

**MERGERS AND EMPLOYEE JOB PERFORMANCE OF ADMINISTRATIVE STAFF
IN PUBLIC UNIVERSITIES IN UGANDA:
A CASE STUDY OF KYAMBOGO UNIVERSITY**

BY

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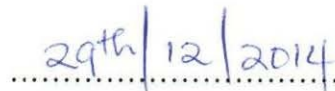
Declaration

I, **Naikoba Irene**, hereby declare that the work herein is original with exception of sources of information which are duly acknowledged and referenced and I declare that it has never been presented to any institution of higher learning for any award.

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Approval

This is to certify that this research project has been under our supervision and is now ready for submission for examination.

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DEDICATION

This research work is dedicated to my dear Mum for her care and stout hearted nature that put academics above all.

ACKNOWLEDGEMENT

I would like to express my gratitude to Dr. Mary Maurice Mukokoma and Mr. Masimengo who saw me through this book; to all those who provided support, talked things over, read, wrote, offered comments, allowed me to quote their remarks and assisted in the editing, proof reading and design.

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ACRONYMS

ITEK	Institute of Teacher Education Kyambogo
KyU	Kyambogo University
MoES	Ministry of Education and Sports
UPK	Uganda Polytechnic Kyambogo
UNISE	Uganda National Institute of Special Education
U&OTIA	University and Other Tertiary Institutions Act

ABSTRACT

This study examined the relationship between mergers in higher institutions of learning and employee performance. The study specifically explored the effect of restructuring, integration and redundancy on employee job performance. The research design was a case study. A total of 105 respondents, including 7 key informants and 98 employees, participated in the study. Primary data was obtained using a questionnaire and a structured interview guide. Data was analysed using descriptive and inferential quantitative as well as qualitative methods.

The findings have revealed that: Restructuring contributes to better employee job performance, but this was not the case in KyU because employees were not given clear work roles or trained to acquire skills relevant to the new roles. While integration had a positive effect on employee performance, this has not been achieved in KyU due the fact that most employees from the former institutions are still attached to the culture of their former institutions and have failed learnt to work together and cooperate in order to transfer their competencies to the new institution. Redundancy among employees especially in the former institutions was significant and many felt trapped in their positions and did not have the motivation to be innovative and committed. These employees did not use their full energy and talent to do their further institutional objectives. Therefore the KyU merger has not fully achieved the intended objectives due to ineffective restructuring and integration which resulted into redundancy among administrate staff.

The study recommends that: The KYU merger should re-cast to include fitting of skills of employees with their new roles, development of competencies and work methods relevant to the new institution and organizational commitment. A model of mergers that is more relevant to KyU should be investigated and tried by top management so as to reduce inefficiencies in the current model and the government should loosen the current centralized union bonds and make the University a federal one in order to regain the niche of its former institutions.

CHAPTER ONE

INTRODUCTION

1.0. Introduction

The study investigated the Impact of the merger process on the employee performance of the administrative staff in public universities in Uganda. The Merger is the independent variable and employee performance is the dependent variable. This chapter covered the background to the study, statement of the problem, purpose of the study, objectives of the study, research questions, significance of study and the scope of the study.

1.1 Background to the Study

Globally, the phenomenon of mergers existed since World War II, in Australia, UK, Finland, Canada, China, United States (US) and Europe and in all sectors of the economy. Vertical and horizontal mergers started in the late 1800s while mergers in high education institutions started to take place in the 20th century. British used mergers to create Colleges of Advanced Education (CAEs) and Polytechnics. Merging was done to restructure colleges into a unified higher education system (Unified National System-UNS). Polytechnics and Colleges were reorganized and amalgamated the college sector. In USA, mergers were relatively common among private and public higher educational institutions from 1960 until today, (Nair, 2008).

In Africa, The best sources of information on higher education mergers cover Ghana and South Africa. The South African Higher Education System has undergone a restructuring process of merging universities, technikons and colleges during the period 2001 to 2007 (Cecil Arnold and Regina Stofile, 2013) In contrast with higher education, business mergers are an everyday occurrence. Lessons could therefore be learnt from business. Managers of merging business firms often fail to consider what impact mergers have on their employees. In fact, research has shown that 55% – 70% of mergers fail, (Schraeder & Self 2003).

Martin and Roodt (2008) express the view that mergers can be considered as a significant life event for both an organization and its employees. How employees cope with and respond to the merger has a direct impact on the organisation's performance in the short and long run. Locke (2007) suggests that mergers in higher education fail to deliver their promised or desired value because of lack of proper integration that often translates into strategic, financial and operational non performance in a merged institution

Schultz (2009) echoes a sentiment that restructuring in mergers causes lower organizational commitment and a lower employee job performance. She further argues that employees' responses to a merger have an impact on institutional performance.

From the conceptual perspective, the key variables of the study are mergers and employee Job Performance. In pure sense of the term, a merger happens when two firms, often of about the same size, agree to go forward as a single new company rather than remain separately owned and operated.

The Macquarie dictionary defines a merger as a statutory combination of two or more business enterprises including the individual properties to form a single enterprise. This is similar to the three merged institutions of ITEK, UPK and UNISE ceased to exist after Kyambogo University was created. The Macquarie dictionary further defines Job performance as the execution of a piece of work, the act of doing an individual piece of work in the routine of one's occupation.

Maxwell (2010) defines performance as the fulfillment of an obligation, in a manner that releases the performer from all liabilities under the contract. For purposes of this study, performance was measured in terms of quality of work, effectiveness and efficiency.

However, the general performance of staff in public Universities is reportedly poor as observed by the Visitation Committee of 2007. The new entity from the three former institutions with different backgrounds created a gap in effective performance of administrative staff of the

University. Over the years, the University has gone through a long process of restructuring, promotions, transfers, demotions and labour turnover. The transfers involved transferring employees from one campus to another and harmonization of salaries among people with the same qualifications and designations. All these changes have created new challenges, which have had a negative impact on employee performance especially the administrative staff

Looking at the contextual perspective, Kyambogo University the focus of this study, is a Public University established by the University and Other Tertiary Institutions Act in 2003 as a result of the merger of three institutions, The Institute of Teacher Education Kyambogo (ITEK), Uganda Polytechnic Kyambogo (UPK) and Uganda National Institute of Special Needs (UNISE). The University was formed under statutory instrument number 37 of 2003 as provided in section 22(1) of the university and tertiary Institutions act of 2003. In Ugandan Public Universities today, there is a public out-cry about the inefficiency and ineffectiveness of Administrative Staff (Ahimbisibwe, 2009), delay in procuring teaching materials, paying staff and students allowances, delay in issuance of transcripts, unclean work places, perpetual absenteeism and late coming (Ndiege, 2009). This and many other complaints are a common occurrence in the press, an indication that there could be a problem with administrative staff in public Universities that needs to be addressed.

The Government's original vision on the merger of the three institutions was to form this University, as a greater Polytechnic, specialized in advancing professionalism in science, technology and teacher education, and embracing the former institutions as constituent colleges and the constituent college system was for purposes of retaining the special characteristics and core competences of the former institutions. While the emphasis on science , technology and science teacher education was to generate a fundamental change in the educational system in Uganda addressing the shortage of properly trained technical manpower and ensuring that entrepreneurial and vocational skills are imparted to students at all levels of Uganda's educational system (IGG report, 2008). According to Kyambogo University Strategic Plan

2012/13 – 2022/23 the total population of staff is 1028, 442 Support staff, 384 Academic staff and 188 Administrative staff who are the minority but whose contribution cannot be underscored.

1.2 Statement of the Problem

Mergers have been adopted in public institutions of higher learning in Uganda, because they allow sharing of resources and expertise for effective service delivery. However evidence from African countries such as South Africa, Egypt and Rwanda show they are highly susceptible to failure (Barton, 2005), especially when they do not adopt a relevant model. The Government of Uganda merged ITEK, UPK and UNISE to form Kyambogo University in order to improve the operational efficiency of the three institutions (Kasozi, 2012), using a centralized model. Through restructuring and integration staff in the three former institutions were centralised into an improved structure of the university. But since then, there has been high labour turnover, leading to shortage of academic staff on full time employment, poor financial management and governance and poor curriculum. Above all there is evidence that the job performance of especially administrative staff has remained poor (Visitation Committee Report, 2007). The prevailing administrative staff has continued to withdraw their commitment to work and ‘retiring’ on the job (KYUSASA, 2013). This scenario is likely the cause of deteriorating standards of quality service delivery among administrative staff evidenced by, delay in processing of students’ marks, academic documents and graduation.

Despite Kyambogo University Council and Management putting in place motivations such as promotions, staff salary enhancement and harmonisation, staff development schemes recruitments and above all the biological scheme where children of staff admitted at Kyambogo University are paid for a given percentage of their tuition; little has been changed in the level of employee job performance.

1.3 Purpose of the study

The purpose of the study was to examine the relationship between mergers and employee job performance of administrative staff in Public Universities in Uganda.

1.4 Objectives of the study

The study was guided by the following objectives;

- ❖ To analyze the effect restructuring on employee job performance
- ❖ To assess the effect of integration on employee job performance
- ❖ To examine the effect of redundancy on employee Job performance

1.4.1 Research Questions

The study sought answers to the following questions;

- ❖ What is the effect of restructuring on employee job performance?
- ❖ To what extent does integration affect employee job performance?
- ❖ What is the effect of redundancy on employee job performance?

1.5 Significance

The study will be beneficial in the following ways:

Government

Government through the MoES will be able to exploit the study results to plan and provide adequate funding for the restructuring exercise, pay terminal benefits, provide Initial capital development for infrastructure and equipment to promote teaching of science and technology for better results.

Policy makers

The findings will guide policy makers in the Ministry of Education and Sports , Governing Councils and University Management in the process of amending terms and conditions of service for staff in Universities formed as a result of mergers.

Academic Knowledge

The findings have added on literature on mergers of public institutions in Uganda. This knowledge will be cited by academia and students of mergers in Uganda.

Administrative staff of KYU

Administrative staff will use the findings to agitate for better conditions of work in which they can be able to resolve issues surrounding their efficiency and effectiveness. They will also be able to agitate of rewards that will enable them cope with rapid and substantial increases in enrollments of students and additional institutional responsibilities and accept reforms in the managerial processes of the University.

