

**SUPERVISOR- EMPLOYEE RELATIONSHIP AND STAFF PERFORMANCE AT
KCCA: A CASE OF REVENUE DIRECTORATE**

BY

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DECLARATION

I **Yoweri Kibikyo Kidaaga**, declare that this dissertation is my original work and has not been submitted to any other University or institution of learning for the award of a degree or any other certificate.

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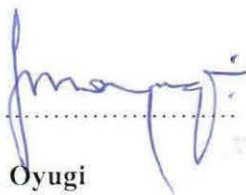
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DEDICATION

I dedicate this dissertation to my mother Namwase Ruth, Miriam, Ann, Tracy, Kelly Collins and Kalungi.

May God bless you now and forever

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I would like to express my sincere gratitude and appreciations to the almighty God for enabling and guiding me through my academic life.

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LIST OF ABB REVIATIONS

HRM:	Human Resource Management
KCCA:	Kampala Capital City Authority
LMX:	Leader-Member Exchange
POS:	Perceived Organizational Support
RS:	Reward Systems
TS:	Trust in the Supervisor
NDPM:	National development plan monitoring
RC:	Revenue collection
DPMC:	Directorate performance moderation committee
FY:	Financial year

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ABSTRACT

This study investigated the relationship of Supervisor- Employee Relationship and Staff Performance at KCCA Revenue Directorate. The study specifically sought to; establish the relationship between internal communication and staff performance, explore the relationship between Career Nurturing and staff performance, relationship between regular performance assessment and staff performance and to find out the relationship between teamwork and staff performance at KCCA revenue directorate. A descriptive cross sectional survey research design was used which included both qualitative and quantitative approaches employed in data collection process, analysis, presentation and discussion of findings.

Data was collected from KCCA Revenue directorate using Semi structured questionnaires, interviews and documentary review guide. A sample size of 108 which included Directors, managers, supervisors and revenue officers.

The study found out that there was inadequate internal communication, which resulted into less provision of information on different tasks, the issue of staff nurturing was provided but with less emphasis, there was a policy on regular staff assessment but was irregularly conducted which affected the staff performance and lastly the staff tried to work in teams which positively influenced productivity but a large extent, Team work was less effectively and efficiently conducted at the directorate

The study concluded that there was less provision of information on different tasks which affected internal communication and staff performance, there was inadequate provision of career nurturing programs to enhance staff performance, the directorate developed a policy on regular staff assessment which was irregularly implemented and that there were low levels of teamwork amongst staff which affected their performance

For objective one, the researcher recommends the directorate to increase on the budget allocated for internal communication, For objective two, the directorate should provide appropriate career development opportunities in form of adequate seminars, workshops and trainings, For objective three, the directorate should ensure that there is increased performance evaluations which are effectively and efficiently conducted and For objective four, the researcher recommends for constant arrangement of training and development programs for employees.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This study focus was on supervisor- employee relationship and staff performance at Kampala Capital City Authority (KCCA) - a case of Revenue Directorate. This chapter further defines the background of the study, the statement of the problem, purpose of the study, Research objectives and Research questions, Scope of the study and significance of the study.

1.1 Background to the study

The subsequent sections in this part entail the following; historical background, Theoretical background, conceptual background and contextual background.

1.1.1 Historical perspective

In the recent past world over, staff performance has necessitated the strategic integration of organizations into the effective management of the Human resource capital.

The history of supervisor- employee relationship and how it affects staff performance dates as back as early as the 17th century (Cole 2004) where towards the end of that century we started noticing a shift from treating humans as machines and rather see them as human capital necessary for the achievement of different work tasks.

In Africa, HRM review has roots in the dual role of the colonial state that protected the interests of the African people and the powerful world economy monopolized by colonialists. The post-colonial state could not shade off easily its colonially-oriented philosophical foundation. Consequently, the post-colonial elite found themselves operating under the limited interests and resources of the state, thus turning themselves into another “neo-colonial bureaucracy” with the only difference that they were local politicians and bureaucrats thriving at the expense

of their own people (Wunsch and Olowu, 1990). For many years, the mercantilist school of thought was a benevolent entity without which the prospects of directing people-oriented advocacy for the state development management was at stake. The state was propelled as a champion of development in antithesis of the distorted performance of markets that were largely unregulated. The inadequacies of the over-centralized state equally led to the promotion of markets by neo-liberal scholars and practitioners who pointed out its predatory nature and projected it as more of an obstacle to development as it benefited a few elites at the expense of the poor majority. Also, the state was justified to intervene in the economies of developing countries for economic reasons, but more so for political and social pressures such as to control resources, benefit the masses and the need to remedy market inefficiencies due to poor infrastructure, communication gaps, and lack of entrepreneurship and capital.

The inadequacies and incompetence of public officials in managing the Public Service and the existing distortions such as corruption, inefficient monopolies, inflation, low capitalization and lack of empowerment of workers did not augur well within the narrow nationalization policies. Africa, and Uganda in particular, did not escape these contradictory roles of the market and the state; hence, the economic and political distortions that have affected all other spheres of life especially the majority rural and urban poor who subsist below the poverty line. The state's peculiar role to rationally allocate public resources with optimum efficiency and effectiveness based on demand was later challenged by advocates of free market economy and private sector-led development (Owen, 1998).

Thus, the trend in the 1970s tended to be skeptical of the role of the centralized state as being central to developmental change. Instead, it was viewed as promoting collective energies within society with more emphasis on decentralization and participatory management with

varying degrees of success and failure. This is why Champy (1995) believes that the only way to sustain effective and efficient delivery of services is the full promise of reengineering management as the main force behind institutional success. The trend of reengineering operational processes and organizational structures produces results, but more so if reinforced by changing management work. This includes the way we think about work, organization, inspiration, deployment, facilitation, measurement and reward for value adding work. In addition, there is need to emphasize managerial accountability and transparency that focuses on self-managers, processes and people oriented managers, expert managers and senior managers who participate in formulating and implementing government policies.

In *Uganda*, staff performance began with Public Service reform which was conceptualized as soon as the National Resistance Movement (NRM) captured state power on January 25th 1986. The NRM's argument for this reform was to improve on its performance and to deliver the promises of the protracted people's revolution. Also, the reform was intended, in an accountable and transparent way, to enhance the performance of the Public Service to achieve good governance and optimum resource utilization that was in scarcity due to the misrule of the past regimes.

According to Rhodes (1997), the NRM concept has two meanings: one, is the concept of new managerialism and, two, is the concept of new liberal-institutional economics. Managerialism, which was the dominant strand in Britain in 1988, refers to the introduction of private sector entrepreneurial management principles to the public sector. Rhodes (1997) stresses that managerialism means: hands-on professional management, explicit standards and measures of performance; managing by results; value for money management practices; and more recently, closeness to the customer as a focus for service delivery.

1.1.2 Conceptual perspective

In the organizational context, staff performance is defined as the extent to which an organizational member contributes to achieving the goals of the organization. Employees are a primary source of competitive advantage in service-oriented organizations (Luthans & Stajkovic, 1999; Pfeffer, 1994). In addition, a commitment performance approach views employees as resources or assets, and values their voice. Staff performance plays an important role for organizational performance. Staff performance is originally what employees do or do not do. Performance of employees could include: quantity of output, quality of output, timeliness of output, presence at work, cooperativeness (Güngör, 2011).

Deadrick and Gardner's (1997), defines staff performance as the record of outcomes achieved, for each job function, during a specified period of time. If viewed in this way, performance is represented as a distribution of outcomes achieved, and performance could be measured by using a variety of parameters which describe an employee's pattern of performance over time.

Good staff performance has been linked with increased consumer perception of service quality, while poor staff performance has been linked with increased customer complaints and brand switching. To conclude, staff performance could simply be understood as the related activities expected of a worker and how well those activities were executed.

Supervisor- Employee relationship is one of the most important factors within business analytics for maintaining and increasing productivity for organizations (Elangovan, 1999). Managers use this supervisor- employee relationship as a method of increasing staff performance effectiveness (Spreitzer, 1995, 1996).

Dye, 2015 defines this relationship as the minor in which the supervisor and the supervisee are connected as they work together to meet their goals, some which are common and some of which are idiosyncratic. Within the context of particular supervisory orientations, however, the nature and function of the relationship must be defined in specific terms.

Knowledge regarding the possible association between supervisor-employee relationship and staff performance would enable the implementation of more effective systems for management, and subsequently, better productivity for the organization through increased job performance. The assessment of individual staff performance also needs to focus on evaluating employee behavior and work performance and not the personality of the employee (O' Donnell & O' Brien, 1999).

1.1.3 Theoretical Background

The systems theory was used to guide this study. The theory states that organizations are divided into parts and all parts work together as a whole. Failure of one part of the organization to effectively perform its functions affects the performance of other parts and the organization as a whole. This theory has had a significant effect on management science and understanding of organizations (Walonick, 1993). It is preferred for this study because it considers an organization as a system which receives inputs, converts these inputs into outputs and discharges them into the environment. Such inputs in this organization which make up a system include people, finance, infrastructure, information and technology. These inputs pass through a process where they are planned, organized, motivated and controlled to meet desired goals and standards.

Systems theory recognizes the various parts of the organization, and in particular, the interrelations of the parts, such as the participation of central administration with lower cadres,

accounting officers, support in effective use of resources. Since employees are involved in planning, motivating, controlling and coordinating as key managers, they can help in the integration of the other parts of system to effectively and efficiently function. This shows the relevance of the systems theory to this study.

1.1.4 Contextual perspective

At KCCA Revenue directorate, Supervisor- Employee relationship is critical to the achievement of its mission which is, to deliver quality services to the city. This can only be achieved when employees are meeting deadlines and performing numerous tasks/ targets. However, due to bureaucracy, organizational politics, unprofessionalism and poor administrative-supervisory relations (KCCA performance review report, 2013) hindered the integration of appropriate management style into specific situations. Consequently, staff performance is hindered. This has caused slow adoption to the strategic performance based requirements for a change in organization management and at the end, undermined meeting deadlines, unprofessional actions, increased client complaints (Kirega, 2016, MOF, 2014) reports. This is very worrying hence the need to investigate Supervisor- employee relationship and staff performance at KCCA revenue directorate.

1.2 Statement of the Problem

Staff performance is exhibited through productivity, timeliness, customer satisfaction and Employee professionalism (Byremo, 2015). These can be achieved through internal communication, Career nurturing, regular performance assessment and team work enhancement among Employees (Byremo, 2015)

This is not the case with the revenue directorate of KCCA. Unprofessionalism among staff like trading License forgeries and scandals, delayed or unserved demand notices and poor handling of clients during the tax source operation enforcements in the city (The Auditor General's report, 2015)

Although attempts have been done to address this anomaly for instance; interdiction of non-performing staff, formulation of KCCA core values like teamwork and integrity, the situation has persisted with a continued decline in professionalism, employee output, profitability and customer satisfaction (NDPM Report, 2015). Therefore, this study explored the relationship between Supervisor- Employee relationship and staff performance at the KCCA Revenue Directorate

1.3 Purpose

The main purpose of the study was to investigate the relationship between Supervisor-Employee relationship and staff performance at KCCA revenue directorate in view of internal communication, career nurturing, regular performance assessment and teamwork on individual employee's performance.

1.4 Objectives

1. To establish the relationship between internal communication and staff performance at KCCA Revenue Directorate
2. To explore the relationship between Career nurturing and staff performance at KCCA revenue directorate
3. To find out the relationship between regular performance assessment and staff performance at KCCA Revenue directorate
4. To find out the relationship between teamwork and staff performance at KCCA revenue directorate

1.5 Research questions

1. What is the relationship between internal communication and staff performance at KCCA revenue directorate?
2. What is the relationship between Career nurturing and staff performance at KCCA revenue directorate?

3. What is the relationship between employee regular performance assessment and staff performance at KCCA revenue directorate?
4. What is the relationship between teamwork and staff performance at KCCA revenue directorate?

1.6 Scope of the Study

This included geographical, content and time scope.

1.6.1 Geographical scope

The study was carried out at KCCA revenue directorate to establish the gravity of the problem. These included revenue directorate staff at Nakawa, Kawempe, Lubaga, central, Makindye divisions and headquarters (UNPA 2014). These divisions were chosen because of the continued deterioration in staff performance (KCCA performance report, 2017).

1.6.2 Content scope

The study basically looked at relationship between internal communication, Career Nurturing, Regular performance Assessment and teamwork on staff performance at KCCA revenue directorate.

1.6.3 Time scope

The study considered a period from the FY 2013/2014-2018/19. This period was observed and the gravity of the problem explored in relation to staff performance at KCCA Revenue directorate.

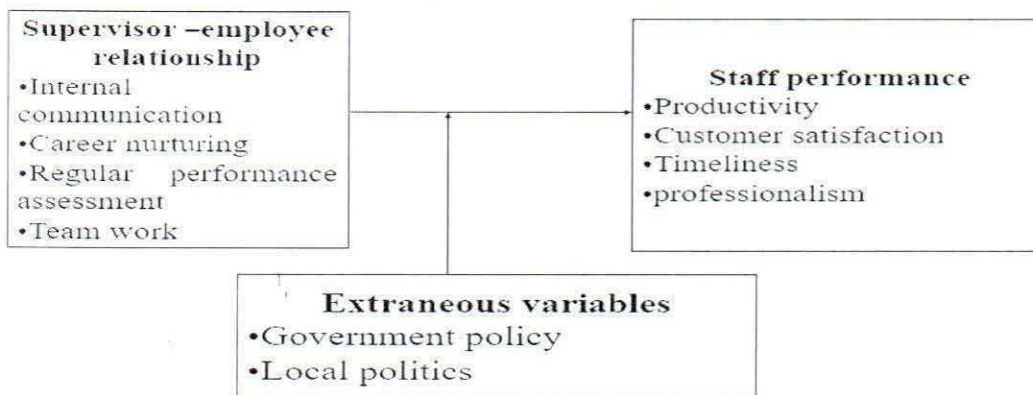
1.7 Significance of the study

The study is expected to:

1. Benefit Management executive committee, Authority council and Development partners intending to obtain effective performance from Employees
2. Be useful to other scholars and academicians who shall be sourcing for secondary data on related Research topic.
3. The study will help public servants to get baseline information on the importance of Supervisor- Employee relationship in determining areas to be given closer attention.

