.976**	1
	Sig. (2-tailed)	.000	
	N	68	68

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Field data, 2022

The results from table 4.11 revealed that there was a strong and positive relationship between employee training and performance of NW&SC at ($r = .976^{**}$). This means that a positive adjustments in employee training leads to increase in performance. Therefore, NW&SC need to take employee training seriously if they want to maintain a good performance.

Table 4.12: The relationship between employee involvement in decision-making and performance of NW&SC

		Employee Involvement in decision-making	Performance
Employee Involvement in decision-making	Pearson Correlation	1	.901**
	Sig. (2-tailed)		.000
	N	68	68
Performance	Pearson Correlation	.901**	1
	Sig. (2-tailed)	.000	
	N	68	68

Correlation is significant at the 0.01 level (2-tailed).

Source: Field data, 2022

From table 4.12 above, results revealed that there was a strong and positive relationship between employee involvement in decision-making and performance of NW&SC at ($r = .901^{**}$). This

means that any positive adjustment or increase in the employee involvement in decision-making leads to an increase in the performance. Therefore, for NW&SC to continuously improve on their performance, the organization needs to make employee involvement in decision-making a priority.

4.6.2 Regression analysis

A liner regression analysis was also adopted to examine the extent to which employee development with its constructs of (employee mentorship, employee training and employee involvement in decision-making) predicted the performance of NW&SC.

Table 4.13: Regression analysis

Regression Coefficients					
	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	.802	.059		13.622	.000
Employee Mentoring	.532	.083	.651	6.430	.000
Employee Training	.224	.062	.290	3.625	.001
Employee Involvement in Decision making	.049	.035	.061	1.395	.168
Model Summary					
R Square	.982				
Adjusted R Square	.981				
ANOVA^b					
F	1.16703				
Sig. (P)	.000^a				

Source: Field data, 2022

The results in table 4.13 above, it showed that employee development with its constructs (employee mentorship, employee training and employee involvement in decision-making) combined can influence 98.1% of (Adjusted R Square = .981). The remaining 1.9% is due to

other factors outside this study. Furthermore, it was clear that the regression model successfully predicted the dependent variable ($F= 1.16703$, $P<0.05$) thus, the model is a goodness of fit.

The study findings fully satisfied the study equation $Y = .802 + .532X_1 + .224X_2 + .049X_3$:
Where: X_1 = employee mentoring, X_2 = employee training, X_3 = employee involvement in decision making.

However, for the individual constructs, using Beta values, the results revealed that employee mentoring significantly predicts performance of NW&SC at (Beta = .651, $p<0.05$). This means that a unit increase in employee mentorship leads to .651 increase on the performance of NW&SC, and a unit decrease in employee mentorship leads to .651 decrease the performance of NW&SC. Therefore, the study Rejected the study hypothesis: *Employee mentoring has no significant effect on performance of National Water & Sewerage Corporation.*

For employee training, it significantly predicts performance of NW&SC at (Beta =.290, $p<0.05$), this implies that a unit increase in employee training leads to .290 increase in performance of NW&SC, and a unit decrease in employee training leads to .290 decrease in in performance of NW&SC. Therefore, the study Rejected the study hypothesis: *Employee Training has no significant effect on performance of National Water & Sewerage Corporation.*

Lastly, employee involvement in decision-making was the least predictor of the performance of NW&SC at (Beta= .061, $p>0.05$). More so, the results implied that a unit increase in employee involvement in decision-making leads to .061 increase in the performance of NW&SC, and a unit decrease in employee involvement in decision-making leads to .061 decrease in performance

of NW&SC. However, scoring a Sig. level of .168 which is greater than 0.05, means employee involvement in decision-making was not a significant predictor of the performance of NW&SC. Therefore, the study Accepted the study hypothesis: *Employee involvement in decision-making has no significant effect on performance of National Water & Sewerage Corporation.*

CHAPTER FIVE

DISCUSSION OF STUDY FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents discussions, conclusions and recommendations of the findings from the study undertaken. The study was guided by three objectives establishing the effect of employee mentoring on performance of National Water & Sewerage Corporation, assessing the effect of employee training on performance of National Water & Sewerage Corporation and examining the effect of employee involvement in decision making on performance of National Water & Sewerage Corporation.