1.6 Scope of the Study

The scope of the study was divided into three section explained below.

1.6.1 Content scope

The study examined the relationship between mergers and Employee job performance of administrative staff in public universities in Uganda. When examining the independent variable (merger process), the study assessed whether the restructuring exercise probably involved a change in employer's policies, procedures and rules, Social relationships with supervisors and coworkers; whether Integration made prevailing staff to continue withdrawing their commitment to work and 'retiring' on the job and whether the rate of redundancy was alarming to make serving employees loose trust, commitment, loyalty and morale for equitable service delivery.

While assessing the dependent variable (employee job performance), the researcher evaluated: the Quality of work because this determines the education standards as to whether students will have appropriate skills for service; Effectiveness and Efficiency in terms of timely marking and

return of scripts, management of schedules and activities like graduation ceremonies as well as the level of administrative staff absenteeism.

1.6.2 Time Scope

The study focused on the period from 2003 to 2014 to cover the merger process of Kyambogo University. This helped to provide a clear depiction, comparison and an evaluation of the employee job performance in the post-merger period.

1.6.3 Area scope

The study was carried out at Kyambogo University because it's the only university in Uganda that was formed as a result of a merger. The university campus is located on Kyambogo hill, approximately 10 kilometres (6.2 miles) by road, east of the central business district of Kampala, Uganda's capital and largest city, along the Kampala-Jinja highway.

1.7 Definition of Key Terms

Merger: is a legal consolidation/Incorporation of two companies or more partners combining to create a single institution, which may retain the name and legal status of one of them or be an entirely new legal entity.

Vertical merger - When a buyer-seller relationship exists/could exist between companies so the target company management “shift from serving the market to linking with the acquiring or parent firm.”

Horizontal merger - a merger between companies with “identical products operating in the same or different markets”; so a company would acquire a supplier or a customer.

Concentric merger - A merger between companies with very similar production or distribution technology.

Restructuring means looking at the structures of the three institutions and coming up with a uniform structure of Kyambogo University

Integration can be defined in general terms as the process of combining two companies into one entity at every level. Specifically, integration involves the synthesis of people into one corporate culture. The new culture may simply be the culture of the acquiring company that is superimposed on the acquired company or some new entity that is a combination of the best aspects of both corporate cultures.

Integration is also the combining of the two companies' systems into one set. These may range from information systems like company e-mail and intranets to, human systems like HR and purchasing departments and their accompanying policies and procedure

Integration is the merger of the two companies' production processes into a uniform system. For the purposes of this study the researcher refers to **integration** as taking up all the staff from the three former institutions to fit them in the new university structure.

Redundancy means number of staff of the former institutions who were not accommodated in the structure of the new university.

The confederal structure - A confederation is a formalised and fairly permanent union in which the constituent elements retain full autonomy.

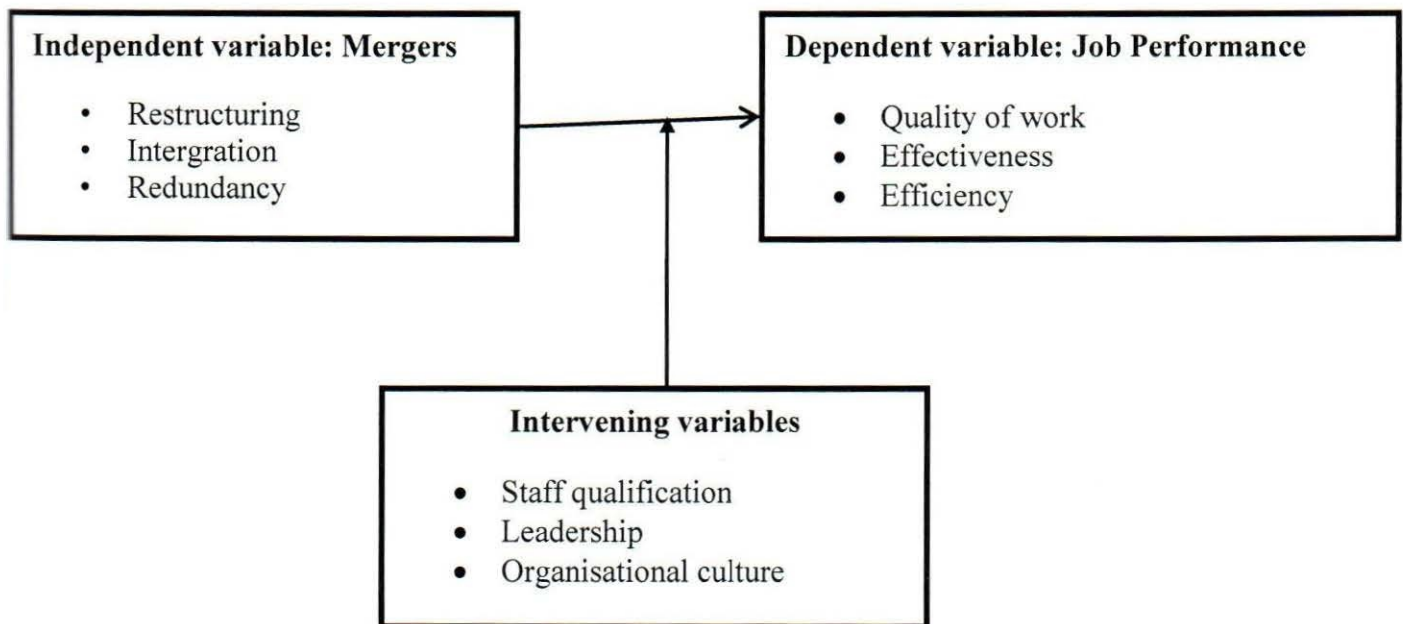
The federal structure - the two main variants of this form are where a) Centralised powers and functions are specified while the decentralised powers and functions (i.e. the rest) remain with the individual members of the federation. b) Devolved powers and functions are specified, while everything else is centralised.

The unitary structure - The existing parties merge into a single body with one central administration. Certain functions and powers could be decentralised if necessary, but a single identity would be essential.

1.8 Conceptual framework

This study measured the effect of the independent variable, mergers (restructuring, integration, and redundancy) on the dependent variable, employee performance. Staff qualifications, organization culture and leadership were the intervening variables.

Figure 1



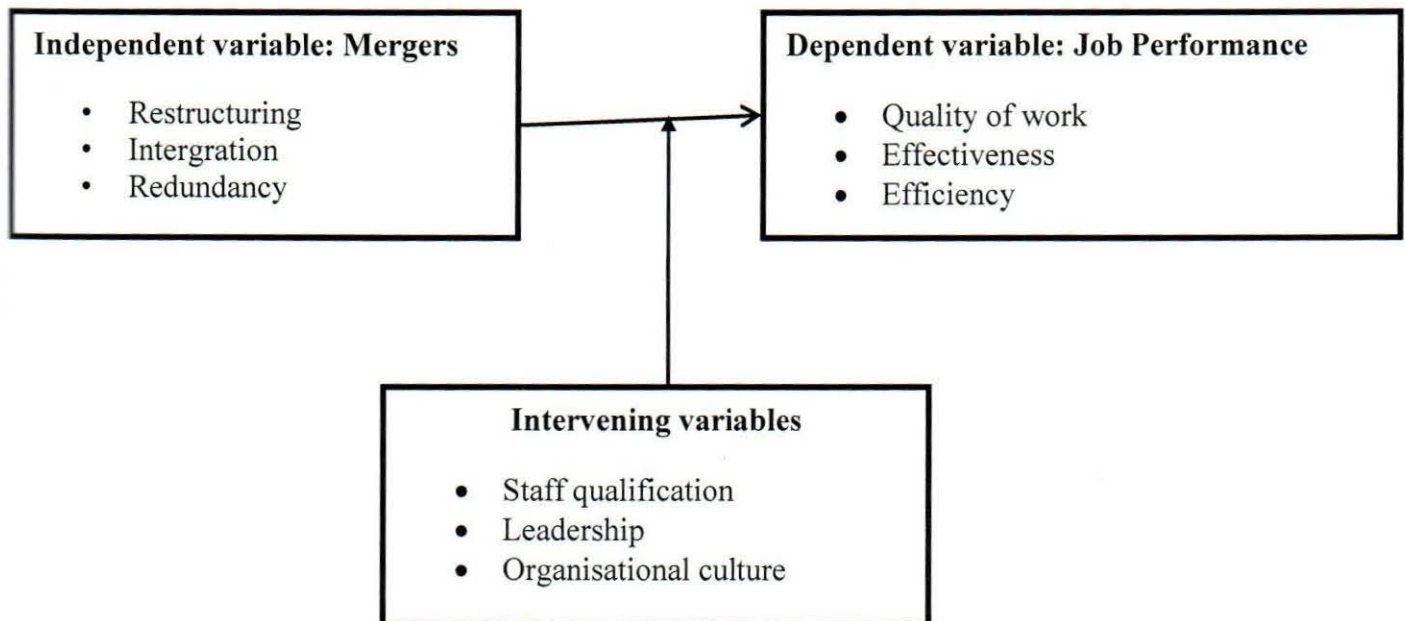
Source: Adapted and improved from Schraeder & Self (2003)

As indicated in the diagram above Schraeder & Self (2003) asserts that mergers in higher institutions of learning normally involve Restructuring, Integration and Redundancy. Fletcher (2006) adds that mergers are undertaken to increase the effectiveness of the new institutions through enhanced employee job performance. Towers Perrin (2003) argue that more than half (57%) of the failed mergers are due to low organizational commitment and incompatible cultures. Jennings (2005) point out that, mergers should result into quality performance, efficiency and effectiveness of employees. The result is moderated by staff qualifications and governance structures of the new institution.

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1.10 Conclusion

Despite the goal of performance improvement, results from mergers are often disappointing compared with results predicted or expected. The study has promoted an understanding of factors underlying Mergers and Performance in bid to help managers in decision making process. On this basis, a comprehensive framework has been proposed with which to understand the origin, concepts and objectives of Mergers and employee job performance to better address the problem of fragmentation by integrating, restructuring and redundancy as the most important competing perspectives in respect to mergers in higher institutions of learning.

