

Task Oriented Management and Organisational Performance in Manufacturing Firms: A Case Study of Hima Cement Factory, Kasese District

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Abstract: *The study aimed at establishing the relationship between task-oriented management and organizational performance of Hima Cement Factory. It was guided by objectives which involved to examine the relationship between task structure and organizational performance of Hima Cement Factory, to establish the relationship between managers authority on organizational performance of Hima Cement Factory and to analyse the relationship between manager and staff relations and organizational performance of Hima Cement Factory. The study espoused a cross sectional research design with both qualitative and quantitative approaches. The study used a sample size of eighty respondents who were selected using stratified sampling, simple random sampling and purposive sampling techniques. Data analysis was done using descriptive and inferential statistics which were done using Statistical Package for Social Sciences software version 22.0. The findings of the study revealed that respondents were in agreement that the manager provided a plan for how to do work and talked optimistically about targets and encouraged employees to take initiative. The findings also revealed that the manager created confidence among employee and suggested ways for better performance. The findings revealed that the manager communicated timely. The findings indicated that supervisor relied on his judgement when passing performance requirements and asked for feedback regarding good and bad performance. It was revealed that the manager responded favourably to suggestions and conducted counselling. The manager inquired about problems that employees faced. The study concluded that there is a significant relationship between task structure and employee performance. The findings concluded that there is a significant positive relationship between level of authority and employee performance. It was concluded that leader member relations had a significance positive relationship with employee performance. The study recommended that the management of Hima Cement Factory should continue to provide plans on how to do work, set targets and encouraging employees to take initiatives. The manager should put much strength in timely communication and the supervisor should ensure that employees are consulted when passing performance requirements.*

INTRODUCTION

The study was about task-oriented management and organizational performance in manufacturing firms in Kasese District with reference to Hima Cement Factory. It was guided by objectives which involved to examine the relationship between task structure and organizational performance in Hima Cement Factory, to establish the relationship between manager's authority on organizational performance of Hima Cement Factory and to analyse the relationship between manager-staff relations and organizational performance of Hima Cement Factory.

Background of the Study

Task-oriented management is a behavioral approach, in which the leader focuses on the tasks that need to be performed in order to meet certain goals, or to achieve a certain performance standard (Forsyth, 2010). The task-oriented management style covers some features of task management. Task oriented management, requires coordination of job-related activities, giving importance to administrative activities, supervising product quality and preparing financial reports. Thus, it can be concluded that the leaders who adopt task-oriented leadership style, focus on completing necessary tasks in order to reach organizational targets. One of the distinctive characteristics of these leaders, is that they are less concerned with the employees, who are actually the critical agents to achieve the desired goals. On the contrary, they are more concerned with following a planned path in order to achieve specific organizational targets (Forsyth, 2010).

Effective management is very paramount for the success and long-term survival of any manufacturing firm. The quality of management can affect the behavior of the staff members/subordinates towards the achievements of the organizational objectives (Alvi & Rana, 2019). This is because it is the work of the management of a manufacturing firm to carry out planning, directing, coordinating, staffing and controlling of all the activities of the organization in order to ensure that the tasks are completed and goals and objectives of the organization are achieved (Pratoom, 2018). Thus, if the subordinate staff try to see the manager as having poor management styles then, employee will not to perfection thus affecting organizational performance.

The primary aim of most organisations is to stay alive in a competitive environment which is constantly changing and developing. In order for these organisations to stay alive and enjoy the benefits of a wider market/competitive advantage, intellectual capital should not be ignored. Thus, in each organization a manager/leader is needed in order to grip the complex nature of human being and lead the employees to achieve the organizational goals by integrating them with the organization (Kanıgür, 2009). The manager/leader's traits and behaviour tendency affects the employees in the sense of attaining the goals of the organisation. The manager/leader's adoption of task-oriented style of management also affects the mutual exchange and relationship between the manager and his subordinate employees.

Due to the global trends in the market today, many manufacturing companies are faced with challenges brought about by changing technology, competition and cheap imports. Organizations have realized that one thing their competitors cannot duplicate is a unique workforce (Endres & Mancheno-Smoak, 2008). Faced with the challenge of differentiating themselves through a unique workforce, organizations have invested heavily on their employees which helps them attract and retain a motivated workforce that can help them deliver on their set objectives.

Musana (2019) studied factors affecting employee performance at Hima Cement Factory in Kasese and focused on learning and development, task performance, benefits, work environment and recognition. Therefore, the study suffers from conceptual gap which this study intended to fill by establishing the relationship between task-oriented management and organisational performance of manufacturing firms in Kasese District.

Statement of the Problem

The ultimate aim of every organization is to achieve its strategic goals and objectives. In most organisations, these goals/objectives include profitability, increased market share, innovations, physical and financial resources, management performance and development, employee performance and attitudes and social responsibility. Organisational performance is a vital building block of an organization that lays the foundation for higher performance. This ensures that the organisation's objectives are met in an efficient and effective manner. However, in Hima Cement Factory in Kasese District, organizational performance was still a challenge because the factory had not yet reached its expected tonnes of cement production although employees and managers were task oriented and the manager maintains good relationship with staff. This was attributed to lack of motivation of staff and mistreatment. This study was therefore conducted to establish the relationship between task oriented management and organizational performance of Hima Cement Factory in Kasese District.