5.2 Discussion of the study findings

5.2.1 The effect of Employee Mentoring on Performance of NW&SC

The findings of the regression model showed that employee mentoring had a statistically significant positive effect on NW&SC's performance. Employee mentorship does considerably explain fluctuations in NW&SC's performance, as evidenced by the fact that it was significant and had a positive beta value. The results were supported by a strong and positive relationship between the variables. The high predictability and positive relations was triggered by greater workplace dedication, the will to succeed and do more at work, team dynamics, and a rapidly evolving workplace as a result of mentoring. As a result, it is evident that, when done correctly, staff mentoring may significantly and positively increase NW&SC's performance levels.

These study findings were in line with some previous studies by various scholars, Al-Jammal *et al.*, (2015) and (Ogohi, (2018) who revealed that managers who are mentors to their subordinates in organisation helps in achieving competitive advantage, increase in production

and task completion which is the case with NW&SC. This implies that mentored persons are strategically empowered confident and developed not on personal aspects but also on how they can foster organisational achievements. Since, mentoring helps employees become committed at work this improves overall organisational output. Therefore, NW&SC should allocate more time and resources to mentorship schemes.

5.2.2 The effect of Employee Training on Performance of NW&SC

The results of the study showed that employee training had a substantial impact on NW&SC's performance. The regression model used to quantify employee training was significant with a positive beta value. This indicated that employee training in the study strongly explains changes in NW&SC's performance. A positive correlation between the variables was also confirmed. This was a result of training that empowered workers' knowledge and skills for work, changed in behavior, effective communication, and cultivated the employees' teamwork abilities were the causes of the considerable positive predictability and connection. Therefore, for continued success of the NW&SC, employee training has to be taken as a priority.

These results are consistent with earlier research by a number of academics who found positive significance in studies that were similar to them, including Olalere and Adesoji (2013) and Mansoor, Shah, and Tayyaba (2015), which held that employee training programs give employees access to knowledge, new skills, and opportunities for professional growth. Therefore, effective training should expand employees' knowledge and abilities of their jobs and the procedures involved in doing them, as well as provide them more control. Training would increase human capital's performance as well as its efficacy in terms of attitude, knowledge, and skills. The findings also supported those of Mathews and Ueno (2013), who had previously said

that refresher training is essential to an organization's success and growth as well as its overall performance. However, Nassazi (2013) contends that in order for performance to continuously improve, personnel must get ongoing training.

5.2.3 The effect of employee involvement in decision making on performance of NW&SC

The results of the regression analysis suggested that employee involvement in decision-making had a marginally favorable impact on NW&SC's performance. However, it was evident from the analysis that employee involvement did not serve as a significant predictor of NW&SC's performance, as indicated by the P-value exceeding the 0.05 threshold. The absence of significant predictability in employee involvement might be attributed to the limited participation of lower-level employees in critical areas such as policy formulation, financial matters, consultation, performance assessments, and strategic meetings within the organization. Nonetheless, the study did reveal a positive correlation between the variables, affirming a constructive relationship between employee involvement in decision-making and NW&SC's performance. Hence, if efforts are directed towards enhancing and refining the level of employee involvement in decision-making, it is likely to result in an improvement in the organization's performance.

The findings corroborated earlier research by other academics, including Cherono (2017), who opined that employee involvement and participation in the workplace are strongly associated to enhancing organizational success. This is so that it may boost staff motivation, contentment, and morale. A greater emphasis should be placed on how personnel carry out their daily responsibilities, who assign them, and how frequently they are consulted or involved in ongoing work at the department. In a similar vein, Jarrar and Zaiziri (2012) asserted that encouraging

employee participation in decision-making as a component of their development platform empowers those workers, giving the company a competitive edge. As a result, NW&SC should include junior officers in all activities to help them learn more.

5.3 Conclusions

The study concluded that staff development has a beneficial impact on NW&SC's performance. The employee development constructs of employee mentorship, employee training, and employee involvement in decision-making naturally lead to an increase in NW&SC's performance. Furthermore, it was concluded that employee mentoring was the most predictor of NW&SC's. It was also concluded that employee training was the second most significant predictor of performance of NW&SC ahead of employee involvement in decision making

The study came to the final conclusion that employee involvement in decision-making was an insignificant predictor of NW&SC's success. Therefore, the performance of the company can improve if more efforts are made to include all employees in all organizational decision-making processes. All employees even those at lower levels need to be involved in all decisions of the company such as finance, policy development, consultation, performance reviews, and strategy meetings since they are also crucial. If not so, the organization will have a leadership crisis at the management level, which will have an impact on how well the organization performs in the future.