1.8 Conceptual frame work.

The figure below shows the relationship between the independent variable and the dependent variable



Source: Drawn according to Interpretation-Original source: Schneier, Beatty and Baird, (1987:98)

The framework above means that Supervisor- Employee relationship is represented by Internal Communication, Career Nurturing, Regular performance Assessment and Team work.

All the above are useful in stimulating our dependent variable (staff performance) which include; productivity, Timeliness, customer satisfaction and Professionalism. However, local politics and government policies (extraneous variables) have a huge hindrance to staff performance, however, these are not part of my study but the purpose was to be aware of them so that I control their influence (Allan 2014).

1.9 Definition of terms

Internal communication: Is the transmission of information between organizational members or parts of the organization. It takes place across all levels and organizational units of the organization

Career nurturing: Is to take care and protect the occupation under taken for a significant period of a person's life and with opportunities for progress.

Regular performance assessment: is a way how companies evaluate their employees regularly. Whether performed every six months or annually depending on the company policy. The assessment outlines exactly what the employee is doing right and wrong in her position.

Team work: means that people will try to cooperate, using their individual skills and providing constructive feedback, despite any personal conflict between individuals.

Team work can also be defined as the collaborative effort of a team to achieve a common goal or to complete a task in the most effective and efficient way.

Productivity: This is the measure of efficiency of a person, machine, factory, system in converting inputs into useful outputs

Customer satisfaction: Is a measure of how products and services supplied by a company meet or surpass customer expectation.

Timeliness: The fact or quality of being done or occurring at a favorable or useful time.

Professionalism: Is a skill or behavior that goes beyond what an ordinary person would have or behaving in a more formal or business-like manner.

Supervisor: person in the first- line management who monitors and regulates employees in their performance of assigned or delegated tasks.

Employee: is an individual who was hired by an employer to do specific job.

Staff: all the people employed by a particular organization.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

Several scholars have undertaken Research on Supervisor- Employee relationship and staff performance. The purpose of this chapter therefore is to identify relevant data that best suites the study. The review was obtained from relevant journals, magazines, seminars, presentations, newspapers, textbooks, internet and Acts. This chapter discusses the different Theories used and reviews literature on study objectives.

2.1.1 The systems Theory

The systems theory was used to guide this study. The theory states that organizations are divided into parts and all parts work together as a whole. Failure of one part of the organization to effectively perform its functions affects the performance of other parts and the organization as a whole. This theory has had a significant effect on management science and understanding of organizations (Walonick, 1993). It is preferred for this study because it considers a local government as a system which receives inputs, converts these inputs into outputs and discharges them into the environment. Such inputs in this organization which make up a system include people, finance, infrastructure, information and technology among others. These inputs pass through a process where they are planned, organized, motivated and controlled to meet desired goals and standards of which if employees effectively participate in would help in planning, motivating, coordinating and controlling these system inputs.

Systems theory recognizes the various parts of the organization, and in particular, the interrelations of the parts, such as the participation of central administration with lower cadres, accounting officers, support in effective use of resources. Since employees are involved in

planning, motivating, controlling and coordinating as key managers, they can help in the integration of the other parts of system to effectively and efficiently function. This shows the relevance of the systems theory to this study.

2.1.2 Expectancy theory

Expectancy theory was proposed by Victor Vroom in 1964. This theory is based on the hypothesis that individuals adjust their behavior in the organization on the basis of anticipated satisfaction of valued goals set by them.

The individuals modify their behavior in such a way which is most likely to lead them to attain these goals. This theory underlies the concept of employee commitment and engagement as it is believed that employee commitment and engagement is influenced by the expectations concerning future events (Salaman et al., 2005). Murray (2008) suggest that assuming goal acceptance, increasing the challenge or difficulty of goals leads to increased motivation and increases in organization performance.

Expectancy theory hypothesizes that individuals change their behavior according to their anticipated satisfaction in achieving certain goals. The theory further argues that there are two distinctive sets of factors affecting employee attitudes towards job and motivation. Factors in the first group are motivators (intrinsic) and consists of the following elements: achievement, recognition, work itself, responsibility, advancement and growth.

The second group of factors are classified as hygiene factors (extrinsic) and include supervision, company policy, relationship with (peers, subordinates, supervisor) working conditions, salary, personal life, status, security (Herzberg et al., 1993). Clark (2001) further

notes that performance management and indeed employee commitment and engagement is based on an extremely rationalistic, directive view of the organization which assumes not only that strategy can be clearly articulated but also that the outcomes of HR processes can be framed in a way that make clear their links to the organizations strategic objectives.

He further argues that the approach assumes casual links between different parts of the process that can be readily identified and enable underperformance in one or more aspects of the process to be managed to ensure optimum functioning of the organization performance system. Expectancy theory is founded on the premise that human beings think in a rational, calculative and individualistic way.

2.2 Supervisor- Employee relationship

Bernard & Goodyear (2004), defined supervisor-employee relationship- as a relationship between senior and junior members of a profession that (a) is evaluative (b) extend over time, (c) serves to enhance the skills of the junior person, (d) monitors the quality of services offered by the junior person and, (e) act as gate keeping to the profession. In effect it is managing others through leadership and personal influence. Loganbil et al, (1982) perceives supervisor-employee relationship as an intense interpersonal relationship in which one individual is responsible for facilitating the development of another individual. Glickman, et al (2004, p 6.) assert that supervisor-employee relationship has traditionally been perceived as an act of controlling employee instructional behavior, the term supervision portrays a system where organization delivers instructions in a way and manner designed by higher authorities or a set of principles and procedures. It involves direct and indirect inspection and control of employee" instructional activities.

This concept seems to place emphasis on employee" compliance with laid down procedures rather than allowing them to develop innovative abilities to work. Burton. (1930) explained that supervisor-employee relationship usually gives right direction to the people under supervision; enable them to take initiatives, take responsibilities to go ahead on their own. He pointed out that one aspect of supervisor-employee relationship is to train people, correct them, tell them what to do and also bring improvement in deficiencies in service provision.

Furthermore, Mills (1997) showed that supervisor-employee relationship has direct effect on staff performance. Supervisors assign tasks and clear responsibilities for performing those tasks and further, they expect from the assignees accuracy and punctuality. From his point of view, managers have the ability to motivate their employees, for this reason they spend considerable amount of time, looking for information about subordinate work.

Effective managers regularly find out what and how employees are doing. They always have a check on employee's jobs and they observe, give feedback to the employees indicating their positives and negatives regarding the staff performance. Furthermore, enable them to enhance their performance through right direction. (Komaki, 1994) According to British Journal of Hospital Medicine (2009 vol.70) if vision implies „seeing, " then the word supervisor-employee relationship can be read as „over-seeing", looking over someone's shoulder to check on them and also „super" in the sense of understanding, is helping someone to extend their professional skills and understanding. Furthermore, it states that supervision support professional learning and development, but it also relates to monitoring and improving performance as part of effective clinical governance and standard setting. Katz, (1978) and Van Maanen,(1975) are of the view that the role of supervisor-employee relationship is key to new employees job experience.

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First supervisors control the degree of structure, doubt and conflict in work itself. They also provide informal and formal feedback to employees on their work behavior. Also they control reward and even the job security that employees may enjoy. All these parts of job experience are particularly important to new comers who are trying to orient themselves in a new organizational environment.

2.2.1 Techniques of supervision

Managers can supervise through in fact, many firms conduct employee performance reviews, but often the review sessions are awkward, difficult, and rarely structured to analyze problems or suggest ways to improve staff performance. Within the supervisory structure, performance reviews need to encompass at least three steps: goal setting, progress review, and performance review. One of the most cogent ways to achieve successful review results is in the Nurturing of supervisors and employees to both practice the art of performance review (Bennett, 2000).

Unfortunately, for many managers, this regular task is often approached with a variety of trepidation and dread. Supervisors and employees both know they are required to participate in performance reviews. Instead of using the review as a motivational and communicative tool, many fall into the trap of the "redundant review". Supervisory program, for example, should address negotiating goals with subordinates in order to get better performance in the long run (Bies, 2000).

According to Wang, (2000), "every employee must know essential company goals". It seems like common sense that everyone knows the company's overall goals. It's amazing when you talk to co-workers who don't completely grasp it. As a supervisor, you can't just assume your subordinates are knowledgeable..." The following list gives a brief description of those skills

and how to implement them. As a supervisor, you can never assume your people know your company goals. Informed employees will grasp and appreciate, stay focused on what is important, and more importantly, limit what is not.

It's important to set realistic timelines to complete tasks with subordinates through effective supervisor-employee relationship. If the supervisor sets unrealistic goals, it says a lot about his/her expertise. But, if a supervisor sets realistic timelines for specific tasks, employees or subordinates tend to respect if you set realistic timelines for specific tasks, his/her decisions. And vice versa, a supervisor loses respect if he/she doesn't set realistic completion timelines (Boles, 2000).

Hoobler, (2006) notes that having proper Nurturing and tools to accomplish company tasks seem like common sense, but it's often overlooked or underestimated by managers. It's essential that managers/ supervisors understand how to identify skill and tool deficiencies. It's also critical to keep your own personal skill levels on par with the ever changing world of technology and trends. Supervisors should always encourage your workers to have input on Nurturing. Managers have an obligation set the standards, but you should be receptive to new ideas. In addition, you should require your subordinates maintain accountability for company tools and to identify deficiencies to you as the supervisor (Burton, 2006).

Supervisors need to always be firm and consistent with all of their subordinates. Being firm with an employee means they understand that there are firm consequences if they either violate policy or fail to meet company standards or goals (Byrne, 2003). It's very difficult to be totally impartial when dealing with a high performer versus a low performer, but it is one of the most important traits to have as a supervisor. There is loss of valuable respect from your co-workers

if you're ever deemed to give anyone preferential treatment. Once you lose this respect, it's almost impossible to regain.

Being consistent is one area that is often underestimated by managers and supervisors. Being consistent on how a supervisor acts from day to day is critical to how subordinates perform. As a manager, it's important to be professional when confronted by an angry employee by remaining calm and consistent with policy in order to remain professional. Therefore, being consistent is one of the greatest assets to the manager or supervisor.

2.3 Internal Communication and Staff Performance

Internal communication provides a fundamental incentive in an organization that enables and strengthens employees to carry out their tasks. (Welch & Jackson, 2007). Bartlett and Ghoshal (1989) view internal communication as being of major importance since they refer to communication and information flows as the lifeblood of the organization. The importance of internal communication, the exchange of information and the transmission of meaning, is also discussed by Katz (1978) who refers to internal communication as the soul of an organization. The importance of communication can be explained by the fact that it is a tool that can both reveal and eliminate problems in an organization so it is very essential to have a good and clear communication so that organizations can function smoothly and effectively. This study will find out the extent to which internal communication has improved staff performance of KCCA revenue directorate.

The existence of internal communication within the organization is intended to ensure effective decision making and foster positive organizational outcomes. As such, worker productivity is bound to increase when there is a stable internal communication process established within the

organization thereby enabling employees to perform their tasks well, to have information about the duties they have to perform, and about the goals of the organization. Is this the case at revenue Directorate? For communication and information to circulate within an organization, there must be some underlying purposes for which that information moves and this constitutes one of the roles of internal communication. Internal communication can, according to Erikson (1992), be divided into five different functions. Work communication is the communication needed for each of the employees to conduct their daily tasks. Hence, internal communication serves many different functions in an organization. From the perspective of management, there are three functions of internal communication.

The first function is to spread the goals, tasks, and rules of the company. The second function is to coordinate the activities of the company. The third function is to provide management with information regarding the condition of the company and the reliability of downward information flow from the management.

The author further argues that an effective internal communication brings a feeling of belonging to the employees, which increases motivation and the desire to put in an extra productive effort hence increasing their performance. Katz (1978) argues that the number of people reached by the message, the receivers relationship to each other, the type of channel used, the type of message sent, and whether or not the receiver needs to respond to the message, are all factors that have an influence on whether the internal communication will be effective. 19 In order to determine how effective the internal communication is in an organization; it is central to understand the criteria that determine the effectiveness.

There are numerous opinions regarding how to define an effective internal communication and according to Erikson (1992), the internal communication must meet a number of different criteria in order to be effective. Firstly, the communication has to be *concrete* in order for the receiver to understand the information. The reason for this is that the coding of the message will be affected by the receiver's culture, background, language, and frame of reference. It is apparently understandable that in areas where there are groups and where human interactions occur, there is the likelihood of the presence of certain setbacks or constraints and this is quite true of every organizational structure. Insufficient or inappropriate communication creates irritation, insecurity, disintegration and the spreading of rumors.