CHAPTER TWO

LITERATURE REVIEW

This chapter reviews literature related to the research problem. First it constructs a theoretical framework that guided the study, then identifies research issues fundamental to the study, shows how this study relates to the existing body of knowledge with regard to the effect restructuring, integration and redundancy in mergers on employee job performance and lastly identifies gaps existing in the current body of knowledge.

2.1 *Theoretical Review*

This section makes a critical review of the major theoretical underlings of this study. The study was guided by the Value-Increasing theories. According Hitt et al (2000) value increasing school of thought, mergers occur, broadly, because mergers generate ‘synergies’ between the acquirer and the target. Synergies, in turn, increase the value of the firm. Under the Value-Increasing theories we have the theory of efficiency and Synergistic Mergers Theory.

2.1.1 The Theory of Efficiency

Klein (2001) says the merger deal efficiency theory predicts value creation with positive returns to both the acquirer and the target. This implies that mergers generate enough realisable synergies to make the deal beneficial to both parties. It is the symmetric expectations of gains which results in a ‘friendly’ merger being proposed and accepted (Hitt et al., 2001).

2.1.2 Synergistic Mergers Theory

According to Hitt et al. (2001), synergy refers to reactions that occur when two substances or factors combine to produce a greater effect together than that which the sum of the two operating independently could account for. The theory further asserts that firm managers achieve efficiency gains by combining an efficient target with their business and thereby improving the target’s performance.

The synergistic theory implies that target firms (or plants) perform well both before and after mergers (Hitt et al., 2001). Though the above assertion may be true in business organizations, empirical research evaluating the efficiency of mergers in not for profit institutions such as universities has generated mixed results. Studies by Mueller and Burkhar (1999) as well as Bhuyan (2002) found little evidence of efficiency gains from mergers. The question arising here is whether there is a relationship between mergers (restructuring, integration and redundancy) as indicated by the selected theories in the study

2.2 Review of Related Literature

2.2.1 Restructuring and Employee Job Performance

Restructuring is one of the major aspects of merging institutions. Varghese (2004) observes that Institutional restructuring causes changes in both Governance and management of the institution. Governance involves structures and processes of decision making where as Management implies the implementation of decisions which entails the creation of new structures, specified criteria for allocation of resources to various activities, allocation of tasks to various groups and evaluation of performance. Mariana Vancea (2011) argues that organizational restructuring results in planned changes in a firm's organizational structure that affect its use of people. However, Anon (2011) gives contrasting views when he says that restructuring causes a drastic or fundamental internal change that alters the relationships between different components or elements of an organization. This occurs when restructuring process causes either downsizing or upsizing the staffing levels. In either case, the outcome will entail the rightsizing of the organisation and the reorganization and realignment of workflows and reporting relationships. In particular, lines of responsibility and authority must be structured to facilitate the productive and effective use of resources.

Business mergers are an everyday occurrence and institutions of higher learning have copied these practices from them. Significant lessons could therefore be learnt from business mergers. Managers of merging firms often fail to consider what impact mergers have on their employees. In fact research shown that from 55% -70% of mergers fail because human resource issues are neglected (schraeder & Self 2003). Mergers in Higher education are now common especially starting from 2001 (Anon, 2011). Mergers of educational institutions in Africa started from South Africa (Anon, 2011). Other African countries such as Egypt, Rwanda and Uganda also followed suit. However evidence from South Africa indicates human resource issues have thrown their mergers in trouble giving rise to suggestions for the unbundling of certain merged institutions (Sidumba, 2011). Other restructuring related problems have come from poor institutional management (Anon 2012). Against such a background, the present study was imperative in order to identify possible strategic management issues that might need attention.

In the case of other countries, Gallagher, (2000) contends that institutional restructuring and new funding frame work had a profoundly negative effect on higher education in Australia. These negative consequences included; the neglect of basic infrastructure, the forced increase in student fees and decrease in revenue flowing to higher education from research outputs and investments by business and industry, the alienation of staff as a result of cooperative style of institutional management and the threat to the quality of teaching and research due to the decline in financial support (wood & Meek, 2002). Mildred (2002) adds that the increase in the administration, teaching and research supervision work loads of academic staff (Mildred 2002 affected employee job performance negatively. Van straaten, Theron and Dudd (2011), revealed that restructuring of both staff and the merged institutions affect the employees' relationships leading to a decrease in employee commitment. Lalla (2009), for example, found that management relationship, Job position and promotion, communication, performance standards and collegial relationship were all negatively impacted on by mergers at a particular institution.

Correa, 1992) where the individuals of the different organization learn to work together and cooperate in order to transfer academic competencies (Haspeslagh and Jemison 1991).

Integration is multidimensional including integration of the accounting systems, the assets, informational technologies, human resources, planning system and the public relations policies or the corporate cultures (Sherman and Hert, 2006). According to Kristen koontz (2009) integration changes the organization structures, the systems, the functional cultures and activities at the level of the entire corporation strategy. During the integration process the managers have to call up each department to act together within the new entity formed. If done effectively, Integration in higher institutions of learning increases cohesion, access and standardisation of curricula within high quality programme offerings (Barton 2005). The sharing of overhead costs, and the reduction of administrative costs done after successful integration, leads to institutional effectiveness (Keim 1999). Furthermore, outcomes such as the sharing of resources and expertise; greater access to programmes and services; opportunities to build skills around cooperation; increased dialogue amongst colleagues in a network of different institutions; greater diffusion of best practices; and the mobilisation for effective planning and control in higher education have also been reported (Keim 1999 & Van Soeren *et al.* 2000).

After the merger of Kyambogo University it resulted to the integration process of staff in 2006. According to the Adhoc committee of Kyambogo University Council, integration of staff meant the absorption of former Uganda Polytechnic Kyambogo (UPK), Institute of Teacher Education Kyambogo (ITEK) and Uganda National Institute of Special Needs Education (UNISE) staff into Kyambogo University.

Integration in institutions of learning sometimes comes with negative out comes as reported by (Baus and Ramsbottom, 1999). Integration is often challenged by inadequate communication and prolonged or ineffective decision making process. Due to decline in funding, basic

infrastructure is often neglected in merged institutions (Gallagher, 2000). Other negative outcomes of mergers include the disrespecting of institutional autonomy, lack of trust and commitment; unhealthy competition amongst the members, unarticulated roles and expectation, unclear mission, structure and philosophy under pinning merged institution, poor visibility in each member institution, and lack of participation from various groups of people (Lang 2002, Van Soeren et al 2002).

Negative outcomes in the merger of KYU are also evident. The KYU strategic plan of 2012/2013-2022/2023, shows that the University inherited its infrastructure and facilities largely from the merger of the three institutions in 2003. However the student population at campus has grown four fold since then with the accompanying growth in the number of programmes and the number of academic and non academic staff. No modern infrastructure and facilities for lecture rooms, library, laboratories, administrative sections, sports and accommodation. The report by the inspectorate of government on the corruption and mismanagement of Kyambogo University (2009) shows that there was failure to implement the merger of the three institutions (ITEK, UPK AND UNISE) to form Kyambogo university and especially to handle the integration of staff into its new structure, what has been referred to as a “faculty start” (199 report on Kyambogo university, 2008).

The government’s original vision/concept on the merger of the three institutions was to form a greater Polytechnic specialised in advancing Professionalism in Science and Technology embracing the former institution of (UPK, ITEK AND UNISE) as constituent colleges. (Government white paper, 1992). The constituent college system was to ensure that each institution under the merger retain its special characteristics and core competencies, while the emphasis on Science, Technology and science teacher education was to introduce a fundamental change in the educational system in Uganda.

The appointment by the Ministry of Education and Sports of the former governing Council of ITEK as the Interim University Council of the new Kyambogo University was erroneous since it was not only detrimental to the interest of various stake holders as provided for under the U&OTIA 2001 as amended. The minister should have terminated the term of office of the governing council of ITEK, since it had not been constituted according to the U&OTIA 2001. This was also largely responsible for the genesis of the management crisis that has persisted at Kyambogo University because the composition of Council was not representative of the divergent interest of staff of UPK & UNISE. (IGG report on KYU 2008). This was a deviation from the original concept of the merger of constituent Colleges. The concept of the merger as originally perceived in the Government White Paper on the Education Policy Review Commission Report of 1992 was to form a Greater Polytechnic offering degree courses embracing the former institution as constituent colleges which meant that each institution under the merger would retain its special characteristics and identities where necessary. This idea of constituent colleges was ignored by the frames of the U&OTIA 2001 that established Kyambogo University. (Visitation Committee Report,2007). Government did not consider the possible conflict that could arise between the proposed Kyambogo University and Makerere University in view of the problems that had been experienced between Makerere university and Makerere business school, Nakawa (IGG report on KYU 2008). It was therefore in the interest of the researcher to investigate whether such conflict affected the employee job performance at Kyambogo University.

Bancel and Hamel (2008) indicate that successful integration depends on the culture of the merged institutions. They add that the stronger the corporate culture, the more complicated the integration phase and the more attached to their corporate culture the employees are, the more difficult the integration of the new culture will be. As a result of the different cultures of the two units, the integration is characterized by different interactions which lead to some strongly

divergent situations. In a favorable case, the interactions may create value but many times these interactions create dysfunctions within the organizations complicating further the integration process (Gouali, 2009).

The merger of Kyambogo University brought together three higher institutions of learning with different organisational cultures. Culture plays an important role in regard to employee job performance especially after a merger (Harman and Meek, 2002). In their studies they concentrated largely on the cultural aspect of merged organisations. Harman (2002) speaks of instances where different organisations and academic cultures collided which have resulted into potent and disintegrative forces. In her article Harman (2002), indicates that after much research into the cultural factors of merging institutions, when culturally different institution need to come together as one, expert leadership is needed. The researcher agrees with Harman as in order for institutions, companies, organisations to merge successfully, a totally new culture needs to be born. Therefore, most mergers cite cultural factors as a major contributor to the success or failure of a merger. Rodney & Mogorosi, (2002) assert that mergers are complex phenomena known to have high failure rates and cultural clashes between the merging companies have been one of the most common explanations.