5.4 Recommendations

The study results showed several holes in NW&SC's employee mentoring programs, such as workers who lack confidence and mentoring that does not strategically advance individuals' careers. The researcher recommends companies to establish an active mentorship program that

accommodates all employees at all levels and fosters the development of each employee's skills. In order to assist the human resources department in matching the appropriate men with the proper jobs and determining if a person has the potential for future mentorship, the system should also identify the strengths and shortcomings of employees.

Since employee training was showed to be positive predictor of NW&SC performance, it is advised that the company adopt an active training strategy that includes both on-the-job and off-the-job training and be tailored to the needs of its employees. If the organizations want to maintain high performance, the developed training policy should be able to recognize the training needs and should be linked to the entire organization plan.

Having found that employee involvement in decision-making was insignificant, he study recommended NW&SC to implement policies and procedures that allow effective employee involvement in decision-making at all levels in order to guarantee that employees acquire the necessary skills and knowledge. To guarantee that all workers actively participate in all organizational activities, the policies should be connected to the overall organization strategy.

5.5 Limitations of the Study

The following limitations were encountered;

- i) The submission of answered questionnaires by the respondents was delayed, causing a setback in the data collection process. The delay was attributed to the busy schedules of the participants, but the researcher managed to minimize the delay by sending phone call reminders as a means of follow-up.

- ii) Some respondents were hesitant to disclose some information as they considered such information confidential for the institution. However, the researcher emphasized that the information shared was purely for academic purposes.
- iii) The researcher encountered uncooperative respondents who were hesitant to participate in the study due to concerns over COVID-19 and the recent Ebola outbreak. These individuals avoided direct physical contact with the researcher, making data collection challenging. Despite this setback, the researcher was determined to complete the study and employed alternative methods such as conducting phone interviews and delivering questionnaires via email and WhatsApp, which allowed respondents to participate remotely.

5.6 Areas for further research

- i) Since this was carried at National Water and Sewage Corporation, a similar study should be conducted in other organizations both private and public for comparison purposes.
- ii) Furthermore, this study focused on only three element of employee development (employee mentoring, training and involvement in decision making), therefore, a related study should conducted in future while considering other elements such coaching, delegation among others.

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APPENDICES
APPENDIX I: CONSENT FORM

Dear respondent

I'm Adong Immaculate, a student undertaking a Master's program of Business Administration at Kyambogo University. Am conducting a research study on Employee development and organizational performance at National Water and Sewerage Corporation as part of my Master's Degree requirements. I humbly ask that you participate in this study as you are a significant stakeholder. Your opinions will be used for this reason and handled with the highest discretion.

Before agreeing to participate in this study, please be aware of the following.

ASPECT OF CONCERN	DESCRIPTION
Type of study	Academic and non-profit or funded
Objectives	The study will; <ul style="list-style-type: none"> • To establish the effect of employee mentoring on performance of National Water & Sewerage Corporation. • To assess the effect of employee training on performance of National Water & Sewerage Corporation. • To examine the effect of employee involvement in decision making on performance of National Water & Sewerage Corporation.
Your roles and expectations	You will be required to participate and contribute accurate information. For that, neither payment nor payment requests will be made.
Your privacy, confidentiality	Your information will be treated with confidence and privacy. No information supplied will be utilized in legal proceedings.
Limitations in handling and providing data	Your involvement and data management will only be done in the field. After then, you are no longer obligated to manage data.
Withdrawal terms	If at any moment you believe that the study is not creating a welcoming environment for your stay or in any other situation, you are free to discontinue participation.

Would you mind appending signature to show that you have consented if you agree with the above?

Signature.....

Researchers' Name: **Adong Immaculate**

Signature.....