The importance of internal communication was further compounded in 1938 by Chester Barnard, who in his book; "The Functions of the Executive" ascertained that the primary function of the executive is to develop and maintain a system of communication. According to him, the legitimacy, reliability and validity of information within an organization will inherently depend on the extent to which communication is understandable; the information is aligned with organizational objectives and employee interests; and the psychological and physical readiness of the employee to act upon the information or message being communicated.

Consequently, Heron (1942) identified certain elements necessary for effective and criteria for effective communication. Credit is attributed to him for outlining two-way communications between employees and management in the existing organizational communication literature. He posited that "communication is a line function; "a two-way sharing of information. It demands the freedom and opportunity to ask questions, get answers and exchange ideas". Nonetheless, with the advent of globalization and the ushering in of new Information

Communication Technology, the working environment rapidly grew and became more complex. Organizations transformed into rivals and competitors as the best policies will ensure greater organizational effectiveness; and as the internal communication model began to decline, employees were gradually being neglected. It thus became imperative to Report new ways of establishing the role and importance of internal communication in order to preserve organizational dynamism.

Argenti (1998) talks of changes in organizations that affect employees and in this regard identified a study conducted by the Conference Board, a Report organization, in which the objective of the study was to determine from over 200 business organizations what they considered effective internal communication and how it affects employees. The opinions gotten from the study indicated that internal communication should improve employees' morale, inform them about organizational changes, and establish a significant positive relationship between management and employees. Under such circumstances, it will be easier for employees to understand the organization they are working for, hence contributing to improving their performance towards the attainment of the organizations' goals. This study will find out the level of internal communication at KCCA revenue directorate.

Although Argenti identified the role of key players and two-way communication as vital to internal communication, Report on the relationship or link between internal communication and staff performance had yet to be explored. Mindful of this lack, this study will attempt to portray a different and relatively new dimension of effective communication by exploring how internal communication affects staff performance, taking into consideration certain variables which previous studies on the subject neglected or did not fully expatiate or concentrate on. It is important to recall that the studies of Argenti and the Conference Board laid more emphasis

on the impact of internal communication on job satisfaction. They focused more on the act of communicating and how it influences employees' thoughts and perceptions for the organization they work for.

However, our study attempts to analyze internal communication from a different perspective as it seeks to know whether internal communication, including the act of communicating, the quality of information and the channels of communication utilized, has a significant impact on staff performance as they strive to ensure individual and organizational success. Besides, Asif and Sargeant (2000) conducted a study on effective internal communication processes in order to develop a model for internal communication.

In addition, Dinsbach, Feij, & de Vries (2007) further established that there is a positively strong link between internal communication, job satisfaction and organizational identification. They talked about this relationship in the terms of discrimination between employees and found out that those employees who are treated unequally leads to negative individual performance and productive outcomes. On the other hand, employees who received equal treatment tended to be more satisfied and committed to their management, and hence will perform better. The findings of their Report aided them in understanding and examining the positive relationships that exist between internal communication, job attitudes and outcomes.

The study demonstrated that communication is the best way for management to know about the attitudes of employees because when there is good internal communication, the result is increased productive efforts, increased performance, and positive attitude of employees towards the organization. The process of establishing a strategic policy for effective internal communication in an organization starts with the process of communicating with the

employees. The medium or channel used for communicating is also very essential depending on who receives the message, how it is understood and the type of information being disseminated. In this regard, De Bussy et al (2003) carried out a study on internal communication dimensions and the use of new media in organizations. The identified dimensions of internal communication in this study included ethical work climate, mutual trust, attitudes towards innovation and employee goal alignment. Their study suggested that the use of new media in the workplace is positively related to an ethical work climate and trust within the organization.

Further the study also ascertained that there existed a positive relationship between new media use and employees' attitudes towards innovation and organizational success. Nonetheless, although the study revealed that organizations that strive to effectively communicate would benefit from the use of new media channels for communication, it failed to establish or ignore the fact that new media channels for communication may also positively and significantly have an impact on employee performance. Thus, this study seeks to determine how organizations can use or uses communication channels to enhance the quality of the information or message being communicated and hence increase the performance of employees in the execution of daily tasks.

2.4 Career Nurturing and staff performance

Career Nurturing is a critical human resource management function in both Public and Private Organizations. Career Nurturing has been a recurrent subject of debate among scholars and academia. According to Alnaqbi (2011) career nurturing is not simply a means of arming employees with skills they need to perform their jobs, it is often deemed to be representative of an employer's commitment to their work force.

However, it is important to point out that HR practices work to develop individual knowledge and skills, as well as employee attitude and behaviors. If these effects are prevalent enough in the employee population, then the collective changes in human capital, attitudes, behaviors and associated organizational climate should be strong enough to influence staff performance.

Gill and Kustron (2011) expressed that career planning is a career development practice which involved continuous process of discovery in which an individual develops his own occupational concept as a result of skills or abilities, needs, motivations and aspirations of his own value system. To be viable, on short-term, or to maintain competitive advantage, in the long term, organizations must match employees with appropriate skills in the right positions. Career planning practice process involves both the organization and the individual Responsibility. Thus, the individuals must identify their aspirations and abilities, and through assessment and counseling to understand their needs of Nurturing and development; in terms of the technical skills and education advancement needed.

Lockwood (2007) defines career nurturing as a primarily career development for a short term intervention aimed at performance improvement or developing a particular competence. This career development practice involves the process that enables supervisors providing learning and development to occur on the job as job nurturing which enhance performance and improvement of the employee. Career Nurturing as a career development practice is a popular capacity-building tool, especially in the area of leadership development.

It is often mentioned in projects and reviews as a key element of good capacity-building career development practice. Yet despite its current status, many people are unclear what career

nurturing really involves, and where and when it works. In order to be able to understand this practice, it is important to understand what a career mentor actually does; the origin of the concept; when it is appropriate or not appropriate to use career nurturing. (CIPD, 2004).

According to Murray (2008), mentoring is a career development practice which entails helping and supporting people to manage their own learning in order to maximize their potential, develop their skills, improve their performance and become the person they want to be in alignment with organization objective. Mentoring has been practiced in different cultures for hundreds of years. But it is only recently that mentoring has been a career development practice rediscovered by the private sector, and now by the civil society sector, as a mechanism for leadership development.

According to Report it has been suggested that careers counseling is a career development practice that consist of a greater number of transitions as a result of the changing nature of work organizations Jackson *et al.*, (2012). One implication of this change is that careers counseling which is a career development practice will be needed at a greater number of points during the course of an adult career as people encounter more frequent employer and job changes. It is also suggested that, since employers will increasingly withdraw structured career management programs, people need to be more reliant on their own career elf management (Lockwood, 2007).

Career Nurturing is an integral part of every company's agenda. This is because of the implications of Career Nurturing; it is important to have Career Nurturing that is effective. Studies have proven that costlier but effective Career Nurturing can save money that is wasted on cheap but inefficient Career Nurturing (Xu & Thomas, 2011). Career Nurturing provides

staff with knowledge and expertise relevant to their areas of operation and translates into increased output. It also enhances the quality of the human resources by keeping staff abreast with the state-of-the-art development in their areas of operation. Career Nurturing and development aims at improving the productive capacity of the human resources. It also enables staff members realize their full potential and enhances their Career Nurturing and work environment. Appraising how staff development process is being undertaken in the university is an important aspect of an ambitious university and a starting point for a feedback (Salancik, 2007).

2.4.1 Career Nurturing and staff performance

According to Jacobs and Washington (2003), career nurturing is an integrated planning arrangement provided for a period of time to ensure that all staff in the organization have the competencies to do their work based on their potential to achieve organizational goals. Career nurturing is described as the process of enhancing organizational performance and individual learning due to developments in human resources, organization and career (Jacobs, 2006).

Notably, employee participation, empowerment, job redesign, team-based production systems, extensive workforce, Nurturing are thought to increase the performance of the organization (Pfeffer, 1994). In this light, the positive relationship between career Nurturing and staff performance has often been emphasized (Pao-Long and Wei-Ling, 2002; Jacobs and Washington, 2003). As argued by Bartel (1994), the implementation of career nurturing policies contributes to a significant increase in labor productivity, thus have an impact on the operational performance of the company, while it helps maintaining competitive advantage.

Buckley, Cook & Frink, 1999). Career nurturing is an integrated set of planned programs designed to assure that all individuals have the competence necessary to perform to their fullest potential in support of the organization's goal (Jacobs & Washington, 2003). A successful career nurturing results from the balance between individual's career orientation and needs, and the organization's mission and vision (Shelton, 2001).

A successful career nurturing results from the balance between individual's career orientation and needs, and the organization's mission and vision (Shelton, 2001). Career nurturing activities include off-the-job and on-the-job Nurturing programs, educational programs and seminars, job rotations, self-study materials and mentoring programs (Jacobs & Washington, 2003). These programs facilitate improvement of employee capabilities needed for carrying out daily functions of organizations.

Jacobs & Washington, (2003) examined the relationship between career nurturing and staff performance. This paper supports that career nurturing programs make positive contributions to staff performance.

Being concerned with growth results in a long-term orientation regarding the consequences of current actions, thus facilitating an individual's ability to utilize a long-term perspective when thinking about the self and the organization. Jacobs and Washington (2003) provided evidence for the notion that fostering career nurturing is related to increased staff performance. Allowing room for and fostering employee growth was found to be positively related to overall staff performance in a multinational organization, with staff performance increasing when employees were targeted for intellectual growth, given the opportunity for managerial

participation, and allowed to be involved in the development of new products (Chalhoub, 2009).

In response to evolving customer demands, many companies are adopting competitive strategies that emphasize innovation in products, processes, and technologies. These strategies, in turn, have enhanced the demand for workplace learning because employees need to absorb new skills and routines to perform their jobs (Salas & Cannon-Bowers, 2001). U.S. organizations invested \$134.9 billion in learning and development in 2007, with two-thirds of the total spent on internal developmental activities (American Society for Nurturing & Development, 2007).

Along with the increased emphasis on workplace learning, evidence also is accumulating that organizations are devolving human resource management (HR) responsibilities to supervisors and line managers in order to enhance staff performance (Hall & Torrington, 1998; McGovern, Gratton, Hope-Hailey, Stiles, & Truss, 1997).

This decentralization of tasks broadens the core responsibilities of first-line supervision—from traditional duties of monitoring and administration to a set of staff performance-oriented tasks that identify, assess, and develop the competencies of subordinates and align their staff performance with the strategic goals of the organization (Hales, 2005; Purcell & Hutchinson, 2007).

One approach to staff performance improvement is for supervisors to provide individualized instruction and guidance to employees in the context of daily work. This activity is generally referred to as informal career Nurturing, but it is more accurately described as career nurturing, which the literature defines as an unstructured, developmental process in which managers

provide one-on-one feedback and guidance to employees in order to enhance their staff performance (Heslin, VandeWalle, & Latham, 2006).

Career nurturing may affect individual performance through three mechanisms: the acquisition of job-related knowledge and skills, the enhancement of motivation and effort, and process of social learning. Career nurturing is an effective source of skill acquisition because supervisors can observe specific employee behaviors and staff performance and provide constructive feedback and guidelines for improvement (Heslin et al., 2006). This type of timely and individualized instruction contributes to the construction and recall of an individual's declarative and procedural knowledge (Kraiger, Ford, & Salas, 1993). Proximity between the learning task during career nurturing and its practical application at work reduces the loss associated with transfer of career Nurturing, which is problematic for structured, offsite career Nurturing activities (Baldwin & Ford, 1988). Career nurturing helps employees develop and maintain knowledge of a firm's products, customers, and work processes; and skills to effectively communicate with customers, respond to their requests, and deliver prompt service.

2.5 Regular performance Assessment and staff performance

Armstrong (2010) argues that assessment of performance is the key to cultivate the staff towards the achievement of organizational goals effectively and efficiently. Staff Performance Assessment is one of the tools or techniques to improve employee performance, to motivate employees to work harder, to develop the potency of employees, and even to increase the ability of employees in the future, which in turn will be influenced by their performance feedback in the past as well as the direction of the following development.

Performance assessment is a regular process for assessing the performance of staff in a given period conducted by the leadership. In more broad term the performance assessment can be

done by the employees themselves, subordinates, and coworkers. It is called by employee Regular Performance Assessment. The more the parties to assess the performance the better. Rao (1996) argues: "the assessment of the performance of a mechanism to ensure that people at all levels conducted the duty as desired by supervisor". Sin (1996): "performance assessment is a management technique to identify individual donations to the organization".

Werther and Davis (1989) stated that performance assessment is a process of organization evaluating individual performance, where they also suggest that the key elements of the system of performance assessment will determine the quality of the performance assessment namely: employee performance, performance measures, and performance standards in relation to the work. "Psychological Assessments are more directed to assess employee's potential for future performance rather than the past one.

It is done in the form of in-depth interviews, psychological tests, and discussion with supervisors and review of other evaluations. It is more focused on employees emotional, intellectual, and motivational and other personal characteristics affecting his performance. This approach is slow and costly and may be useful for bright young members who may have considerable potential. However, quality of these assessments largely depends upon the skills of psychologists who perform the evaluation.

Assessment centers technique was first developed in USA and UK in 1943. An assessment center is a central location where managers may come together to have their participation in job related exercises evaluated by trained observers. It is more focused on observation of behaviors across a series of select exercises or work samples. Assesses are requested to

participate in in-basket exercises, work groups, computer simulations, role playing and other similar activities which require same attributes for successful performance in actual job.