Rodney- Mogorosi (2002) also observe that the culture of the organisation is a powerful source for guiding behaviour and if there is resistance and lack of ownership from the employees, then the change process is bound not so succeed. Based on the above argument the researcher believes that in a merger situation each institution has its own culture, goals and mission. Each merging institution has its own way of operating and the general norm of “this is the way it’s done around here”. The researcher believes that it is the very culture that creates a hardened resistance to the integration process. Robins (2005) asserts that organisational culture refers to a system that distinguishes the organization from other organisations. It is therefore prudent for the researcher to ascertain how this affects employee job performance

According to Jansen (2003) the process of the merger impacts greatly on staff in all cases, especially in the emotional and professional lives of all staff at all levels the researcher believes that emotional stress has a direct impact on job performance and in the personal lives of employees. In his study Jansen (2003) discusses three kinds of staff politics that emerge as a result of the mergers; Corridor politics: this refers to strong feelings of betrayal and abuse, but not expressed in staff organisation and supported by government in the case of two of the colleges- into university mergers. The use of rumour and myth- making clearly contributed to the merger climate within the institution and to a very active micro politics among staff and management but whether it affects employee job performance is a matter of investigation.

Street politics: this refers to the culture representation of staff politics within public spheres, including the media campus community and through representation directly to government. Board room politics: this refers to the culture negotiation and securing of position of one merger partner a head of during, and after the merger process as a result of deliberate actions by managers or leaders. Jansen (2003) asserts that in this study corridor politics simply generates frustration in the institutional offices and cafeteria, rumor exacerbate anxiety and uncertainty. Street level politics display aggression and threaten with drawls. This needs to be verified whether it impacts on employee job performance among staff of the merged institutions.

According to Thompson, Strickland and Gamble (2005), the strategic management function of integration of an institution consists of five phases, namely (1) developing a strategic vision, (2) setting objectives, (3) creating a strategy to achieve the objectives and vision, (4) implementing and executing the strategy, and (5) monitoring developments, evaluating performance and making corrective adjustments.

The IGG Report of 2009, reveals that there was deviation from the original vision/concept of the merger. The Government's original vision on the merger of the three institutions was to form this University, as a greater Polytechnic, specialized in advancing professionalism in science,

technology and teacher education, and embracing the former institutions as constituent colleges and the constituent college system was for purposes of retaining the special characteristics and core competences of the former institutions. While the emphasis on science , technology and science teacher education was to generate a fundamental change in the educational system in Uganda addressing the shortage of properly trained technical manpower and ensuring that entrepreneurial and vocational skills are imparted to students at all levels of Uganda's educational system. This original idea as conceived by Government was later abandoned by the Ministry of Education and Sports. It was this oversight on the part of the Ministry, that was partly the genesis of the management crisis that later paralysed Kyambogo University. This federal University arrangement was convenient for purposes of advancing the mission of the new University, management and initial restructuring which has since failed to take off.

Based on Thompson et al (2005), ideas, the fourth and fifth phase of integration in Kyambogo University was ignored. This is highlighted in the IGG report, 2009 that there was lack of an effective implementation strategy. There was failure to implement the merger of the three institutions(ITEK, UPK and UNISE) to form Kyambogo University and also to handle the integration of staff into its new structure, characterized by complete lack of an effective implementations strategy, a situation that various commentators referred to as a faculty start of the merger. In 1998 the Ministry of Education and Sports appointed a 13 member Task Force Committee headed by Engineer Tusubira to propose the modalities for the implementation of the merger. The Committee came up with a number of strategic recommendations for the implementation of merger. Notable among these recommendations, included the following;

- That upon establishment, the University Council should immediately appoint, on Acting basis, key top Administrators of the University. It further recommended that, the top administrators'

posts be formally advertised and interviews be held as necessary and full appointments, especially for top Administrators be effected before the University formally opens.

- It also recommended that for the first year running, all Academic and Administrative staff be transferred to the new University, which should be given the statutory right to carry out the initial structural adjustments within that first year.
- Furthermore, that to avoid burdening the new University financially, the Ministry of Public Service should assume responsibility for the financial implications of initial restructuring
- The Committee further recommended immediate implementation of the merger, including merger of the budgets of UPK, ITEK and UNISE, with limited supplementary addition, to run the university. However, all the above recommendations were also ignored by the Ministry of Education and Sports, which has resulted into both short and long term effects in as far as the quest for stability, operational efficiency and effectiveness of Kyambogo University is concerned.

According to Thompson *et al.* (2005), effective strategy execution is reliant on committed, motivated and better performing employees. It is therefore important to assess how the pursuit of merger goals relates to the job performance and organisational commitment of the staff members of the merged higher education institutions. There are a number of negative out comes attributed to the integration process at Kyambogo university which the researcher needed to investigate in order to ascertain a direct bearing on employee job performance at Kyambogo university

2.4 Redundancy and Employee Job Performance

One of the most difficult issues facing post-mergers is redundancy of employees. Redundancy is defined in the Employment Relations Act (ERA, 2000) as a situation where a worker's employment is terminated by the employer, the termination being attributable, wholly or mainly,

to the fact that the position filled by that worker is, or will become, superfluous to the needs of the employer. Redundancy is also a situation an employee feels is no longer needed by the organization due the fact that his services are no longer very much utilised (A technical redundancy situation arises where an employee's employment with a particular employer is terminated as a result of the merger or transfer of the business to another management, but the employee is offered the same position with the new management on the same terms and conditions of employment, including recognition of service with the previous employer. In this situation there is a new legal employer and the employee cannot be compelled to transfer it.

When institutions merge, there are usually instances of redundancy. In these cases, redundancy can lead to lay-offs, or may require shifting roles of employees. While lay-offs most often cannot be avoided, reducing uncertainty amongst employees is best. Those employees that are being laid off should be told immediately and be provided with severance packages, if possible, and most importantly treated in a respectful manner. However, in most employment agreements providing for redundancy compensation, a technical redundancy situation is typically grounds to avoid payment of redundancy compensation. In these circumstances, if the employee selects not to transfer their employment to the new management, there is no entitlement to redundancy compensation. Kyambogo university council at its meeting held on 14th November 2005 approved the operational guidelines for management of redundancies. It is true that mergers usually result in redundancies and this creates tense environment. It is always helpful to discuss policy guide lines with all stake holders so that they own them and have committee on integration of Kyambogo university staff (2006). The U&OTIA act amended rendered it illegal to carry out redundancy of staff of the three institutions to come up with a uniform structure for Kyambogo University because the U&OTIA provided for automatic transfer of all staff formerly employed by ITEK AND UNISE to Kyambogo University until replaced, revoked or empire.

Similarly, UPK administrative and support staff were automatically transferred as employees of Kyambogo University under the U&OTIA, in their case, on the terms and conditions offered by

Kyambogo University. (IGG report on KyU, 2008). It is only in regard to the integration of UPK academic staff that the U&OTIA was clear in that it provided for immediate termination of contracts of appointment with regard to UPK academic staff who did not meet the required qualification under the new University. Those who did not qualify were also given opportunity to upgrade (U&OTIA as amended). Those who did not fit in the structure were either to be referred to Ministry Of Education or retired according to the provisions of relevant law (Pension Act). It is clear that the above provision of the amendment act relating to UPK academic staff were practically possible and should have applied to the rest of the staff in ITEK and UNISE.

The U&OTIA 2001 as amended avoided critical issues regarding the redundancy of staff especially the inevitable loss of jobs, a characteristic of a merger process of such nature and magnitude. It was inevitable that a number of staff of the former institutions were not going to be accommodated in the structure of the new university bearing in mind that government was not ready to provide additional funding to facilitate the restructuring process. This extra load of redundant staff constituted one of the persistent human resource management crises at the University that eventually led to the closure of KyU in 2008. This was simply illustrated by the fact that to every single job there were three staff for one job in the new University structure, take for example the position of the Academic Registrar, upon the merger there were three academic registrars to be accommodated (IGG report of 2008 on KYU).

Rajcoomar, (2004) argue that the most frequently over looked areas of human resource management affecting employees and the company's strategic needs, involves the people problem and post-merger effects. The merger at KyU caused uproar among employees with regard to issue of salary, redeployment, redundancy, low staff morale, budget and resource constraint, tardiness and absenteeism. This results into low trust and owner trip of the new institution created and high level of negative energy. It is therefore important for the research to investigate to what extent this affected employee work performance among staff at KYU.

Towers pernn (2003) affirms that change whether planned or unplanned, creates discomfort and feeling of insecurity. If it is not managed appropriately change can become a liability to the organisation and adversely affect employee job performance. In this regard the researcher suggests the necessity to explore the impact of the redundancy on employee job performance.

2.5 Summary

This chapter has essentially dealt with the literature review on mergers and employee job performance with particular emphasis on the relationship between mergers and employee job performance of staff in public universities. This chapter also focuses on the history of Kyambogo University merger from the ministry of education perspective

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter focuses on the techniques that were used to collect and analyse data. It describes the study design, sampling design, instruments and procedures that were used in collecting and analysing data.

3.1 Research Design

The design was a case study .This design was used because of its strength in relation to the research problem. Correlational methods were used to analyse data. The researcher sought to establish the magnitude and direction of the deterministic relationship between the independent and dependent variables. The study employed both quantitative and qualitative methods. Quantitative research methods were used because they enabled a structured statistical measurement of variables (Trochim, 2006). Qualitative methods were used so as to collect in-depth information on the research variables and this enabled triangulation of the data collected so as to increase its validity (Ary, and Razavieh, 2002). Data was collected using a questionnaire and a key informant interview guide. Quantitative data was analyzed using statistical methods.

3.2 Study Population

The target population included 188 members of administrative staff as indicated by the Kyambogo University Strategic Plan 2012/13 – 2022/23. These employees comprise of staff who earn salary scales of M3- M7. Employees with the higher salary scale M3-M4 normally serve as heads of departments or senior administrators. These respondents were targeted because they are the major stakeholders in the administration of the University. This enabled the researcher to get reliable data about the study problem.