Telephone No:

APPENDIX II: QUESTIONNAIRE FOR NW&SC STAFF MEMBERS

Dear Respondents

I'm Adong Immaculate, a student undertaking a Master's program of Business Administration at Kyambogo University. Am conducting a research study on Employee development and Organizational performance at National Water and Sewage Corporation as part of my Master's Degree requirements. As a key stakeholder, I kindly request that you take part in this study and please answer the questions freely. Your provided information will be held in the strictest confidence and used solely for academic activities. *Please tick the open option that best fits your answers.*

SECTION A: Background information about the respondent

1. Gender

a) Male

b) Female

2. Age bracket in years

a) 18 –30

b) 31-40

c) 41-50

d) 51 years and over

3. Highest level of education attained

a) Primary

b) Secondary

c) Certificate

d) Diploma

e) Degree

f) Masters

g) Others:.....

4. Number of years spent working with NW&SC

a) Less than a year

b) 1-5 years

c) 6-10 years

d) above 10 years

For questions in Section B, C and D Please respond to the statements given below basing on the ranking scale, choose an option showing the extent to which you agree or disagree with the statement.

- 1: *Strongly Disagree (SD)*, 2: *Disagree (D)*, 3: *Neutral (N)*,
 4: *Agree (A)* 5: *Strongly Agree (SA)*.

SECTION B: The effect of employee mentoring on performance of NW&SC

Code	Statement	Ranking				
		1	2	3	4	5
B1	As an employee am confident because I was well mentored for this job					
B2	Employees are strategically developing their career because of mentoring					
B3	Mentoring has improved my workplace commitment					
B4	Mentorship has boosted my moral to excel and achieve more at work					
B5	Mentorship has allowed team relations between me and the mentor					
B6	Mentorship has supported me in fast changing working environment					

SECTION C: The effect of employee training on performance of NW&SC

Code	Statement	Ranking				
		1	2	3	4	5
C1	After training, I have changed in behavior					
C2	Am up to date with company developments					
C3	I communicate effectively with my fellows staff members because good training					
C4	After training, I became more efficient in doing my work					
C5	Training has empowered my knowledge and skills for work					
C6	Training has enhanced my positive attitude towards work					
C7	Training has fostered team work abilities in me					

SECTION D: The effect of employee involvement in decision-making on performance of NW&SC

Code	Statement	Ranking				
		1	2	3	4	5
D1	Involvement in decision-making has exposed me to processes, procedures and policies of NW&SC					
D2	I take part in designing plans and strategies of NW&SC					
D3	At NW&SC, am involved in financial decision making of the institution					
D4	As an employee, I have a say on daily work tasks of NW&SC					
D5	Am always consulted about departmental work by my senior staff					
D6	Am involved in the company's performance review activities					
D7	I take part in all meetings of the institution					

SECTION E: Organisational Performance

Code	Statement	Ranking				
		1	2	3	4	5
E1	There is reduced water system failure					
E2	There are instant water installations					
E3	There are new innovations in supplying water to clients					
E4	There is reduction in cost levels in extending water to clients					
E5	There is an increase in the number of customers served					
E6	There is an increase in NW&SC revenue collections					

END: Thanks

APPENDIX III: INTERVIEW GUIDE FOR TOP MANAGEMENT OF NW&SC

Self-Introduction

Designation of interviewee

Place of Interview..... Time:.....

Can you tell me briefly about yourself..... (Probes for age, education, duration of service of the interviewee etc)

Variable	Probing questions
<p>EMPLOYEE DEVELOPMENT</p>	<ul style="list-style-type: none"> i) Do you have employee development programs at NW&SC? ii) If yes, which employee development programs do you have (Mentoring, Training, or employee involvement in decision making)? iii) If mentoring, how is it carried out? iv) If Training, whom do you train and how often do you carry out these trainings? v) If employee involvement in decision making, how is it carried out and in which decisions are they involved?
<p>ORGANISATIONAL PERFORMANCE</p>	<ul style="list-style-type: none"> i) How do you rate the overall performance of NW&SC? Is it excellent or fair or poor? ii) If excellent, what measures have you put up to maintain this? iii) If fair, what measures have you put in place to boost it? iv) Do the employee development programs in place increase performance of NW&SC? If yes, in which has the performance of NW&SC increased?

**APPENDIX IV: TABLE FOR DETERMINING SAMPLE SIZE FOR A POPULATION
OF A GIVEN SIZE**

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	198	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	100000	384

Note: *N* = population size
S = sample size