The characteristics assessed in assessment center can be assertiveness, persuasive ability, communicating ability, planning and organizational ability, self-confidence, resistance to stress, energy level, decision making, sensitivity to feelings, administrative ability, creativity and mental alertness etc. Disadvantages – Costs of employees traveling and lodging, psychologists, ratings strongly influenced by assessee's inter-personal skills. Solid performers may feel suffocated in simulated situations. Those who are not selected for this also may get affected.

A well-conducted assessment center can achieve better forecasts of future performance and progress than other methods of assessments. Also reliability, content validity and predictive ability are said to be high in assessment centers.

The tests also make sure that the wrong people are not hired or promoted.

This clearly defines the criteria for selection and promotion. Degree Feedback is a technique which is systematic collection of performance data on an individual group, derived from a number of stakeholders like immediate supervisors, team members, customers, peers and self. In fact anyone who has useful information on how an employee does a job may be one of the appraisers. This technique is highly useful in terms of broader perspective, greater self-development and multi-source feedback is useful. 360-degree assessments are useful to measure inter-personal skills, customer satisfaction and team building skills.

However; the negative side, receiving feedback from multiple sources can be intimidating, threatening etc. Multiple raters may be less adept at providing balanced and objective feedback. Performance assessment is the foundation or basis for management or leadership of the company or organization to make decisions or other strategic policies. For example: Management will make compensation policies. Fair compensation will be created, if the basis for determining the compensation is the actual performance of the employee.

Management will make policies on staffing levels. Placement of the right employees can be done if the basis is the real performance ratings. Management will make policies related to education and Nurturing of employees. The right employee performance assessment can be a basis for determining who gets what education and Nurturing. The management can make the right policy to foster employees. Lawrence H. Peters (1996), *Interpersonal Affect and Performance Assessment: A Field Study*. His Report states that there is a relationship between the attitude of the trait rating, the rating outcome, and overall performance either partially or simultaneously. Charles H. Schwepker, Jr. and Thomas N. Ingram (1996) with the journal entitled: *Improving Performance through Sales Ethics*, concluded that the ethical decision of Salesman positively correlated with the performance of employees. *Human Resources Management: The results concluded: From the three patterns of universalistic, contingency and configurationally: performance assessment has a positive relationship with ROA and have a marginally positive relationship with ROE, job description and job security.* Gregerson (1996), journal title, *Expatriate Performance Assessment in US Multinational Firms*.

The study concluded: Variations assessment criteria of balance the number of assessors, appraiser's knowledge characteristics, and the frequency of the number of evaluation have positive effect on the perception of the accuracy of the expatriate's performance assessment.

Schwepker & Ingram (1996), title of the study, Improving Sales Performance through Ethics. The study concluded: (1) the factors that affect the judgment of salesman's moral, among others: gender, marital status, age, education level, experience level, variation of income, type of product sold.

Employee Regular Performance Assessment is one of the tools or techniques to improve employee performance, motivate employees to work harder, development of potential employees, and even to increase the ability of employees in the future, which in turn will be influenced by their performance feedback in the past as well as direction of the future development. Performance is the achievement records generated from a particular job function or an activity over a specified period.

If a performance assessment carried out properly, then the purpose of the performance assessment will be achieved. Werther and Davis (1996) states that one purpose of performance assessment is to improve employee performance. Sin (1996) adds that one of the benefits of performance assessment is to improve employee performance. Armstrong (1990) said that the performance assessment is useful in helping improve performance by knowing the strengths and weaknesses on the employee. James Kwame Mensah (2004) has the findings that implementation of a TM system leads to employee performance, but a TM output mediates the relationship between TM and employee performance.

A number of empirical study results also support theoretical studies stated that there is a positive relationship between the performance assessment and the employee's performance. Thus there is need to find out whether there is a positive relationship between performance assessment and organizational performance in theoretical or empirical basis.

2.6 Teamwork and staff Performance

Teamwork refers to a group of individuals who work interdependently to solve problems or carry out tasks (Keller, 2001) Deming implies that an extraordinary degrees of employee's teamwork is vital to staff performance and for accomplishment of quality and productivity enhancement (Costa, 2003).

There can be many procedures and methods to higher the performance of individuals within team at workplace; including practices linked to work environment, organizational culture, problem solving and cooperation among employees within numerous departments (Keller, 2001). It is perceived that those employees who working in a team instead of the conventional based workplace have higher fulfillment and performance.

Employees are being trained in teams to attain their organizational targets linked to their concern responsibilities (Erdem et al. 2003). According to Cohen and Bailey (1999), team is a group or collection of individuals who are interdependent in the task given to them and who share accountability for the significances and outcome, the team permits and allows individuals to collaborate, help, improve individual skills and provide constructive feedback without any conflict between individuals (Jones, 2007).

The work performance or productivity of the team is higher than individual performance when the work requires a broader scope of knowledge, judgments and opinion. The benefit of teamwork is significant productivity growth in the ranges and operational management (Totterdill Dhondt & Milesome, 2002). Teamwork also creates an environment that simplifies and facilitate knowledge and information exchange and so-called knowledge sharing.

Other benefits are the ability of new forms of work organization to increase the potential for innovation that may add value and importance to products or services, moving them into less price-sensitive market. Moreover, the ability of new forms of work organization to increase the employability of workers through multiskilling and the acquisition or acquiring of higher competencies in problem solving, communication and team working will help labor market adaptation and also support new form of local and regional economic growth and regeneration (OECD, 2002).

Organizations which emphasize more on teams have resulted in increased employee performance, greater productivity and better problem solving at work (Cohen & Bailey, 1991). Bacon & Blyton (2006) highlighted the two important factors i.e Self-Managed team and interpersonal team skill. These factors enhance the communication as well as interpersonal relationship between team members and also boost the employee performance. Teamwork is a significant instrument and tool of a new type of work management. Teamwork is precise and accurate organizational measure that shows many different features in all types of organizations, including no-profit (Mulika 2010).

In related development, Ingram (2000) observed that the good manager is the one who assigns the responsibilities to his/her workforces in a form of group or team in order to take maximum outputs from employee's, but to Waher (2006), it should be possible to design a proper scheme or system of team building within every organization for employees in order to encourage and distribute best practice and maximize outputs. The main emphasis in designing and implementing such a system according to him is ultimately to improve employees learning.

Ingram (2000) notes once again that teamwork is a strategy or policy that has a potential to improve the performance of individuals and organization, but it need to be encouraged over time. Organizations need to look at strategies for refining or improving performance in the light of increasing competitive environment.

He stressed that top managers need to have vision to introduce teamwork activities within the organizations, the sensitivity to nourish it and the courage to permit team to play an important part in decision making. Conti & Kleiner (2003) took it to another level as they reported that teams offer greater participation, challenges and feelings of accomplishments.

They observed that organizations with team will attract and retain the best people, which will in turn create a high performance organization that is flexible, efficient and most importantly, profitable. Profitability is the key factor that will allow the organization to continue to compete successfully in a hard competitive and global business arena, they concluded.

Teams as part of everyone's life and as part of organizational building is often view as a group (a collection of people) who interact to achieve a common goal but an effective, well-functioning team is much more than this (Murray 2000). It has been found that it dramatically affects organizational performance. Some managers have credited teams with helping them to achieve incredible results. Participants in an effective team care about the group's well-being skillfully combined individual talents with a positive team spirit to achieve results regardless of whether the program effort is that of an individual or several individuals.

Developing team skills have been seen as important because of the tremendous explosion in the use of teams in work organization over the last decade. Organization which have

emphasized more on teams have results in increased employee performance, greater productivity and better problem solving at work (Cohen and Bailey, 1999). One Report study concludes that to teach individuals on how to work in teams is not an easy task because to teach individuals to work in teams is inappropriate (Crosby, 1991).

Bacon and Blyton (2006) highlighted the two important factors i.e. self-management team and interpersonal team skills. These factors enhance the communication as well as interpersonal relationship between team members and also boost the employee performances. Teamwork is a significant tool of new type of work organization.

Teamwork is a precise organizational measure that shows many different features in all type of organizations including non-profit (Mulika, 2010). One Report study concluded that the good manager is the one who assigns the responsibilities to his/her employee in a form of group or team in order to take maximum output from employees.

(Ingram, 2000). Another study concluded that it should be possible to design a system of team building within every organization for employees in order to promote and distribute best practice and maximize output. The main emphasis for designing and implementing such a system is ultimately to improve employee teaching (Washer, 2006). According to Ingram (2000) teamwork is a strategy that has a potential to improve the performance of individuals and organizations, but it needs to be nurtured over time.

Organizations need to look at strategies for improving performance in the light of increasingly competitive environments. Top managers need to have the vision to introduce teamwork activities within the organizations, the sensitivity to nourish it and the courage to permit teams

to play an important part in decision making. Conti and Kleiner (2003) reported that teams offer greater participation, challenges and feelings of accomplishment.

Organizations with teams will attract and retain the best people. This in turn will create a high performance organization that is flexible, efficient and most importantly, profitable.

According to Mickan and Rodger (2000) there is positive relationship between the team performance and trust. Trust generates the behavioral basis of teamwork, which results in organizational synergy and better performance of an employee. Development of trust within the organization is the responsibility of individuals. Creation of conducive and the trustable environment for synergetic teamwork is the responsibility of organization.

Organizations should transform the trustworthy behavior for measurement into performance assessment system to promote the organizational values (Erdem et al., 2003). According to Rabey (2003) recognition and rewards are the primary focus of the individuals who are working in teams. Perceptive managers know and constantly capture the benefits of the team. Teams show the collective strength of the individuals and boost the motivation and morale of individual as well. Managers critically observe the team members hidden working potential otherwise managers may lose them.

According to (Staniforth, 2000) teamwork is the collective way of working which result in potential benefits and greater synergy. Managers must plan and design an appropriate reward system for the employee and encourage their participation in team projects. They must also set the group goals which are connected towards the company strategic plan, building of employee performance and fair payment methods. After implementation of above captioned concern, managers are able to establish their teams. Periodically monitoring the team work activities in

order to check its effectiveness should be the primary focus of every business strategy (Musselwhite, 2001). Reporter further suggested that team work is a fragile process which needs to be handling carefully in a supportive organizational environment.

Anderson & West (2002) argue that effective organizational environment is one in which employee communicate, participate and work in trustable atmosphere. According to Herzberg (1987) reward and recognition can provide both intrinsic and extrinsic motivation. Herzberg (1968) reported that extrinsic rewards are the main factor to provide employee movement in positive manner.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter presents a detailed description of the methodology that was employed in the study. It focused on the adopted Research design, the population, sampling strategies, data collection methods, Research procedure, ethical considerations, validity and reliability of Research instruments, and methods of data collection.

3.1 Research Design

The study used a cross sectional survey design. According to Amin (2005), this is one of the most commonly used Research design in social sciences and is used to gather data from a sample population at a particular time. Opedun (2013) says that this design helped to define better and understand respondents' opinions and attitudes when gathering information from a sample population at a particular time. The Research used a cross sectional survey design because was also less expensive way of gathering data from the large number of respondents who were involved in this study. In this study, both quantitative and qualitative approaches were employed in data collection process, analysis, presentation and discussion of findings. Quantitative method was used in order to establish the extent and rate of the problem while qualitative filled the gaps that were left by quantitative data.

3.2 Study Population

Population refers to an entire group of individuals, events, objects, or elements having a common observable characteristic (Mugenda & Mugenda, 2003). The information on population at the Directorate is guided by KCCA manual, 2016. It was comprised of Directors, Managers, Supervisors and Officers in Revenue Directorate- numbering approximately 136

3.3 Sampling techniques

Mugenda & Mugenda (2003) define sampling as a formulation of a procedure of selecting the subjects or cases to be included in the sample. This study used simple random sampling and purposive sampling methods to select the sample. According to Mugenda & Mugenda (2003), simple random sampling involved allocating equal chance to the selected elements in the population. This method involves giving a number to every respondent in the accessible population, placing the numbers in a container and then picking any number at random. This was used during the selection of Revenue officers. Purposive sampling was used and allowed the researcher to use cases that have required information with respect to the objectives of one's study. Cases of subjects are therefore handpicked because they possess the required information. Purposive sampling was used to select the directors, section managers and supervisors who possess a lot of information and are knowledgeable about the study variables.

3.4 Sample Size Determination

A sample size is the portion representing the population and selection involves the process of choosing the elements from the population Amin, (2005). Given that the study population is large, a sample size was determined using Krejcie and Morgan (1970) Table for determining sample size from a given population. Details are given in table 1 below

Table 1: sample size

Category	Target population	Sample size	Sampling technique	Report instrument
Directors	2	2	Purposive	Interview
Managers	6	6	Purposive	Interview
Supervisors	08	8	Purposive	Questionnaire
Revenue officers	120	92	Simple random	Questionnaire
Total	136	108	Purposive/ simple random	Interview/ questionnaire

Guided by Krejcie and Morgan (1970)

3.5 methods of data collections

The researcher used the questionnaire, interview and documentary methods to collect data from the revenue directorate staff at KCCA.

3.6 Data Collection Instruments

The study included self-administered questionnaires, interview guides and a documentary review guide as Research instruments for data collection.

3.6.1 Self-Administered Questionnaire

Self-Administered Questionnaire (SAQ) was used as a data collection instrument. These included semi structured questionnaires and were administered to revenue collection officers and supervisors. Questionnaires help cover a large number of respondents in a relatively short time, Creswell (2009). Questionnaires were used to collect quantitative data.