3.3 Sample size and Selection

The sample was determined using Krejcie & Morgan (1970), sample size determination guide. According to this guide for a population size of 188, the appropriate sample is 120. Therefore, the final sample consisted of 120 respondents. Proportionate sampling was then used to determine the number of key informants and main respondents. Ten percent (n=12) of the sample were selected as key-informants while 90 % (n= 108) were the main respondents. A summary of the category of respondents is presented below.

Table 3. 1: Category of respondents

Category	Population	Target Sample size	Actual sample	Method of selection
Heads of departments and sections	18	12	7	purposive
Administrative staff	170	108	98	Simple random sampling
TOTAL	188	120	105	

Source: Primary data

As indicated in the table the target sample was 120 respondents, but the actual sample was 105 respondents. This included 98 administrative staff and 7 key informants. With regard to administrative staff 108 questionnaires were distributed but 10 were incomplete and could not be usable. As far as key informants are concerned, 12 had been targeted but 7 were available to provide the needed information.

3.3.1 Sampling Techniques

Both probability and non probability sampling techniques were used to select a representative sample Amin (2005). Simple random sampling was used to select administrative staff who were the main respondents. This method was used in order to give more respondents in the population a chance of being part of the sample. This technique increases representatives that enable collection of a cross section of data. Purposive sampling was used to select key informants. This sampling method was preferred for this sub sample because the researcher wanted to collect in-depth responses from respondents who are well informed about the research problem. The key informants included heads of departments and senior administrative staff.

3.4 Data Collection Methods

3.4.1 Questionnaire

A survey was done using a structured questionnaire. After briefing, respondents were given a structured questionnaire to complete. As advised by Bush and Ortinau (2000), the questionnaire had items derived from the study objectives and likert responses. Respondents ticked the response that best described the situation in the university with regard to the research questions.

3.4.2 Key informant Interviews

In-depth Interviews were used to collect data from key informants. This method was preferred because it enables collection of reliable, in-depth information. Using the interview guide, key informants were individually asked questions derived from the study objectives by the researcher. Their responses were written down by a research assistant (Kvale and Brinkmann, 2009; Mugenda and Mugenda, 1999). The real opinions of respondents on the research problem were sought. Using appropriate probing, the researcher sought for detailed and relevant information to the research question (Amin, 2005).

3.5 Data Collection Instruments

The researcher used a structured and self-administered questionnaire and an interview guide to collect data.

3.5.1 Structured Questionnaire

A structured questionnaire (see appendix A) was used to collect data from the main respondents. The questionnaire was used to obtain information from general administrative staff. The questionnaire had structured items. Structured questions were used because they allow collection of specific data. Using questionnaires also allowed respondents some time to reflect on answers to avoid hasty responses (Mugenda and Mugenda, 1990). This contributed to accuracy of data collected. Section A of the questionnaire measured the demographic variables of respondents. The demographic variables that were measured are; gender, age, former institution and organizational tenure. Section B to D measured the independent variable, mergers (restructuring, integration, redundancy), while section E measured employee performance. New scales were constructed for these items following Saunders *et al*; (2003) steps. This was done, because no scale was available on mergers and employee performance in Uganda. For all items in sections B up to E respondents responded on a five-point scale for which 1 represented “completely disagree” to 5 “completely agree”.

3.5.2 Interview guide for Key informants

An Interview guide was used to collect in-depth information from key informants. Interviews were used because the study targeted respondents’ real opinions on the research problem. The interview questions focused on the major themes of the study (Kvale and Brinkmann, 2009).

3.6 Validity of Instruments

Arya et al. (2002), say that a data collection instrument is valid when it actually measures what it claims to measure. In this research, content valid of the instruments was measured. Opdenakker (2006) affirms that respondents are more likely to honestly complete and return questionnaires they perceive as having relevant content. Therefore, the researcher ensured that all items in the questionnaire had face validity. The words that were used in both instruments were simple clear and related to the research problem. Besides, the instruments were made easy to complete and the total time needed to complete both instruments was limited to about 10 minutes.

With regard to content validity, the two research supervisors evaluated the questionnaire for its content validity. As recommended by Amin (2005), items that were found to be ambiguous and those judged inappropriate were either eliminated or adjusted. In the content validity test, the validity of each item were evaluated on a scale for which 1 = relevant, 2 = quite relevant 3 = somehow relevant and 4 = not relevant. The validity of the instrument was tested using the Content Validity Index (CVI). The CVI was measured using the formula:

$$\text{Content Validity Index (CVI)} = \frac{\text{Number of items declared valid}}{\text{Total number of items}}$$

The findings are shown in the table below.

Table 3. 2: Content validity index (CVI)

Expert	Content validity index	
	Questionnaire	Interview guide
Supervisor 1	0.83	0.82
Supervisor 2	0.82	0.79
Average	0.82	0.81

Source: Pilot data

As indicated in Table 3.2, all CVIs for the two instruments were above 0.80, indicating that the items in the instruments actually measured the study variables. On average, the content validity index for the questionnaire was 0.82, while that of the interview guide was 0.81. These values were in agreement with Mugenda (2003), who recommended that for an instrument to be valid for research purposes, its content validity index has to be 0.8 and above.

3.7 Reliability of Instruments

When an instrument is reliable, it yields consistent responses because it is interpreted well. If the desired variable is not measured reliably, the information obtained would not be correct and therefore not be valid. Pilot data was collected from 15 respondents and used to measure and enhance the reliability of the questionnaire. Data from employees who were selected from five departments was collected and entered in the Statistical Package for Social Sciences (SPSS) version 17. A Cronbach alpha coefficient test of reliability was calculated.

Table 3. 3: Reliability of the Instrument

Variable	Alpha coefficient
Restructuring	0.724
Integration	0.896
Redundancy	0.712
Employee performance	0.762
Average	0.773

Source: Pilot data

Findings in table 3.3 above revealed that the alpha coefficients of the sub variables making the independent variable of mergers were; restructuring = 0.724, integration = 0.896 and redundancy

= 0.712. The alpha coefficient for the dependent variable, employee performance was 0.762. All Cronbach alpha coefficients were above 0.70 which indicated that the questionnaire was reliable enough to be used as a research instrument (Sekarani 2003).

Furthermore, the questionnaire used simple to understand questions in order to avoid ambiguity and misinterpretation of items by respondents. Additionally, the statements were kept simple in order to avoid any response biases by leading the respondents to agree or disagree with the statement. Social desirability effect, the tendency for respondents to guess what might be socially acceptable and respond according to this was avoided by confirming that that the respondents' answers are kept strictly confidential. Respondents were also encouraged to express their true feelings against the statements. For this reason no names were asked to be noted down.

3.8 Data Collection Procedure

The researcher first constructed the instruments and gave them to the supervisor for approval. The supervisor ascertained the face validity and clarity of the instrument. Changes were made as recommended by the supervisor. The changes recommended by the supervisor were mainly on the wording of items. The wording of 5 items was changed to make it simpler and relevant to the research question. After approval, the researcher went out in the field. Using the authority letter from the Dean School of Management and Entrepreneurship, the researcher introduced herself to the university secretary and head of human resources to seek for permission to sample respondents. She explained the purpose of the research and its benefits. The researcher assured the respondents of confidentiality in relation to the information they provided. She then distributed questionnaires to the selected respondents and collected them on after two days . Key informants were also interviewed during lunch hours on the same day questionnaires were distributed.

3.9 Data Analysis

3.9.1 Quantitative Data Analysis

After data was collected, it was edited, cleaned and coded. Descriptive statistics, means, standard deviation and frequency tables were used to present and analyse descriptive and qualitative data. Inferential analysis, factor analysis and linear regression was also done. In order to examine the influence or contribution of the independent variables on the dependent variable, bivariate dependence analysis technique for predicting the dependent variable on the basis of one or more independent variables was done using linear regression. The resultant equation indicated the specific contribution (deterministic relationship) of the independent variable to the dependent variable. Regression analysis was used to show the effect of restructuring, integration and redundancy on employee performance. Factor analysis was used to show the underlying unobservable (latent) components within the independent variable that significantly influenced the dependent variable (manifest variable). Principle components analysis was used to extract the factors on each independent variable. This was done in all the three objectives. The responses given by each respondent in section B and F were summed up to convert ordinal measurement into a continuous scale to enable multivariate analysis possible. Higher scores on each of the variables indicated higher level of the variable in the study sample and vice versa.

3.9.2 Qualitative Data Analysis

Qualitative responses were analysed using interpretational and structural analysis. Using the procedure recommended by Trochim (2006), interview data was examined and classified in terms of themes derived from the objectives. Then the relationships among data structures were explored. Data was broken down into component parts and examined, compared and categorized.

CHAPTER FOUR

ANALYSIS PRESENTATION AND INTERPRETATION OF RESULTS

4.1 Introduction

This chapter presents and analyses data on the relationship between mergers and employee performance, taking Kyambogo University as a case study. Specially, the chapter presents data on the effect of restructuring, integration and redundancy on employee performance. The Chapter begins by presenting the response rate and the demographic characteristics of respondents. This is followed by presentation and analysis of data on the main objectives. The demographic characteristics of respondents were analysed using descriptive statistics. Frequency tables and percentage were used to show the most frequent characteristics and percentages indicated the percentage of occurrence. Regression and factor analysis was used to analyse data on the main study objectives.

4.2 Response rate

A total of 108 questionnaires were distributed and 12 key informants targeted. Ten (10) questionnaires were however eliminated due to errors and missing data leaving 98 questionnaires, reflecting a 82% valid response rate among employees. With regard to key informants, 12 were targeted and 7 participated in the study giving a response rate of 6% out of the total targeted respondents. The overall response rate was 88%. This was high enough to result into findings that were a true representation of the population.

: Table 4.4 Showing Response Rate

Category of respondents	Targeted respondents	Valid respondents	Response rate (out of 120)
Employees	108	98	82%
Key informants	12	7	6%
Total	120	105	88%

Source: Primary data

As indicated in the table 4.4 above, the valid sample was 105 respondents. This sample was representative enough to contribute valid and reliable responses. Therefore it can be argued that the findings can be generalised to the study population.

4.3 Demographic data of respondents

In the study, the researcher collected demographic information on respondents that were then used to explain the findings.

4.3.1 Gender Distribution of Respondents

Respondents were asked to indicate their gender. The findings are indicated below.