The close-ended questions predetermined multiple responses which were measured against a four Likert scale, which was used to collect quantitative data (Creswell, 2003) and it sought to capture opinions of respondents on the possible association of variables under study

3.6.2 Interview guide

The researcher used interviews because they improve on the understanding and the credibility of the study and they lead to deeper understanding of the topic Amin (2005). As they fetch a wide variety of ideas needed for the study. These included semi-structured interviews which consisted of both open and closed interviews. Oral interviews were used to collect qualitative data from the Directors and managers.

3.6.3 Document review guide

A Document review guide was used to view and analyze the existing documents that would show evidence on study variables at the directorate.

3.7 Data Collection Procedure

The researcher obtained a letter from Kyambogo University introducing him to the KCCA to permit him collect data. Once permitted, the letter was presented to each category of the respondents who were involved in the study. Since they are two methods to be used, the researcher first administered questionnaires, collected them and reviewed them to identify any un answered questions/items and responses that need further probing. It's after this that interviews were conducted, putting into consideration the latter two.

The Researcher used some two Research assistants; these were first trained on how to administer the Research instruments (questionnaire and interview guide) and tools.

3.8 Data quality Control

The study put into consideration the validity and reliability of the Research instruments

3.8.1 Validity of Research Instrument

Validity refers to the accuracy of instrument used in Research to collect meaningful and right data (Amin 2005). Content validity literally means the amount of substance in the study (Enon, 2002). The instruments had adequate traits due to consultations with the supervisor, colleagues and the Research expert. The Research expert helped in strengthening the validity of the Research instruments and calculation of the content validity, CVI. The test of content validity was established through inter judge with two Research consultants. The formula was

The Content Validity Index (CVI) will finally be computed to determine the validity of the set of SAQ using the formula;

$$CVI = \frac{\text{Total number of items rated as valid}}{\text{Total number of items on the instrument}} \times 100$$

Where n is = number of items related as relevant and N= total number of items in the instrument.

The CVI for the interview guide and questionnaire to be regarded as valid was accepted at above 0.8. This is because Amin (2005), Suggests that in a survey, the least CVI recommended in a survey study should be 0.70 or 70%. Some adjustments were made to make the questions more valid. The results are presented in table 1.

3.8.2 Reliability

Reliability refers to the degree of consistency in which a measuring instrument yields when the entity being measured has not changed (Leedy & Ormond, 2001). Reliability refers to how consistent a Research procedure or instrument is (Abuja, 2005). The strategies that were used to obtain reliability are peer debriefing, prolonged engagement and audit trails. Peer debriefing involving the Researcher working with colleagues to examine the instruments and giving their views about their correctness. With prolonged engagement, the Researcher spends sufficient

time in the field to learn or understand the social setting while audit trials involve a thorough collection of information regarding all aspects of the Research. Data was systematically checked, focus maintained and there was identification and correcting errors (Morse et al, 2003). This helped to ensure establishment of accuracy of data collected. Reliability for quantitative data was obtained by carrying out a test of reliability analysis scale (Alpha-coefficient) using SPSS. The instruments were found valid at a (alpha) above 0.8. A reliability of 0.80 indicates 80% consistency in the scores that are produced by the instrument (Siege, 2002). The use of SPSS was because of its being easy to apply and fitting a two or more-point rating scale. Results of Cronbach are presented below in table 2.

Table 2: Reliability and Content Validity Index

Items	Content validity index	Cronbach alpha (a) value
In service training	0.86	0.792
Team work	0.80	0.755
Availability of instructional materials	0.83	0.682
Motivation challenges	0.79	0.751
staff performance	0.70	0.791

3.9 Data Presentation and Analysis:

The data collected from the respondents was prepared or processed for analysis and then later actually analyzed as described below.

The collected data on SAQs was edited, categorized or coded and entered into the computer using the Statistical Package for Social Sciences (SPSS) for generation of summary frequency tables and graphics.

Data collected with the interview guide were edited, categorized according to themes and then summarized into percentages in a computer spreadsheet. This was done by recording the data and organizing it in themes. Thereafter the themes were analyzed in line with the Research questions that represented them. The numbers of responses were noted and the corresponding percentages computed.

Descriptive statistics and regression analysis were used to analyze quantitative data, especially the relationship between career nurturing and staff performance. This was done through use of the Statistical Package for Social Sciences (SPSS). Qualitative data was analyzed using Content analysis method.

3.10 Ethical Considerations

The Researcher sought the consent of respondents before allowing them to participate in the study. During data collection, anonymity and extreme confidentiality was observed while handling the responses. The respondents were informed of the purpose the study and also assure that the information given was only for academic purposes and they were not endangered.

CHAPTER FOUR

PRESENTATION AND ANALYSIS OF RESULTS

4.0 Introduction

This chapter presents the findings of the study. The study was about Supervisor- Employee relationship and staff performance at KCCA revenue directorate. It was centered on the four Research questions. The findings were presented in tables. Therefore, this chapter was divided into two sections; response rate and Research questions that the study sought to answer.

4.1 Response rate

The background information of the respondents was important because it influenced the opinion of the respondents on the relationship between study variables. The data gathered was mainly on the social background of the respondents respectively. Interviews were conducted with 8 respondents and these included 6 managers of revenue directorate and 2 directors. The questionnaires were assigned to 8 supervisors and 92 revenue officers. A total of 108 sample size was all met for the study.

Table 3: Gender of the respondents

Gender	Frequency	%
Female	48	44
Male	60	56
total	108	100

Source: Primary data, 2018

Table 3 shows that of the 108 respondents in the study, 44% were females while 56% were males. The implication of this finding is that the existence of a slight difference between the male and female population indicates an equal distribution of sex across the study. This created

a uniform platform for both male and female to give their understanding of the study topic.

The study was therefore not biased by sex.

Table 4: Distribution of Respondents by Age

Age Group	Frequency	%
21-30	30	28
31-40	44	41
41-50	23	21
50 above	11	10
Total	108	100

Source: Primary data, 2018

In Table 4.4 above, 28% of the respondents were between 21-30 years, 41% between 31-40 years, 21% of the study respondents' between 41-50 and 10% between 50 years and above. This implies that they were able to give well thought information pertaining the study concepts. From the interviews it was discovered that majority of the directors and managers were mostly between 40-49 while the rest were between 50- 59.

Table 5: Distribution of Respondents by Educational Level

Education Level	Frequency	%
A level	11	10
Diploma	45	41.6
Degree	34	31.4
masters	10	9.2
Others	08	7.4
Total	108	100.0

Source: Primary Data, 2018

The findings from 10% showed that they attained A Level education, while as 41.6% were diploma holders and were the majority, 31.4% were degree holders, while 9.2% had attained a master's degree and were mostly the managers, some revenue officers, 7.4 % were o level and primary leavers. The above results did not differ from interviews held respectively.

Table 6: Religious affiliation of respondents

Religion	Frequency	%
Catholic	22	20
Protestant	30	28
Muslim	16	15
Born-again Christians,	40	37

Source: Primary data, 2018

The results on religious affiliation of respondents indicated that 20% were Catholics, 28% were protestants, 15 were Muslim, 37% were Born-Again (Balokole and were the majority.

Table 7: Marital status of respondents

Item	Frequency	%
Married	36	33
Single	60	56
Divorced	08	7
Widowed	04	4

Source: Primary data, 2018

The study results on marriage status of respondents revealed that 33% were married, 56% were single but majority of the respondents were cohabiting, 7% had divorced and 4% of the respondents were widowed. From the interviews it was reported that majority of the respondents were still single.

4.2 Presentation of Findings

This section presents data from all the instruments used starting with questionnaires, interviews and documentary review respectively. Data was presented question by question starting with Research question one.

4.3 Results for objective one

This objective of the study, set out to establish the relationship between internal communication and staff performance at KCCA Revenue Directorate and was tested using Research question one, which stated ‘What is the relationship between internal communication and staff performance at KCCA revenue directorate?’ The results were presented in table 8 below

Table 8: Internal communication and staff performance

	Items	SA	A	D	SD
1	My supervisors always spread the goals, tasks, and rules of the directorate	28	30	27	15
2	Am always psychologically and physically ready to act upon work information being communicated	39	21	31	09
3	Management provides us with reliable information regarding the condition of the directorate	13	44	24	19
4	My supervisors coordinate the activities of the organization efficiently	31	24	15	30
5	My employers provide us with very essential information about my job daily	37	14	23	26
6	Our work communication channels have improved my attitudes towards my work	18	30	36	16
7	We have a good information communication policy system	32	12	49	7
8	There is uncertainty and fear when communicating with my supervisors	53	20	18	09

Source: Primary data, 2018

The study findings from 58% of the respondents revealed that their employers always spread the goals, tasks, and rules of the directorate which was denied by 42% who disagreed. The study revealed that most of the goals rules and regulations are emphasized mostly when you have just joined the directorate. From the open questionnaire with the respondents they showed that

'it's mostly at the time of joining when the authorities communicate the goals, mission and vision of the directorate, after someone has been initiated then they only communicate the tasks to be done' said one of the revenue collectors. (12th October 2018), primary data.

This was not any far different from the managers and directors who responded to the interviews.

On whether employees were always psychologically and physically ready to act upon work information being communicated 60% agreed while 40% disagreed, many of them revealed that

"If tasks are well communicated and understood, then they would just proceed to work as required, however they revealed that sometimes there was miscommunication of information which affects their performance", (12th October 2018), primary data.

From the interviews, it was revealed that most of the performances depended on how they understood the communicated information, sometimes there were delays in the way message was communicated and it has always affected us towards achieving our targets.

The study further indicated from 57% of the respondents that their Management provided them with reliable information regarding the condition of the directorate which was opposed to 43%. This brings out the implication that though majority gets reliable information, there is need for improvement in making all employees understand the situation of the directorate.

One of the respondents had this to say

'I rarely interact with my bosses, all I get is an email directing me what to do and sometimes the systems are either slow or down' said one of the interviewees, 12th October 2018), primary data.

The study showed from 55% of the respondents that their supervisors did coordinate the activities of the organization efficiently while 45% disagreed. Meaning that to a big extent the supervisors did their work though there is need for improvement.

In the interviews it was reported that sometimes they send their employees out in different places, and it becomes very hard to supervise all of them given the fact we have a very small number of supervisors.

On whether the supervisors provided staff with very essential information about my job daily 51% agreed while 49% disagreed, which means that to a large extent essential information was communicated to the staff for effective job performance.

The results from 48% of the respondents revealed that their work communication channels had improved my attitudes towards my work which was opposed to 52%. This implies that the employees are not satisfied with work communication channels and they should be improved.

'The directorate does not display information say on a display board, all they do is sending emails and sometimes you come to know about the tasks through a colleague, now in a situation where there is no trust with a workmate, it becomes hard to receive information' said a female manager, (12th October 2018), primary data.

The study established from 60% of the respondents that sometimes there is uncertainty and fear when communicating with their supervisors while 40% disagreed. Meaning that employees don't feel free to interact with their superiors. One of them said.

'Some of our supervisors are not professional enough as their recruitment into the directorate is questionable, so they sometimes act on orders of those who brought them not in the interests of the directorate' said a supervisor, (12th October 2018), primary data

The level of internal communication depends on the quality of feedback received and the number of times a given response appears. Numerous responses of the same issue are discussed during the evaluation discussion between employee and supervisor. If this was never addressed before by supervisor it is not placed in evaluation only discussed during the meeting. We did use this but it wasn't done correctly by all. It was implemented but with no training, Reporting comes from co-workers, who directly worked with individuals and sometimes it was received in different ways not used consistently or given in a useful manner which doesn't assist in giving a true rating.

All in the level of communication between supervisors and employees is not all that satisfactory as it is still low. There are Communication difficulties the directorate is facing which are affecting staff performance. There is need to boost the level of internal communication in directorate

4.4 Results of Research question two

This objective of the study set out to explore the relationship between Career Nurturing and staff performance at KCCA revenue directorate. This was tested using Research question two which stated, 'What is the relationship between Career Nurturing and staff performance at KCCA revenue directorate?' the results were summarized in table 3 below

Table 9: career nurturing and staff performance

	Career Nurturing	SA	A	D	SD
1	Our directorate carries out individual's career orientation and needs of the organization's mission and vision	29	30	12	29
2	Staff training is well-planned and given adequate importance	27	21	33	19
3	There is adequate emphasis to develop managerial capabilities through nurturing	24	15	28	13
4	The directorate provides Employee job Nurturing programs	36	22	31	21
5	The Directorate has a policy that governs Career Nurturing for staff	39	20	34	7
6	The directorate recognizes employees interests/goals and is willing to meet employees interests	25	21	34	20
7	Management provides regular Nurturing on all staff to enhance their capabilities	32	24	20	24
8	Career counseling is a fundamental human resource policy towards staff career development	31	10	24	35
9	KCCA gives incentives to staff for career achievement	23	24	35	18
10	Management suggests specific strategies to accomplish work objectives	30	21	28	21
11	Management exchanges experiences with junior employees to improve job challenges in the workplace	39	21	19	21
12	Teamwork encourages employees to broaden their skills and knowledge	43	20	30	07

Source: Primary Data

The objective of the study set out to establish the level of career nurturing on staff performance in KCCA revenue directorate. The study established from 59% of the respondents that their organization carries out individual's career orientation and needs of the organization's mission and vision while 41% disagreed, which indicates that the directorate orientates the employees especially when they have just joined KCCA.

In the interviews, it was revealed that they hire affirm to come and sensitize their employees about their goals, mission and vision, but sometimes they are let down by poor or late budget allocation towards this great activity.

The results on whether Staff training was well-planned and given adequate importance showed that 48% agreed while 52% disagreed, meaning that training of staff needed much more attention

The results from 39% of the respondents showed that there was adequate emphasis to develop managerial capabilities through Training while 61% disagreed meaning that there was still inadequate emphasis on developing capabilities through training.

It was indicated from 41% of the respondents that the Directorate has a policy that governs Career Nurturing for staff while 59% disagreed. Meaning that majority were not aware of this policy towards their career nurturing, however this was not the case with interviews, they reported that KCCA has a very clear policy on career development. We are required to train our clients to become more efficient and effective towards their work.

The study showed from 46% of the respondents that the organization recognizes employees' interests/goals and is willing to meet employees' interests while 54% disagreed. Meaning that

employees' interests and goals are given less priority. The interviewees reported that it is mostly the organization interests and goals that are prioritized first before our workers.

“Career counseling is a fundamental human resource policy towards staff career development, this is always done once year; we are taken for a retreat.” (12th October 2018), primary data

The study established from 10% of the respondents that KCCA gives incentives to staff for career achievement while 90% disagreed. Meaning that the directorate does not give incentives to staff for career development.

‘If any employee wants to go for further studies he has to apply for a study leave which has to be considered/ agreed upon with the employer. However, the applicant has to meet all the study necessities.’ said an interviewee, (12th October 2018), primary data

64% of the respondents revealed that Management suggests specific strategies to accomplish work objectives while 36% denied. Meaning that management is always coming up with ways of enhancing performance. However most of the respondents agreed that they always suggest measures of enhancing performance but sometimes they remain on paper, with no clear implementation. Sometimes we lack adequate technology to do the work effectively.

On whether Management exchanges experiences with junior employees to improve job problems in the workplace 58% agreed while 42% disagreed. Meaning that though there is exchange of experiences between juniors and their superiors, this is still lacking and needs to be revisited.

In the interviews it was said,

‘We always have a workshop (retreat) annually where we hire an external firm to guide us on career nurturing. We always spend a week together with workmates discussing work related issues and way forward.’ Management encourages employees to broaden their skills and knowledge, (12th October 2018), primary data

The documentary review, showed that there was inadequate emphasis to develop managerial capabilities through training. staff training is well-designed and widely shared policy in the directorate, staff training was well-planned but given inadequate importance and also management gave employees less opportunity for training. The respondents also revealed that Training needs analysis is conducted before embarking on any training. The respondents further revealed that management provided irregular training on all cadres of staff to enhance their engagement. In conclusion, the records showed that the level of career nurturing towards staff performance at KCCA revenue directorate is still wanting and needs serious attention to reinforce and prepare employees towards better performance.

4.5 Results for objective three

This objective of the study set out to establish the relationship between regular performance assessment and staff performance at KCCA Revenue directorate; This was guided by a Research question which stated, "What is the relationship between regular performance assessment and staff performance at KCCA revenue directorate?" the results are presented in table 10 below.

Table 10: Regular Performance assessment and staff performance

	Item	SA	A	D	SD
1	The directorate has a policy governing employee Regular performance Assessments	34	21	20	15
2	The directorate has performance standards established for each position	12	40	23	25
3	Employee performance is related to pay increases (pay for performance)	24	19	50	7
4	Employee Regular performance Assessment ratings play a role in promotions at the directorate	16	29	34	21
5	Our supervisors meet with staff to discuss performance and goals	34	31	13	22
6	my employers have defined ways of recognizing employee job performance	18	32	24	26
7	The directorate employee Regular performance Assessment process is an effective tool for the staff performance	33	17	38	12

Source: field study data

The findings from 65% of the respondents revealed that the directorate has a policy governing employee Regular Performance Assessments while 35% denied, meaning that performance evaluation is planned for in the directorate. The challenge was that it was not given much attention as planned for, said one of the interviewees.

The results from 59% of the respondents showed that staff performance appraisals/evaluations were mandatory while 41% disagreed, which indicated that though majority agreed that it was mandatory some were not aware and did not attach any attention to this great activity in their organization.

Furthermore, discoveries from 52% of the respondents showed that the directorate has performance standards established for each position while 48% disagreed, meaning that many staff were not well conversant with standards, in the open questionnaire,

'One of the respondents revealed that for me I do the tasks as directed to me but sometimes there those that are beyond your control 'said one of the revenue collectors, (12th October 2018), primary data

The findings from 45% of the respondents revealed that staff Regular Performance Assessment ratings play a role in promotions at the directorate while 55% disagreed, which implies that promotions are not based on regular assessment. In the interviews it was revealed by most of the respondents that promotion of young juniors was based on performance though for big positions there is organizational politics.

On whether supervisors met with staff to discuss performance and goals 56% agreed while 44% disagreed, meaning that supervisors rarely met with staff to discuss the goals and targets of the organization. This was not any different from interviews which showed that they once in a while met with staff to discuss goals and targets for the directorate.

The study results from 50% of the respondents showed that their employers had defined ways of recognizing staff job performance which was denied by 50% who disagreed. Meaning that on average the directorate tried to recognize the staff which motivated them to work hard.

The study discovered from 77% of the respondents that the directorate staff Regular performance assessment process is an effective tool for the employee performance while 33% disagreed.

One of the respondents had this say,

'Staff regular assessment would be an effective tool to improve production and efficiency of the employees but it's not given much attention.' Said a male supervisor', (12th October 2018), primary data

However, in my own observation of the documents, there were the employees were highly motivated to perform their job an indication of good management practices that should be copied across all public sector organizations in Uganda.

Findings of the study indicate that, the overall performance in terms of efficiency at KCCA is satisfactory and performance tasks are done in a reasonably economic way in terms of Exploiting the use of available resources, amount of time taken to deliver the services and enabled divisions to carry out their respective policies and plans more efficiently. This may imply that sharing services in KCCA has not really impacted on costs reduction.

In the interviews still, it was revealed that there were some delays in exploiting the use of available resources, amount of time taken to deliver the services to clients and Divisions to carry out their respective policies and plans.

The findings from majority (51%) of the respondents revealed that staff performance evaluations/appraisals concluded by a letter or number rating to determine his/her performance while 49% disagreed.

In the interviews it was revealed that,

**Evaluations are particularly effective when the employee understands and uses the finding to improve performance and grow on the job. A properly designed performance evaluation that has employee buy in and is administered in the proper manner is essential in documenting individual job performance. Which would give the employee and overall organization goals to work toward to help improve with the changing times? ', (19th October 2018), primary data*

The performance management guide requires the supervisor to provide more extensive and specific written feedback of the employee's performance which in turn enable the organization to understand and address deficiencies. It is effective, but if the rater does not use it as developmental tool and is too lavish on praises it doesn't help the employee see areas of improvement. Perception plays a big piece of the evaluation.

4.6 Results for objective four

The objective of the study sought to explore the relationship of teamwork on individual employee's performance at KCCA revenue directorate. It was tested using research question three which stated "To what extent can teamwork, enhance individual employee's performance in an organization?" the results were presented in table below

Table 11: The relationship between teamwork on individual employees' performance at KCCA

	Items	SA	A	D	SD
1	Mutual trust exists among employees	43	3	27	27
2	Employees have a great feeling of belonging to the organization , which makes them put in an extra productive effort towards work	29	30	11	30
3	Managers recognize and rewards employees who are working in teams	39	24	25	12
4	Team members are prepared to check among themselves to assure progress and overcome obstacles to progress	35	36	19	10
5	Work pressure is evenly distributed among team members	32	28	33	0
6	Managers recognize and rewards employees who are working in teams	35	24	27	14
7	Working with team increase efficiency of an employee	45	25	14	16
7	Work is being accomplished within the shortest period of time	23	26	29	22
8	All members of the team have an equal opportunity for participation to develop confidence and skills	35	21	31	13
9	Various teams always work to improve the quality of service provided to customers	24	28	20	18
10	Our employee teams ensure effective utilization of organizational resources	53	6	27	14
11	Team members intimidate individuals to limits their participation and decreases overall team motivation and involvement.	13	28	34	25

Source: field study data

The study investigated the relationship between Influence of teamwork on individual employee's performance at KCCA revenue directorate, the study results from 46% of the respondents indicated that Mutual trust existed among employees while 54% disagreed, which implies that the KCCA staff did not trust one another as far as work was concerned which affected staff performance.

The study findings from 50.0% of the respondents strongly agreed that teamwork encouraged employees to broaden their skills and knowledge, while 50.0% agreed while none of the respondents were not sure, disagreed or strongly disagreed, and 23.3% of the respondents strongly agreed that managers recognize and rewards employees who are working in teams, while 53.3% agreed, and 3.3% disagreed while none of the respondents strongly disagreed.

More so, 46.7% of the respondents strongly agreed that working with team increase efficiency of an employee, while 43.3% agreed, while none of the respondents either disagreed or strongly disagreed, and then also 40.0% of the respondents strongly agreed that all members of the team have an equal opportunity for participation to develop confidence and skills, while 46.7% agreed, 6.7% disagreed and none strongly disagree.

The findings from 59% of the respondents revealed that employees had a great feeling of belonging to the organization, which made them put in an extra productive effort towards work, however this was opposed by 41% who disagreed. Meaning that the staff had instinct issues which motivated them to work for their organization. From the interviews it was revealed that

'I am motivated to work because I have a family to look after, pay fees and also promotions though they are rare and sometimes not based on merit' said one of the female supervisors, (12th October 2018), primary data

The respondents were sampled to find out whether work pressure is evenly distributed among team members 53% agreed while 47% disagreed meaning that work distribution among teams is not evenly distributed. One of the respondents reported that, *'sometimes you are allocated to work on so many customers depending on where you have been sent'* said one of the revenue collectors, (12th October 2018), primary data

The results from 71% of the respondents revealed that Team members were always prepared to check among themselves to assure progress and overcome obstacles to progress while 29% disagreed. Meaning that the staff worked together.

On whether the Managers recognized and rewarded employees who are working in Teams, 44% agreed while 56% disagreed, meaning that recognition of staff was given much attention and needed improvement. It was also discovered from 59% of the respondents that effective teamwork was developed through shared experiences and practice while 41% disagreed. This implies that the staff at the directorate shared experiences and skills.

After careful analysis of the study, it was discovered that 68.3% of respondents agreed that there are trust among members which truly confirms that, trust generates the behavioral basis of teamwork, which results in employee cooperation and better performance of an organization.

More so, it was found that respondents agreed with Kleiner (2003) that members are viewed as unique people with irreplaceable experiences, points of view, knowledge, and opinions to contribute to solutions of problems at hand that affect the organization performance, and 83.3% of respondents agreed that effective leadership team always associated with teamwork. That is to say that, truly effective leadership contributed to a good teamwork performance that also affects the performance of the individual and the organization.

Furthermore, it was also found out that truly diversity of cultures, talents and personalities were also associated with teamwork, and also respondents agreed to the fact that 47 truly open communication affects teamwork performance, which confirms that people feel free to express their thoughts, opinions, and potential solutions to problems. People feel as if they are heard out and listened to by team members who are attempting to understand, was true. Lastly, it was found out from respondents that truly teamwork performances were affected with shared experiences and practice of team members.

The results from 38% of the respondents revealed that their supervisors recognized and rewarded staff who worked in teams while 62% disagreed, meaning that the directorate did not give much attention to this hence needed improvement. In the interviews they reported that, the work performance or productivity of the team is higher than individual performance when the work requires a broader scope of knowledge, judgments and opinion. The benefit of teamwork is significant productivity growth in the ranges and operational management

The findings from 76% of the respondents agreed that working with team increased efficiency of an employee while 24% opposed, meaning that teamwork increased on the effectiveness and efficiency of the staff.

The study went on to discover from 47% of the respondents that work was being accomplished within the shortest period of time while 53% disagreed, meaning that the level of team work in KCCA was lacking. This was not different from interviews that showed that very few teams always worked to improve the quality of service provided to customers

Furthermore, results from 52% of the respondents showed that the staff teams ensure effective utilization of organizational resources while 48% disagreed. Meaning that though majority try to be effective in utilizing organizational resources, there is great need for improvement.

The general regression results indicating the relationship between supervisor –employee relationship and staff performance

The Binary logistic regression test was to tell the effect of each of the tested variable of supervisor employee relationship and staff performance. The effect can either be positive or negative to the dependent variable.

Table 12: Omnibus Tests of Model Coefficients

		Chi-square	Df	Sig.
Step 1	Step	8.375	3	.039
	Block	8.375	3	.039
	Model	8.375	3	.039

The table 12 shows that the model is significant at 5% level of significance since the chi-square value 8.375 has a p-value 0.039 which is less than the alpha value 0.05.

Table 13: Coefficient of each variable of motivation in the model.

		B	S.E.	Wald	Df	Sig.	Exp(B)
Step	Influence	.535	.600	.796	1	.025	1.707
1(a)	Supervisor						
	employee	0.645	.546	4.779	1	.029	.303
	relationship						
	In-service						
	training	0.331	.687	1.135	1	.049	.481
	Constant	0.028	.934	3.367	1	.011	5.550

Source: Primary data, 2018

In Table 4.8 the coefficient 0.535 shows that the probability that supervisor-employee relationship can cause good performance is 0.54. This is statistically significant at 5% level of significance since the p-values 0.025 is less than the alpha value 0.05. Thus the relationship between supervisor-employee relationship and staff performance.