Table 4.5: Gender of Respondents (N=98)

Gender	Employees		Key informants	
	Frequency	Percent	Frequency	Percent
Male	60	61.2	4	57.1
Female	38	38.8	3	42.9
Total	98	100.0	7	100.0

According to the findings in table 4.5, majority of employees 61.2 % were male while the rest (38.8 %) were female. With regard to the key informants, 57.1 % were male while 42.9 % were female. Therefore, both gender were well presented and the findings reflect the views of both gender.

4.3.2 Employment terms of respondents

The researcher established employment terms of respondents. The findings are shown below.

Table 4.6: Employment terms (N=98)

Employment terms	Frequency	Percent
Permanent	89	90.8
Contract	9	9.2
Total	98	100.0

The findings in table 4.6 reveal that majority of respondents (90.8 %) were permanent while only 9.2% were on contract. This finding reveals that participants were selected from employees who should have a strong interest in the performance of the institutions since they still had prospects of work for the institution for the rest of their lives. Therefore it can be argued that they gave genuine views that could be used to improve the institution.

4.3.3 Former Institution

Respondents also indicate their former institution before the merger. The findings are presented in the table below.

Table 4.7: Former Institution (N=98)

Former Institution	Frequency	Percent
ITEK	51	52.0
UPK	27	27.5
UNISE	20	20.5
Total	98	100.0

The findings in table 4.7 revealed that majority 52.0% were in ITEK followed by 27.5% who were in UPK and then by 20.5% who were in UNISE. The findings show that employees from the three former institutions that eventually made KyU were well represented, and therefore the

findings captured views from the necessary respondents. So they were able to give reliable information.

4.3.4 Tenure of Service

The researcher also explored the number of years respondents had worked in the institution as indicated in the table below.

Table 4.8: Length of Service at KYU (N=98)

Tenure	Frequency	Percent
1-5 years	11	11.2
6-10 years	36	36.6
11-15 years	23	23.1
15 years and above	28	28.2
Total	98	100.0

The table above shows that majority of the respondents (36.6 %) had served the institution from 6– 10 years, followed by respondents who had served for 15 years and above (28.2 %). Other respondents had worked in the institution for 11-15 years (23.10%) and (11.2 %) has worked for 1-5 years. This implies that respondents had served for long enough to understand the work environment of the institution. So their responses were rich in experience.

4.4 Descriptive Statistics of Study Variables

Scores on each variable were calculated by summing up the numbers representing the responses on each of the items measuring the variable as recommended by Saunders et.al (2003). This turned the scale on which the variables were measured from nominal to ordinal (zikumund, 2000). The Means, standard deviations and mean responses of the variables were calculated and

the scores were used to do regression analysis. This subsequently enabled inferential analysis. Restructuring, integration, redundancy and employee job performance were measured on the scale of 10 to 50. The findings are presented in the table below.

Table 4.9: Descriptive statistics (N=98)

Variables	Mean	SD	max	min	Mean response
Restructuring	38.2	3.2	42.1	11.1	3.3
Integration	28.4	4.5	36.2	12.3	2.7
Redundancy	29.1	3.8	35.7	13.2	2.8
Employee performance	24.3	3.6	29.4	10.3	3.2

The findings in the table 4.9 above, the mean response was got by calculating the mean of the level of agreement or disagreement and this table shows that the mean for Restructuring was 38.2 (SD=3.2) with a mean response of 3.3 and maximum value, 42.1; that of integration was 28.4(SD=4.5), with mean response 2.7 and maximum value 36. 2 .The mean for redundancy was 29.1(SD=3.8), with a mean response of 2.8 and maximum value 35.7, while that of employee performance was 24.3(SD=3.6) with a mean response of 3.2 and maximum value 29.4. The mean scores were low since they were just slightly higher than half of the highest expected score, 50 for all the variables. These findings point to poor restructuring, integration and high redundancy of employees in the institution. Employee performance was also low. Low employee job performance implies that administrative staff do not effectively perform their roles. This implies there was low efficiency in timely marking and return of scripts, management of schedules and activities like graduation ceremonies. The descriptive findings indicate a positive relationship between the independent variables and the dependent variable. This fact was explored using regression and factor analysis in the sections below.

4.4 The Effect of Restructuring on Employee Performance in Kyambogo University

The first objective of the study was to analyse the effect of restructuring on employee performance in Kyambogo University. Scores on restructuring were regressed on employee performance. The findings are shown in the table below.

Table 4.10: Regression Results of Restructuring and Employee performance

R	R square	Adjusted R square	B	Beta	Sig.
0.61*	.123	.127	1.96	.708	.002*

*Values significant at 0.05 level (2-tailed).

Predictor: restructuring, Dependent variable: employee performance

(Source: Primary Data)

From the regression model summary in Table 4.10, the correlation (linear relationship) between employee performance (dependent variable) and restructuring is indicated by $r = 0.61$. The relationship was significant at $p\text{-value} < 0.05$. This implies that, restructuring is positively related to employee performance. Relevant restructuring leads to better employee performance. The results of the regression model indicated an R-square of 12.3 percent. This implies that on average, 12.3 percent relevant restructuring could lead to an improvement in employee performance of 12.3%.

The aspects of restructuring that are more likely to influence employee performance were explored using factor analysis. The findings are shown in Table 4.11.

Table 4.11: Aspects of restructuring influencing employee performance (N=98)

Items	Components			
	1	2	3	4
Restructuring enhances strategy implementation and high-performing people	.174	.549	-.259	-.369
Restructuring enable me work towards clear goals for desired output	.127	.730	-.311	-.200
With mergers the remuneration I receive is commensurate with my work load	.417	.608	.251	-.026
Organizational structure allows proper use of administrative staff	-.371	.053	.610	-.002
Merger helped management and administration of KYU to improve	-.127	-.293	.551	.001
Restructuring allows me to deliver real improvement in performance	.635	.107	-.071	-.377
Remuneration matches my skills to influence organizational performance	.668	-.199	-.054	.086
Responsible restructuring approach gave rise to enhanced performance	-.111	.313	-.031	.568
Employees better understand their roles and leads to a positive performance outcome.	.182	-.010	-.120	.357
Restructuring caused high job satisfaction, low levels of absenteeism and more commitment	-.127	-.293	.313	.568
Extraction Method: Principal Component Analysis				

As indicated in table 4.11 above, a factor analysis extracted four components of restructuring that are likely to significantly affect employee job performance. The components are indicated by the emboldened correlations of the items in each of the four columns. The first component in column 1 was restructuring should lead to training of relevant work force first, the second component in column 2 of components was; restructuring should result into employees understanding clearly the new goals and mission of the university and the third component in column 3 was; employees should have clear work roles and the final component in column 4 was restructuring should lead to employee performance enhancement. Given the fact that the scores on restructuring were low, it implies that respondents generally disagreed that restructuring in Kyambogo University led to effective programs for training employees to understand the new vision and mission of the university or enabled employee to clearly understand their work roles or result into training of relevant work force and effective employee performance enhancement. This may have subsequently lowered the performance of employees.

Interviews with key informants also agreed with this conclusion. Key informants indicated that restructuring of KYU was not followed by pre-merger and post –merger training. Most of the staff was just absorbed into the new institution from former institutions. No sufficient preparation of employees was made to fit into the new institutions. In fact one key informant intimated “*some employees who were integrated into the university from the former institutions would be more efficient if they were left in the former institutions*”. The key informants indicated that employees continuing with the work methods they were using in the former institutions have negatively affected their performance and the effectiveness of the university. Another key informant said that “*Administrative staff has to process and manage large volume of student data which require better and more efficient methods of work*”. However, this has not been the case in some departments. Administrative staff do their work manually using paper and pens which has slowed delivery of student services.

4.5 The Effect of Integration on Employee Performance in Kyambogo University

The second objective of the study was to assess the effect of Integration on employee performance in Kyambogo University. Integration scores were regressed on employee performance. The findings are presented in the table below.

Table 4.12: Regression Results of Integration and employee Performance

R	R square	Adjusted R square	B	Beta	Sig.
0.43*	.071	.068	1.030	.826	.003

Values significant at 0.05 level (2-tailed)

Predictor: Integration, Dependent variable: Employee Performance

(Source: Primary Data)

From the regression model summary in Table 4.12, the correlation between integration and employee performance was $r = 0.43$. This implies that integration is moderately and positively related to employee performance. The relationship was significant at $p\text{-value} < 0.05$. This means that integrating employees from the former institutions effectively by fitting them to new roles, promoting those who are more qualified and changing salary to suit new added responsibilities can significantly improve employee performance. The results of the regression model indicated an R-square of 7.1 percent. This implies that on average, if integration is done effectively by 7.1 percent, it can cause a corresponding 7.1 percent increase in employee performance.

The aspects of integration that could influence employee productivity were explored using factor analysis. The findings are shown in Table 4.13 below.

Table 4.13: Aspects of integration That Influence Employee performance (N=98)

Items	Components		
	1	2	3
Integrated staff do not leave the organization	.145	.675	.242
Integrated employees have high commitment and loyalty to the organization	-.199	.612	-.044
Favoritism during the promotion exercise has been minimized due to Integration.	.119	.323	-.606
There is an improved performance of staff as a result of the Integration	-.761	-.022	.182
Duplication of programmes has been minimized as a result of the Integration.	.576	.226	-.483
Merger provided staff the opportunity to advance their career within the University	.431	.151	-.066
As a result of the merger, excellence in performance leads to promotion	.022	.602	.340
The University policy on promotion of Administrative staff is clear and fair	.208	.398	.463
Integration allowed for effective planning and control in higher education	.559	-.125	.575
Integration helped transform the organizational culture, development and acceptance of new shared values	.689	-.133	.062
Extraction Method: Principal Component Analysis.			

As indicated in the table 4.13 above, a total of 3 components were extracted. They are indicated by the high emboldened correlations. Component one was; good organization culture,

component two was high organization commitment and component three was well planned employee performance improvement plan. Given the fact that the integration scores were low implies that employees disagreed that integration after the merger had resulted into high organization commitment, good organization culture and employee performance improvement. This means that the process of integration after the merger has negatively affected employee organizational commitment, organizational culture and employee performance management.