The coefficient 0.65 shows that the probability of supervisor-employee relationship that management provides can cause good performance is 0.65. This is statistically significant at 5% level of significance since the p-values 0.029 is less than the alpha value 0.05. Thus the supervisors of employees can cause effects on staff performance.

The coefficient 0.331 shows that the probability that in service training/ nurturing can cause good performance is 0.33. This is statistically significant at 5% level of significance since the p-values 0.049 is less than the alpha value 0.05. Thus the provision of in service training does affect staff performance.

The constant 0.028 indicates that considering other factors constant the presence of team work on staff performance created a probability that the staff will perform well at 0.028. This is statistically significant at 5% level of significance since the p-values 0.011 is less than the alpha value 0.05.

CHAPTER FIVE

DISCUSSION OF FINDINGS

5.0 Introduction

In this chapter, the findings of the study were discussed after which the conclusions and recommendations were drawn. For clarity and chronology, it was arranged by these contents and then by the four Research objectives that the study sought to find out. Thus the chapter was divided into subsections namely, discussion which is related to the theoretical frame work and the literature review.

5.1 Discussion of study findings

The discussion was arranged according to the four objectives of the study. The discussed findings were empirically got from the field using a self-administered questionnaire, interview guide and documentary review

The section was subdivided into the following subsections; to establish the relationship between internal communication, relationship between Career Nurturing, regular performance assessment and relationship between teamwork on individual employee's performance in an organization at KCCA revenue directorate.

5.1.1 To establish the relationship between internal communication and staff performance at KCCA Revenue Directorate

The objective of the study sought to establish the relationship between internal communication and staff performance at KCCA revenue directorate, the study found out that supervisors always spread the goals, tasks, and rules of the directorate. The study revealed that most of the goals, rules and regulations were communicated and emphasized mostly when the staff had just joined the directorate. This was to initiate the new staff and to make them understand the vision and goals of the organization/ directorate.

The study found out that employees were always psychologically and physically ready to act upon work information being communicated, many of them revealed that If tasks are well communicated and understood, then they would just proceed to work as required, however they revealed that sometimes there is miscommunication of information which affects their performance. This finding is in line with De Bussy (2003), who asserted that the process of establishing a strategic policy for effective internal communication in an organization starts with the process of communicating with the employees. The medium or channel used for communicating is also very essential depending on who receives the message, how it is understood and the type of information being disseminated.

In my own observation the dimensions of internal communication in this study included ethical work climate, mutual trust, attitudes towards innovation and employee goal alignment. Their study suggested that the use of new media in the workplace is positively related to an ethical work climate and trust within the organization. Further the study also ascertained that there existed a positive relationship between new media use and employees' attitudes towards innovation and organizational success.

Nonetheless, although the study revealed that KCCA strived to effectively communicate would benefit from the use of new media channels for communication, it failed to establish or ignored the fact that new media channels for communication may also positively and significantly have an impact on employee performance. There was less media channels for communication which delayed service delivery, most of the communication was through email which could at times delay to reach the targeted parties.

The study found out that the directorate tried to provide staff with reliable information regarding the condition of the directorate but couldn't do much because of less budget allocated for this program and very old technological systems hence the need for improvement in making all employees understand the situation of the directorate.

Most of the performances depended on how they understood the communicated information, sometimes there are delays in the way message is communicated and it has always affected us towards achieving our targets.

(Welch & Jackson, 2007) viewed internal communications a fundamental incentive in an organization that enables and strengthens employees to carry out their tasks. They viewed internal communication as being of major importance since they refer to communication and information flows as the lifeblood of the organization. Indeed, in the above regard the Researcher agrees because most of the delays in service delivery at the directorate were caused by delays and poor communication which affected the performance of staff. This is in line with Katz (1978) who refers to internal communication as the soul of an organization. The importance of communication can be explained by the fact that it is a tool that can both reveal and eliminate problems in an organization so it is very essential to have a good and clear communication so that organizations can function smoothly and effectively.

The existence of internal communication within the organization is intended to ensure effective decision making and foster positive organizational outcomes. As such, worker productivity is bound to increase when there is a stable internal communication process established within the organization thereby enabling employees to perform their tasks well, to have information about the duties they have to perform, and about the goals of the organization. Is this the case at revenue Directorate?

The study also revealed that supervisors did coordinate the activities of the organization efficiently. My employers provide us with very essential information about my job daily respondents revealed that their work communication channels had improved my attitudes towards my work. The directorate does not display information say on a display board, all they do is sending emails and sometimes you come to know about the tasks through a colleague, now in a situation where there is no trust with a workmate, it becomes hard to receive information' said a female manager. The quality of work depended on the quality of feedback received and the number of times a given response appears. Numerous responses of the same issue is discussed during the evaluation discussion between employee and supervisor. If this was never addressed before by supervisor it is not placed in evaluation only discussed during the meeting.

The Researcher also concludes that the management of the directorate encouraged sharing of information, knowledge and resources among the staff creating an opportunity to learn and grow at work. These findings correlate with Murray's (2008) statement that engagement is characterized by energy, involvement, and efficacy. Salamanet al. (2005) also pointed out that the outcomes of internal communication are exactly what most organizations are looking for; there is no surprise in corporate executives seeing the development of the performance of staff as a priority for the organization.

5.1.2 To explore the relationship between Career Nurturing and staff performance at KCCA revenue directorate

The objective of the study set out to establish the level of career nurturing on staff performance in KCCA revenue directorate. The study established that the directorate carried out individual's career orientation and needs of the organization's mission and vision as a way of nurturing the

staff to accomplish their tasks. It was also revealed that they hired a firm to train and sensitize their employees about their goals, mission and vision, but sometimes they are let down by poor or late budget allocation towards this great activity.

However this was only done once a year yet career Nurturing towards staff performance should be done at several intervals all the time. However, this was attributed to lack of skilled human resource to accomplish this task. According to Murray (2008), mentoring is a career development practice which entails helping and supporting people to manage their own learning in order to maximize their potential, develop their skills, improve their performance and become the person they want to be in alignment with organization objective. Mentoring has been practiced in different cultures for hundreds of years. But it is only recently that mentoring has been a career development practice rediscovered by the private sector, and now by the civil society sector, as a mechanism for leadership development.

The study showed that there was inadequate emphasis to develop managerial capabilities through training, staff training is well-designed and widely shared training policy in the County, staff training is well-planned and given adequate importance and also the management gives employees the opportunity for training. The study revealed that management provided regular training on all cadres of staff to enhance their performance. The study can deduce that the emphasis on developing managerial capabilities can be through a well-designed and widely shared training policy. The study also found that staff training is well-planned and given adequate importance in the directorate.

This is in line with (Jackson, 2012), who suggested that career nurturing is a career development practice that should consist of a greater number of transitions as a result of the

changing nature of work for staff, one implication of this change is that career nurturing which is a career development practice will be needed at a greater number of points during the course of an adult career as people encounter more frequent employer and job changes.

Directorate has a policy that governs Career Nurturing for staff. Meaning that majority were not aware of this policy towards their career nurturing, however this was not the case with interviews, they reported that KCCA has a very clear policy on career nurturing. We are required to train our staff to become more efficient and effective towards their work.

According to Jacobs and Washington (2003), employee development is an integrated planning arrangement provided for a period of time to ensure that all employees in the organization have the competencies to do their work based on their potential to achieve Staff goals. Employee development is described as the process of enhancing Staff performance and individual learning due to developments in human resources, organization and career.

The study showed that the directorate recognized employees' interests/goals and is willing to meet employees' interests, meaning that employee's interests and goals is given less priority. The interviewees reported that it is mostly the organization interests and goals that are prioritized first before our workers.

The study also found out that the directorate less provided regular Nurturing on all staff to enhance their capabilities which affected on staff performance. There was not adequate career counseling is a fundamental human resource policy towards staff career development.

The study found out that KCCA hardly provided incentives to staff for career, especially those who wanted to go for further study had to pay for themselves. Gill and Kustron (2011) expressed that career nurturing is a career development practice which involved continuous process of discovery in which an individual develops his own occupational concept as a result of skills or abilities, needs, motivations and aspirations of his own value system. To be viable, on short-term, or to maintain competitive advantage, in the long term, organizations must match employees with appropriate skills in the right positions.

In my observation the individuals must identify their aspirations and abilities, and through assessment and counseling to understand their needs of training and development; in terms of the technical skills and education advancement needed.

The findings revealed that management rarely exchanged experiences with junior employees to improve job problems in the workplace. The study showed that career nurturing practices affected employee commitment and engagement at KCCA revenue directorate since majority of the respondents indicated that the directorate has a policy that governs career growth for its staff.

Career nurturing practice was used by the directorate in developing staff for future positions by adopting formal discussions about career development among its employees. This correlates with Alnaqbi (2011) who posited that HR practices work to develop individual knowledge and skills, as well as employee attitude and behaviours. In addition, Gill and Kustron (2011) expressed that career nurturing involves continuous process of discovery in which an individual develops his own occupational concept as a result of skills or abilities, needs, motivations and aspirations of his own value system.

Finally, the study concludes that the directorate employees have amplified customer focus and aspire to achieve improvements within the organization. Staying with their department is a matter of necessity as much as they desire as the management influence what the employees do on a daily basis. This confirms Buckley, Cook & Frink, 1999) who asserted that career nurturing is an integrated set of planned programs designed to assure that all individuals have the competence necessary to perform to their fullest potential in support of the organization's goal (Jacobs & Washington, 2003). A successful career nurturing results from the balance between individual's career orientation and needs, and the organization's mission and vision.

5.1.3 Relationship between regular performance assessment and staff performance at KCCA Revenue directorate

The objective of the study set out to establish the relationship between regular performance assessment and staff performance. The study found out that the directorate had a policy governing employee Regular Performance Assessments and how they performed their duties. It was revealed that t performance evaluation was planned for in the directorate. The challenge was that it was not given much attention as planned for. There were some irregularities which affected its implementation and hence staff performance i.e. the interval at which it was conducted was not impacting heavily on the staff performance. Lawrence H. Peters (1996), asserted that the right employee performance assessment can be a basis for determining who gets what education and training. The management can make the right policy to foster employees.

This Report states that there is a relationship between the attitude of the trait rating, the rating outcome, and overall performance either partially or simultaneously. Schwepker & Ingram

(1996) with the journal entitled: Improving Performance through Sales Ethics, concluded that the ethical decision of Salesman positively correlated with the performance of employees.

The study showed that staff performance appraisals/evaluations were mandatory however though majority agreed that it was mandatory, some were not aware and did not attach much attention to this great activity in their organization. The study showed that the directorate has performance standards established for each position many staff were not being conversant with standards.

This is in line with (Armstrong, 2010) who found out that a well-conducted assessment center can achieve better forecasts of future performance and progress than other methods of appraisals. Also reliability, content validity and predictive ability are said to be high in assessment centers. The tests also make sure that the wrong people are not hired or promoted. Finally, it clearly defines the criteria for selection and promotion. Degree Feedback is a technique which is systematic collection of performance data on an individual group, derived from a number of stakeholders like immediate supervisors, team members, customers, peers and self. In fact, anyone who has useful information on how an employee does a job may be one of the appraisers.

The findings revealed that staff Regular Performance Assessment ratings played less role in promotions at the directorate, which implies that promotions are not based on regular assessment. In the interviews it was revealed by most of the respondents that promotion of young juniors was based on performance though for big positions there is organizational politics.

On whether supervisors met with staff to discuss performance and goals, meaning that supervisors rarely met with staff to discuss the goals and targets of the organization. This was not any different from interviews which showed that they once in a while met with staff to discuss goals and targets for the directorate.

The study discovered that the directorate staff Regular performance assessment process is an effective tool for the employee performance while 33% disagreed. Staff regular assessment would be an effective tool to improve production and efficiency of the employees but it is not given much attention.' Said a male supervisor'

However, in my own observation of the documents, some of the employees were highly motivated to perform their job an indication of good management practices that should be copied across all public sector organizations in Uganda.

Findings of the study indicate that, the overall performance in terms of efficiency at KCCA is satisfactory and performance tasks are done in a reasonably economic way in terms of Exploiting the use of available resources, amount of time taken to deliver the services and enabled divisions to carry out their respective policies and plans more efficiently. This may imply that sharing services in KCCA has not really impacted on costs reduction

In the interviews still, it was revealed that there were some delays in exploiting the use of available resources, amount of time taken to deliver the services to clients and Divisions to carry out their respective policies and plans for example, letter response by the director revenue

James Kwame Mensah (2004) suggested that regular Performance Assessment is one of the tools or techniques to improve staff performance, motivate employees to work harder,

development of potential employees, and even to increase the ability of employees in the future, which in turn will be influenced by their performance feedback in the past as well as direction of the future development.

From the data collected and tabulated, the performance management guide requires the supervisor to provide more extensive and specific written feedback of the employee's performance which in turn enable the organization to understand and address deficiencies • It is effective, but if the rater does not use it as developmental tool and is too lavish on praises it doesn't help the employee see areas of improvement. Perception plays a big piece of the evaluation. From my experience the employee is never satisfied unless they have the highest rank, even if they do not perform at that level Track performance, address areas for improvement.

Evaluations are particularly effective when the employee understands and uses the finding to improve performance and grow on the job. A properly designed performance evaluation that has employee buy in and is administered in the proper manner is essential in documenting individual job performance. Gives the employee and overall organization goals to work towards helping to improve with the changing times.

The performance management guide requires the supervisor to provide more extensive and specific written feedback of the employee's performance which in turn enable the organization to understand and address deficiencies. • It is effective, but if the rater does not use it as developmental tool and is too lavish on praises it doesn't help the employee see areas of improvement. Perception plays a big piece of the evaluation. From my experience the employee is never satisfied unless they have the highest rank, even if they do not perform at that level.

Current evaluation process is not considered a creditable tool in light of last years' experience w/360 feedback. The end result was a demoralized group of staff. Secondly, there is a strong tendency for staff to be more concerned with their rating score than with the substance of the evaluation itself.

Although management pushes them as a good tool, the inconsistency which they are administered is difficult to get the employees buy in and consequently nobody takes them seriously. If there are no repercussions for a bad evaluation, or incentive for a good one, why should anyone care about them? Evaluations are only done semi- annually and may not reflect the entire year Training needs to be done, needs to be work related. All management must

5.1.4 Relationship between teamwork and staff performance at KCCA revenue directorate

The study investigated the relationship between teamwork and staff performance at KCCA revenue directorate. The study found out that teamwork encouraged employees to broaden their skills and knowledge towards their own performance at the directorate. Rabey (2003) found out that recognition and rewards are the primary focus of the individuals who are working in teams. Perceptive managers know and constantly capture the benefits of the team. Teams show the collective strength of the individuals and boost the motivation and morale of individual as well. Managers critically observe the team members hidden working potential otherwise managers may lose them.

The study also discovered that the supervisors tried to recognize and rewards employees who worked in teams, agreed that working with team increased efficiency of an employee, this resulted into all members of the team have an equal opportunity for participation to develop

confidence and skills. This is in line with Anderson & West (2002) argues that effective organizational environment is one in which employee communicate, participate and work in trustable atmosphere.

The findings showed that the staff had a great feeling of belonging to the organization, which made them put in an extra productive effort towards work. The staff had instinct issues which motivated them to work for their organization. This is also in line with Herzberg (1987) reward and recognition can provide both intrinsic and extrinsic motivation. Herzberg (1968) reported that extrinsic rewards are the main factor to provide employee movement in positive manner. The respondents were sampled to find out whether work pressure is evenly distributed among team members. The work distribution among teams is not evenly distributed. One of the respondents reported that, *'sometimes you are allocated to work on so many customers depending on where you have been sent'* said one of the revenue collectors.

According to (Staniforth, 2000) teamwork is the collective way of working which result in potential benefits and greater synergy. Managers must plan and design an appropriate reward system for the employee and encourage their participation in team projects. They must also set the group goals which are connected towards the company strategic plan, building of staff performance and fair payment methods. After implementation of above captioned concern, managers are able to establish their teams. Periodically monitoring the team work activities in order to check its effectiveness should be the primary focus of every business strategy (Musselwhite, 2001). Researcher further suggested that team work is a fragile process which needs to be handling carefully in a supportive organizational environment.

The study found out that team members were always prepared to check among themselves to assure progress and overcome obstacles to progress

On whether the Managers recognized and rewarded employees who are working in Teams meaning that recognition of staff was given much attention and needed improvement. It was also discovered that effective teamwork was developed through shared experiences and practice. This implies that the staff at the directorate shared experiences and skills.

After careful analysis of the study, it was discovered that that there was trust among members which truly confirms that, trust generates the behavioral basis of teamwork, which results in employee cooperation and better performance of an organization as cited by Mickan and Rodger (2000) are engaged in debate as it was told by Patrick (2010) that, Respect for thoughts and ideas of team members were been developed through healthy debate that enables them to attain good solution for a problem.

More so, it was found that respondents agreed with Kleiner (2003) that members are viewed as unique people with irreplaceable experiences, points of view, knowledge, and opinions to contribute to solutions of problems at hand that affect the organization performance, and the respondents agreed that effective leadership team always associated with teamwork. That is to say that, truly effective leadership contributed to a good teamwork performance that also affects the performance of the organization.

Furthermore, it was also found out that t truly diversity of cultures, talents and personalities were also associated with teamwork (Edmondson, 1999), and also respondents agreed to the fact that truly open communication affects teamwork performance, which confirms that people feel free to express their thoughts, opinions, and potential solutions to problems. People feel as if they are heard out and listened to by team members who are attempting to understand (Heathfield, 2000), was true.

From the responses gathered, it was found that, teamwork encourages employees to broaden their skills and knowledge and also boost the employee performances, and 78.3% agreed that managers do recognize and reward employees who were working in teams which confirmed that recognition and rewards are the primary focus of the individuals who were working in teams.

More so, working with team increased efficiency of an employee and it affects the performance of the team positively. With this majority of the respondents agreed which were convinced that truly people working in team function more efficiently, were less prone to stress, and such individuals made greater effort in their work as by Katzenbach and Smith (1993), also respondents agreed to the statement that all members of the team have an equal opportunity for participation to develop confidence and skills.

The results from 38% of the respondents revealed that their supervisors recognized and rewarded staff who worked in teams while 62% disagreed, meaning that the directorate did not give much attention to this hence needed improvement. In the interviews they reported that, the work performance or productivity of the team is higher than individual performance when the work requires a broader scope of knowledge, judgments and opinion. The benefit of teamwork is significant productivity growth in the ranges and operational management

The study found out that staff teams tried to ensure effective utilization of organizational resources. Majority tried to be effective in utilizing organizational resources, there is great need for improvement. Lastly, it was found out from respondents that truly teamwork performances were affected with shared experiences and practice of team members (Janset, 2003).

5.1 Conclusions from the study

The findings from objective one concluded that internal communication, the staff performance was affected because of inadequate internal communication channels and less provision of information on different tasks.

For objective two the study concluded that, there was ultimate aim of career nurturing and development program is to add value to human resource. Any training and development program that would not add value should be abandoned. The issue of staff nurturing and development is treated with levity and neglect and there is this misconception of the aim of staff nurturing, because it is being seen as a tool or means for staff promotion rather than seeing it from a holistic angle as a tool for staff development, maintenance for greater performance and retention.

For objective three of the study it was concluded that, the directorate had developed a policy on regular staff assessment but was irregularly conducted which affected the staff performance. For objective four the study, based upon the findings this Report, it shows that truly teamwork has an impact on staff performance, and it was not just a mere impact of teamwork but rather a positive impact of teamwork on organizational performance. However, there were cases of discounted teamwork as a major tool of organizational performance at the directorate. The supervisors should start valuing it as their number tool, since it has a positive impact on staff performance. Team work was not effectively and efficiently conducted at the directorate.

5.2 Recommendations

For objective one there is need to increase on the budget allocated for internal communication. This will help acquire new communication technologies for the directorate.

This study recommended that formulation of appropriate career development policies by the

Stakeholders in order to adequately address the training needs. These include: policy makers in KCCA directorate to move with speed to give their HR departments' full mandate to formulate HR policy on career development function which sets guidelines and framework on how to successfully conduct and implement the findings\surveys on career development Assessment to effectively tackle career development deficiencies and to ensure staff are clear on their career growth.

For objective three, the directorate should also make sure that their performance evaluation system procedures are done objectively and fairly. Both the organization and the employee benefit from knowing exactly where they stand in relation to each other's expectations.

By monitoring and sharing results, it becomes clear which employees are meeting (or not Meeting) performance expectations.

The directorate should also recognize and reward good performance, to help motivate and enhance employee engagement. An employee that has performed would feel that his or her effort is appreciated and recognized, as a result would remain committed and engaged.

Furthermore, the directorate should also develop a strong succession plan. As employees are recruited, trained and developed, they must also see that there is possibility for them to navigate their career path within the organization. This practice also enables the organization to make plans for unforeseen circumstances, like sudden retirement, death, illness restructuring or downsizing, etc. The plan ensures that there are available people ready to step up and take responsibility when called upon. This help creates job satisfaction and also serve as a perfect way to retain employees.

For objective four, the researcher recommends that, management of the directorate must start employing team work by constantly organizing training and development programs for employees of the organization on how to form and work in teams before its implementation to improve staff performance

5.3 Areas for further Research

Further Research needs to be done in future to establish if there is a relationship in quality of employees, quantity of employees, standardization social welfare and staff / organizational performance.

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APPENDICES

APPENDIX A: QUESTIONNAIRE

Dear respondent,

My name is Kibikyo Yoweri Kidaagaa student of Kyambogo University, pursuing Masters of Science in organization and public sector management of Kyambogo University. I am carrying out Research on 'Supervisor- employee relationship and staff Performance at KCCA Revenue Directorate'. You are kindly requested to answer the following questions as honestly as possible. The information you provide will be treated with confidentiality and used for academic purposes of this study only.

PART A: BACKGROUND INFORMATION

Kindly answer the following questions by writing a brief answer or ticking in the boxes provided.

1) What is your gender?

a. Male b. Female

2) In which of the following age brackets do you belong?

a. 21-30 years b. 31-40 years c. 41-50 years
d. Above 50 years

3) What is your education level (state the highest level?)

a. Primary b. Secondary c. Diploma
d. Undergraduate e. Post Graduate f. Other _____

4. What is your field of study?

5. What is your religion.....?

6. Marriage status.....

7. What is your employment status?

- a) Permanent
- b) Temporary
- c) Contract

8. How many years have you worked in your current position?

Less than 1 year 1-5 years 5-10 years
 More than 10 years

Section B: Internal communication and staff performance

Instructions: Please tick against your most appropriate answer and fill in the spaces provided in each section. 1 = Strongly Disagree 2 =Disagree 3 = Agree 4 = Strongly Agree.

	Items	SA	A	D	SD
1	My supervisors always spread the goals, tasks, and rules of the directorate				
2	Am always psychologically and physically ready to act upon work information being communicated				
3	Management provides us with reliable information regarding the condition of the directorate				

4	My supervisors coordinate the activities of the organization efficiently				
5	My employers provide us with very essential information about my job daily				
6	Our work communication channels have improved my attitudes towards my work				
7	We have a good information communication policy system				
8	There is uncertainty and fear when communicating with my supervisors				

PART B: career nurturing and staff performance

Instructions: Please tick against your most appropriate answer and fill in the spaces provided in each section.

1 = Strongly Disagree, 2 =Disagree, 3 = Agree 4 = Strongly Agree

	Career Nurturing	SA	A	D	SD
1	Our directorate carries out individual's career orientation and needs of the organization's mission and vision				
2	Staff training is well-planned and given adequate importance				
3	There is adequate emphasis to develop managerial capabilities through training				
4	The directorate provides Employee job Nurturing programs				
5	The Directorate has a policy that governs Career Nurturing for staff				

Section D: Regular Performance assessment and staff performance

	Items	SA	A	D	SD
1	Mutual trust exists among employees				
2	Employees have a great feeling of belonging to the organization , which makes them put in an extra productive effort towards work				
3	Managers recognize and rewards employees who are working in teams				
4	Team members are prepared to check among themselves to assure progress and overcome obstacles to progress				
5	Work pressure is evenly distributed among team members				
6	Managers recognize and rewards employees who are working in teams				
7	Working with team increase efficiency of an employee				
7	Work is being accomplished within the shortest period of time				
8	All members of the team have an equal opportunity for participation to develop confidence and skills				
9	Various teams always work to improve the quality of service provided to customers				

10	Our employee teams ensure effective utilization of organizational resources				
11	Team members intimidate individuals to limits their participation and decreases overall team motivation and involvement.				

What is your comment about KCCA employee Regular Performance Assessment process?.....

What means are available to discuss directorate ideas, goals challenges

SECTION E: relationship between teamwork and staff performance

Instruction: Using the scale below, indicate your response to the questions;

4-Strongly Agree, 3-Agree, 2-Disagree, 1- Strongly Disagree

	Item	SA	A	D	SD
1	The directorate has a policy governing employee Regular performance Assessments				
2	The directorate has performance standards established for each position				
3	Employee performance is related to pay increases (pay for performance)				
4	Employee Regular performance Assessment ratings play a role in promotions at the directorate				

5	Our supervisors meet with staff to discuss performance and goals				
6	my employers have defined ways of recognizing employee job performance				
7	The directorate employee Regular performance Assessment process is an effective tool for the employee performance				

Thank you so much for your time and May God bless you

APPENDIX B: INTERVIEW GUIDE

Dear respondent,

My name is Kibikyo Yoweri Kidaaga a student of Kyambogo University, pursuing a Master's of science in organization and public sector management of Kyambogo University

I am carrying out Research on 'Supervisor-employee relationship and staff performance at KCCA Revenue Directorate'. You are kindly requested to answer the following questions as honestly as possible.

The information you provide will be treated with confidentiality and used for academic purposes of this study only.

Task

1. What is the level of communication between managers and employees?
2. What Communication difficulties do you face in executing your daily tasks
3. What do you suggest to boost the level of internal communication in your directorate?
4. What is the relationship between Career Nurturing and performance at KCCA revenue directorate?
5. How is employee Regular Performance Assessment done at your directorate?
6. To what extent can teamwork, enhance individual employee's performance in the directorate?
7. What should be done to enhance directorate efficiency & rebuilding the Corporate Image

Thank you for attending to me and May God bless you

APPENDIX C: DOCUMENTARY REVIEW

This instrument reviewed Staff files, documents, attendance books and financial reports on training, communication among others.

Appendix D: Krejcie and Morgan (1970)

SHOWS THE TECHNIQUES FOR SAMPLE SELECTION OF THE RESPONDENTS

<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	196	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	1000000	384

Source: Krejcie and Morgan (1970) Note. -N - is population size, S- is sample