The key informants also agreed to ineffective integration of employees of former institutions to KYU. They intimated that many employees are still attached to the values of former institutions. The language of former ITEK, UPK or UNISE is still being used by employees yet new labels have been given. One key informant said “*the labels of East, west and north end are onus used in official communications*”. This is an indication of low organization commitment and culture. Key informants further revealed that most employees from the former institutions still feel that they performed better with the former institutions and the university has either killed or eclipsed their former visions and mission.

4.6 The Influence of Redundancy on Employee Performance

The final objective of the study was to examine the influence of employee performance in Kyambogo University. Scores of redundancy were regressed on employee performance. The findings are presented in the table below.

Table 4.14: Regression Results of redundancy Vs employee performance

R	R square	Adjusted R square	B	Beta	Sig.
-0.614*	.093	.097	0.720	1.904	.001

Values significant at 0.05 level (2-tailed)

Predictor: redundancy, Dependent variable: employee performance

(Source: Primary Data)

From the regression model summary in Table 4.14, the correlation (linear relationship) between employee performance (dependent variable) and redundancy is indicated by $R = -0.614$. This implies that, generally redundancy lowers employee performance. The relationship was significant at $p\text{-value} < 0.05$. This means that reducing redundancy among employees increases employee performance. The results of the regression model indicated an R-square of 9.3 percent.

The aspects of redundancy that could influence employee performance were explored using factor analysis. The findings are shown Table 4.12.

Table 4.15 Aspects of redundancy that influence employee performance (N=98)

Items	Components			
	1	2	3	4
Merging created Redundant staff to be treated in a respectful manner	.116	.355	.489	.149
After merging, Termination grounds of redundancy were procedurally fair	.476	-.260	.245	-.338
Employees who survived downsizing feel anything but relief resulting in commitment	.395	.018	.282	-.009
Downsizing depressed commitment where survivors had a close personal or working relationship with the victims	.518	.128	-.082	.118
Downsizing is perceived as fair to suit operational needs of administrative staff	.191	.382	.114	-.061
Redundancy resulted into disappointment & affects the most committed employees	.382	.633	-.016	-.069
Redundancy resulted in a new breed of employees, who are taking charge of their own destinies	.370	.584	-.229	.424

Lay-off has not created innovative, flexible and committed workforce, with vision and creativity in KYU	.339	.673	.171	.484
Employees have not productively adjusted their ideas and plans about their current jobs	.761	-.072	-.109	.184
Survivors feel trapped in jobs that no longer engage their full energy, interest, or talent	.569	-.221	.053	- .067
Survivor syndrome has had a negative effect on achievement of institutional goals	.590	.026	-.051	.302
Extraction Method: Principal Component Analysis				

As indicated in table 4.15 above, a total of 4 components were extracted. Component one was ; survivors feeling trapped, component 2 was employees not having the motivation to be innovative and committed , component 3 was increased feeling of unfairness in work allocation and components 4 was creation of a new breed of employees taking charge of their own destinies . Given the fact that the redundancy scores were high implies that employees felt that the merger did not effectively take care of employee redundancy.

Interviews with key informants revealed that some employees were given work roles that they were not qualified to do under the new university structure because the merger model that was adopted was accommodative. One key informant intimated “*some employees would do better if they were left in the former institutions or transferred to institutions that had taken on the roles of the former*”. This implies that in case of KYU , the merger has had a negative effect on achievement of institutional goals since employees who feel redundant cannot use their full energy, interest, or talent to do their work or further institutional objectives. One key informant commented that feelings of redundancy have resulted into high rate of pillaging where employees misuse, misallocate and even squander KYU resources without remorse.

The researcher finally investigated the combined (overall effect) of the merger on employee job performance, a multiple regression test was run. The three sub variables making up the merger variable; restructuring, integration, and redundancy were regressed with employee job performance. The table below shows this effect.

Table 4.16: Multiple Regression results of Merger (restructuring, integration, redundancy) Vs Employee job performance

Model	R	R square	Adjusted R square	Std. Error of the estimate	Sig.
1	.612 ^a	.29	.283	2.90648	.043 ^a

a. Predictors: (Constant) restructuring, integration, redundancy

b. Dependent variable: Employee job performance

The multiple regression summary in Table 4.16 shows that overall correlation (linear relationship) between employee job performance (dependent variable) and merger is $r=0.612$. This implies that, generally, the merger is highly and positively related to employee job performance. The relationship was significant at $p\text{-value} < 0.05$. This means that well planned restructuring and integration coupled with controlled redundancy, can significantly increase employee job performance. The results of the regression model indicated an R-square of 29%. This implies that on average, the merger can explained 29 per cent of the variation in employee job performance. The combined effect of the three sub variables is almost equal to the summated ($12.3 + 7.1 + 9.3$) individual contribution of each of the three sub variables to employee job performance. This confirms that merger has had a significant effect on employee job performance of administrative staff in KYU.

CHAPTER FIVE

DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a discussion, conclusion and recommendations of the study that examined the effect of restructuring, integration and redundancy on employee performance in Kyambogo University. A discussion of the findings is presented first, objective by objective.

5.3 Discussion

5.3.1 The Effect of Restructuring on Employee Performance Kyambogo University

The findings have indicated that restructuring positively affects ($r=.61$ $r^2=12.3$) employee job performance. Aspects of restructuring that were discovered to be very crucial in employee job performance include helping employees to clearly understand the goals and mission of the new institution. Giving employees clear work roles, training employees to acquire skills relevant to the new roles and having a performance enhancement system. These findings agree with Schraeder (2003) who said that for restructuring in an institution created by a merger to improve employee performance, it has to have mechanisms for solidifying the vision and mission of the new institution. This is achieved through sensitization training of employees on the role of the new institution. However, findings revealed that this was not effectively done in KyU. Lack of pre-merger and post –merger sensitization training led to most administrative staff not being able to understand their new jobs roles in relation to the university mission and goals. Insufficient preparation of employees has led to a large number to be still straggling to fit into the new institution. It is the likely reason why improved employee performance is not reflected by the merger.

Mariana Vancea (2011) argues that organizational restructuring that result into good employee performance should have well planned use of employees. This should be done through establishing new work roles and training employees to acquire relevant skills to fulfill these roles. However it was revealed that Kyambogo University did not have this training for administrative staff. It is likely because the merger was done hurriedly and probably funds were not allocated for career development of administrative staff. The university could also have rationalized that the university is mainly dependent on academic staff and paid little attention on developing relevant skills among administrative staff. Therefore, restructuring did not support administrative staff to fit into the new university structure. Abraham (2012) advises that the performance of employees in the new institution is highly enhanced when effort is done to fit them into the new structure. This shortfall is probably another reason why the performance of employees is low. Most staff from the former institutions were just absorbed into the new institution without considering whether they would be effective. Therefore, as mentioned by Lalla (2009), restructuring in KyU resulted into unarticulated roles and structure which have subsequently negatively affected employee performance. Anon (2011) also indicates that performance enhancement strategies; through regular workshops, departmental performance enhancement meeting and on job in service and on job training supports effective restructuring. However, in the case of KyU this was not effectively done. Employees from former institutions still apply the work methods of the former institutions that have not been efficient in the new institution. This practice has also negatively affected their performance and the effectiveness of the university.

5.3.2 The Effect of Integration on Employee performance in Kyambogo University

The second objective of the study was to examine the Effect of Integration on Employee performance. The findings have revealed that good integration has a positive effect ($r=.43$ $r^2=7.1$) on employee performance. Good integration should enable employees in the new institution acquire better organization commitment and culture. It should also help employees to adopt better job performance standards. However, the integration in KyU after the merger has not been able to achieve the above goals. According to Delecourt and Fine (2008) this is a sign of unsuccessful integration of the merging entities. This is likely the reason why employee job performance was low as indicated by the mean scores. This finding agrees with Wood and Meek (2002) who said that organization commitment of employees in the new institution improves their work output. In case of KyU integration did not boost organizational commitment likely because of lack of trust by the staff of former institutions in the new management.

The findings have further revealed integration of KyU did not strategically and administratively combine the former institutions as recommended by (Shanley and Correa, 1992). Some employees from the former institutions do not believe in the benefits of the merger. This agrees with Gallagher (2000) who said that significant negative outcome of mergers is former employees disrespecting institutional autonomy due to lack of trust and commitment. This scenario reduced the participation of some of the employees from the former institutions in the activities of the new institution. In the case of KyU this is evident because some employees still show strong attachment former institutions 10 years after the merger. Employees still fondly use names of former institutions, ITEK, UPK or UNISE instead of the new names. This has negatively affected employee organizational commitment. This finding agrees with Gaughan (2007) who commented that a tendency in employees sticking to the mission and goals of former institutions is an indication of low organization commitment and culture. Most employees from the former institutions still feel that they performed better with the former institutions and the university has either killed or eclipsed their former visions and mission. Hence as indicated

Haspeslagh and Jemison (1991) the employees have not learnt to work together and cooperate in order to transfer their competencies to the new institution.

5.3.2 The Effect of Redundancy on Employee Performance

The third objective of the study was to assess the effect of redundancy on employee performance. The findings have revealed that redundancy reduces ($r=-.614$, $r^2=9.3$) employee performance. The KyU merger resulted into redundancy of some administrative staff. Some employees still feel trapped in their positions, while others not have the motivation to be innovative and committed. There are increased feelings of unfairness in work allocation and former employees feel that newly recruited employees after the merger are taking charge of their own destinies and not contributing the development of the university. These feelings of redundancy have lowered employee performance. While Towers perrin (2003) affirms that such feelings are expected because of discomfort and insecurity created in the former employees; the findings that have showed that a number of employees were given work roles that they were not qualified to do under the new university structure because the merger model that was adopted was more accommodative point to negative effects of redundancy. In the case of KyU, the merger has had a negative effect on achievement of institutional goals.

It was evident that many employees among the administrative staff do not use their full energy and talent to do their further institutional objectives. This agrees with Kristen koontz (2009) who asserted that redundancy created by changes in the organization structures, systems and functional cultures results into employees not doing their best for the success of the new institution. These feelings of redundancy have also resulted into employees misusing institutional resources. This agrees with Goldman (2012) who asserted that redundancy negatively affects the performance of the new institution since it results into high rate of pillaging where employees misuse and mis-allocate institutional resources. In KyU this has been evident in many employees being caught in scandals of stealing and misusing university

property. There is also high rate of impropriety in the use of financial and capital resources which has definitely resulted into low institutional effectiveness.

5.4 Conclusion

The findings have indicated that mergers of institutions of higher learning has a positive effect on employ job performance. Positive results are only achieved if restructuring and integration have been effectively done and when care has been taken to reduce redundancy among employees. The study revealed that in case of KyU, the merger did not increase job commitment of employees because they did not fully understand the vision and mission of the new institution. new work roles were not clearly established and employees were not effectively trained to match their new roles. Most of the administrative staff in KyU retained work roles they had in the former institutions and continued to use same work methods. This was despite the increased work load due to high student numbers in the new institution. The KyU merger seemed to have been done hurriedly without a careful planning of restructuring and integration. This subsequently left many employees still being committed to the former institutions which had different roles.

Integration in KyU did not strengthen organizational commitment, yet it's very crucial in employee job performance of a merged institution. Attachment to the values, mission and work methods of former institutions was not reduced. Employees did not develop new visions and work methods relevant to the new institution and this negatively affected their job performance. The merger created especially psychological redundancy due to the fact that employee did not change their work roles or acquire new methods of work. This created laziness and lack of innovation in work methods. This has resulted into employees feeling trapped in their positions and they have developed reduced motivation to work. This has resulted into Poor use of institutional resources. This implies that generally the KyU merger is yet to succeed due to low employee job performance that has been caused by inefficient restructuring and integration which resulted into redundancy among administrative staff.

5.5 Recommendations

In view of the findings, the following recommends are made;

- ❖ There is need to have more formal post-merger training workshops for administrative staff to enable them develop competencies and work methods relevant to the new KyU.
- ❖ The university needs practical strategies to develop a new organisational commitment and work methods relevant to KyU. This will improve their work commitment. Revitalised commitment among employees will improve their work performance.
- ❖ There is need to create a framework which can merge former visions of merged institutions into a vision relevant to the new institution for which all employees can identify with and promote.
- ❖ A model of mergers that is more relevant to KyU should be investigated and tried by top management so as to reduce inefficiencies in the current model and the government should loosen the current centralized union bonds and make the University a federal one in order to regain the niche of its former institutions.

5.6 Contributions of the Study

The study has revealed that merging institutions of higher learning a practice borrow in profit making business organizations can be beneficial in non profit organizational such as public universities. However, it not planned and managed well as it was the case for KyU, it could kill or eclipse the hood visions and mission of the former institutions. This could negatively affect the job performance of employees who have been integrated from the former institutions. Poor integration results into lowered organizational commitment and failure to adopt new work methods by employees. There is need for merged institutions to have extended training

programs to sensitize employees on the vision and goals of the new institution and the need to adopt new commitment and work methods that are more relevant to the structure of the new institution. These programs should last as long as the new institutions are sure that employees have now adapted to the new institution.

Merging institutions of higher learning especially in a resource-constrained environment like Uganda, should be done more consciously and slowly in order to avoid inefficiencies that may crop up along the way.

5.7 Recommendations for Further Research

The researcher recommends that further research should be carried out on appropriate strategies to develop new values and work ethics among employees of merged institutions of higher learning.

Research should also be carried out on the possibility and advantages of adopting a federal merger model for higher institutions of learning in Uganda.

More research should be carried out about governance and decision making in merged institutions.

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APPENDIX I: QUESTIONNAIRE FOR ADMINISTRATIVE STAFF

Dear Respondent,

I am Naikoba Irene MBA candidate at Kyambogo University researching on the *Mergers and Employee Job Performance of Administrative Staff in Public Universities in Uganda: A Case Study of Kyambogo University*. Given your unique experience and position in the University, you have been purposively selected for the study. Your responses are therefore very instrumental to the success of my research. Kindly answer the following questions as honestly as possible. The data sought shall be used purely for research purposes only and will therefore be treated with

Instruction

Tick the most appropriate box.

SECTION A: GENERAL INFORMATION

1. Gender: (a) Male (b) Female
2. Employment terms with Kyambogo University:
(a) Permanent (b) Contract Part-time
3. What was your previous institution before the merger?
ITEK UPK UNISE
4. For how long have you been working in Kyambogo University?
(a) Less than 1 year (b) 1-5 years
(c) 6-10 years (d) 11-15 years
(e) 15 years and above

For sections B, C, D and E indicate your level of agreement or disagreement with each of the statements in the section by by ticking (1) Strongly disagree (2) disagree (3) Not sure (4) agree (5) strongly agree.

SECTION B: RESTRUCTURING AND EMPLOYEE JOB PERFORMANCE

No	Restructuring and employee job performance	1	2	3	4	5
1	Restructuring enhances strategy implementation and high-performing people					
2	Restructuring enable me work towards clear goals for desired output					
3	With mergers the remuneration I receive is commensurate with my work load					
4	Organizational structure allows proper use of administrative staff					
5	Merger helped management and administration of KYU to improve					
6	Restructuring allows me to deliver real improvement in performance					
7	Remuneration matches my skills to influence organizational performance					
8	Responsible restructuring approach gave rise to enhanced performance					
9	Employees better understand their roles and leads to a positive performance outcome.					
10	Restructuring caused high job satisfaction, low levels of absenteeism and more commitment					

SECTION C: INTEGRATION and EMPLOYEE JOB PERFORMANCE

Indicate the effect of integration after the merger on employee job performance by showing whether you (1) Strongly disagree (2) disagree (3) Not sure (4) agree (5) strongly Agree on each of the statements below.

	Integration and Employee Job Performance	1	2	3	4	5
1	Integrated staff do not leave the organization					
2	Integrated employees have high commitment and loyalty to the organization					
3	Favoritism during the promotion exercise has been minimized due to Integration.					

4	There is an improved performance of staff as a result of the Integration					
5	Duplication of programmes has been minimized as a result of the Integration.					
6	Merger provided staff the opportunity to advance their career within the University					
7	As a result of the merger, excellence in performance leads to promotion					
8	The University policy on promotion of Administrative staff is clear and fair					
9	Integration allowed for effective planning and control in higher education					
10	Integration helped transform the organizational culture, development and acceptance of new shared values					

SECTION D: REDUNDANCY and EMPLOYEE JOB PERFORMANCE

Please indicate the level of redundancy that was created by merger among administrative staff by ticking (1) Strongly disagree (2) disagree (3) Not sure (4) agree (5) strongly agree on each of the statements below.

1	Merging created Redundant staff to be treated in a respectful manner	1	2	3	4	5
2	After merging, Termination grounds of redundancy were procedurally fair					
3	Employees who survived downsizing feel anything but relief resulting in commitment					
4	Downsizing has not reduced commitment even when survivors had a close personal or working relationship with the victims					
5	Downsizing is perceived as fair to suit operational needs of administrative staff					

6	Redundancy has not resulted into disappointment & affects the most committed employees					
7	Redundancy resulted in a new breed of employees, who are taking charge of their own destinies					
8	Lay-off made KYU to have innovative, flexible and committed workforce, with vision and creativity					
9	Employees have productively adjusted their ideas and plans about their current jobs					
10	Survivors do not feel trapped in jobs that no longer engage their full energy, interest, or talent					

SECTION E: EMPLOYEE JOB PERFORMANCE

Please rate the level of EMPLOYEE JOB PERFORMANCE at KYU after the merger using (1) Strongly disagree (2) disagree (3) Not sure (4) agree (5) strongly agree on each of the statements below.

	Employee JOB performance	1	2	3	4	5
1	KYU employees are able to deliver excellent results because of the merger					
2	The new Organizational structure after the merger has allowed proper use of administrative staff					
3	The cordial relation between managers and subordinates after the merger has boosted my work performance.					
4	The positive interpersonal relations existing amongst employees of KYU after the merger have resulted into delivery of excellent services to the relevant stakeholders.					

5	Visionary and creativity employees created by the merger at KYU has propelled speedy service delivery				
6	The good policies and practices at KYU after the merger have led to high employee engagement.				
7	Low levels of conflict among staff created by the merger has promoted high staff performance levels				
8	Lay-offs after the merger have made KYU to have innovative, flexible and committed workforce				
9	There is an improved performance of staff as a result of the Integration				
10	Restructuring has enhanced strategy implementation and resulted into high-performing people				

“Thanks very much for your contribution, May God bless you”

APPENDIX II: INTERVIEW GUIDE FOR HEADS OF SECTIONS AND SENIOR ADMINISTRATIVE STAFF OF KYAMBOGO UNIVERSITY

Dear Respondent,

I am Naikoba Irene MBA candidate at the Kyambogo University researching on the *Mergers and Employee Job Performance of Administrative Staff in Public Universities in Uganda: A Case Study of Kyambogo University*. Given your unique experience and position in the University, you have been purposively selected for the study. Your responses are therefore very instrumental to the success of my research. Kindly answer the following questions as honestly as possible. The data sought shall be used purely for research purposes only and will therefore be treated with anonymity and utmost confidentiality.

1. Has the merger improved on decision making in KyU
2. Do you think that merging involved long process of research and decision-making?
3. How does Restructuring of administrative staff enforce better service delivery in KyU?
4. Has the Merger of KyU helped Management and Administration to improve the performing abilities of the employees?
5. What is the effect restructuring on Employee Job Performance?
6. To what extent does integration affect Employee Job Performance?
7. What is the effect of redundancy on employee job performance?
8. Has Governance, Management and Administration of KyU improved because of the merger?
9. Do you think academic activities at KyU have improved because of the merger?
10. Has the merger encouraged staff to improve their careers?
11. Does Kyambogo University promote staff based on performance?
12. What shows that the University policy on promotion of Administrative Staff is clear and fair?
13. Has the merger brought in new policies regarding promotion?
14. In your own view, what can be done to improve service delivery in KyU?

“Thanks very much for your contribution, May God bless you

**APPENDIX III: Krejcie and Morgan Sample Table for Determining Sample Size
from a Given Population**

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

Note: "N" is population size "S" is sample size.