Purpose of the Study

The general objective of the study was to establish the relationship between task-oriented management and organisational performance of manufacturing firms in Kasese District.

Specific Objectives

- i. To examine the relationship between task structure and organizational performance of Hima Cement Factory, Kasese District.
- ii. To establish the relationship between manager's authority on organizational performance of Hima Cement Factory, Kasese District.
- iii. To analyse the relationship between manager-staff relations and organizational performance of Hima Cement Factory, Kasese District.

Hypotheses

- i. There is no relationship between task structure and organizational performance of Hima Cement Factory, Kasese District.
- ii. There is no relationship between manager's authority on organizational performance of Hima Cement Factory, Kasese District.
- iii. There is no relationship between manager-staff relations and organizational performance of Hima Cement Factory, Kasese District.

METHODS

Research Design

The study adopted a cross sectional research design. It used a mixed methods approach to data collection and analysis.

Study Population

The study population was 100 and it involved directors, managers, supervisors and other staff members of Hima Cement Factory.

Sample Size

The researcher used a sample of 80 respondents that was obtained from the population of 100. The sample size was determined using Slovens (1960) formula $n = \frac{N}{1 + N(e)^2}$ where n is the sample size, N is the study population while e² is the level of precision which is 0.05

$$n = \frac{100}{1 + 100(0.05)^2} = n = \frac{100}{1 + 100(0.0025)} \quad n = \frac{100}{1.25} = 80$$

Sampling Techniques

Simple Random Sampling

The researcher used simple random sampling to select a total of 80 respondents who participated in filling out questionnaires.

Purposive Sampling

Purposive sampling technique will be used to select 6 managers and 6 supervisors who were key informants in the study.

Data Collection Methods

a) Questionnaires

Questionnaire were used to collect primary data in order to ensure organized procedures and control of the scope of responses within the objectives and research questions of the study. A questionnaire designed in Likert format (strongly disagree, agree, undecided, disagree, strongly disagree) were used to collect data from members of staff of Hima Cement Factory.

b) Interviewing

Interviews were used because they helped the researcher in getting first-hand information from managers and supervisors in Hima Cement Factory who were key informants in the study.

Data Analysis

Data collected from the field was examined for its accuracy and completeness of information given. It was cleaned, sorted out and entered into Statistical Package for Social Sciences (SPSS) to analyzed data. Descriptive statistics such as mean and standard deviations and inferential statistics were used to analyse quantitative data whereas qualitative data was analysed using thematic analysis.

FINDINGS AND DISCUSSION

Response Rate

The response rate of each category of the study respondents is presented in Table 4.1;

Table 4.1: Response Rate

| Categories | Study population | Sample size | Response rate | % Response rate |
|--------------|------------------|-------------|---------------|-----------------|
| Managers | 6 | 6 | 6 | 100% |
| Supervisors | 6 | 6 | 6 | 100% |
| Other staff | 80 | 80 | 80 | 100% |
| Total | 92 | 92 | 92 | 100% |

Source: Field Data, 2022

Table 4.1 indicates that all the 6 managers, 6 supervisors and 80 employees participated in the study.

Background Characteristics of Respondents

The background characteristics covered the gender of respondents, age, level of education, years of work experience as presented in the following tables below:

Age of Respondents

The study established age of the respondents who participated in the study and the results were given as follows;

Table 4.2: Age of Respondents

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------------|-----------|---------|---------------|--------------------|
| Valid 18-28 | 26 | 32.5 | 32.5 | 32.5 |
| 29-39 | 33 | 41.3 | 41.3 | 73.8 |
| 40-49 | 15 | 18.8 | 18.8 | 92.5 |
| 50-59 | 3 | 3.8 | 3.8 | 96.3 |
| 60-69 | 3 | 3.8 | 3.8 | 100.0 |
| Total | 80 | 100.0 | 100.0 | |

Source: Field Data, 2022

Table 4.2 reveals that majority of the respondents represented by 33 (41.3%) were between the age brackets of 29-39years, 26 (32.5%) were aged between 18-28years, those aged 40-49years were 15 (18.8%) of the sample respondents, 3(3.8%) were aged 50-59 years while the remaining 3(3.8%) of the remaining respondents were from 60-69 years.

Sex of Respondents

The sex of the respondents who participated in the study was investigated and the findings were indicated in Table 4.3;

Table 4.3: Sex of Respondents of Respondents

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|------------|-----------|---------|---------------|--------------------|
| Valid Male | 48 | 60.0 | 60.0 | 60.0 |
| Female | 32 | 40.0 | 40.0 | 100.0 |
| Total | 80 | 100.0 | 100.0 | |

Source: Field Data, 2022

Results in Table 4.3 show that 48 (60.0%) of the respondents were males while 32(40.0%) of the respondents were females.

Level of Education of Respondents

Table 4.4 also provides results on the level of education of respondents. The findings are illustrated in Table 4.4 below;

Table 4.4: Level of Education of Respondents

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------------------|-----------|---------|---------------|--------------------|
| Valid Certificate | 14 | 17.5 | 17.5 | 17.5 |
| Diploma | 38 | 47.5 | 47.5 | 65.0 |
| Graduate | 17 | 21.3 | 21.3 | 86.3 |
| Others | 11 | 13.8 | 13.8 | 100.0 |
| Total | 80 | 100.0 | 100.0 | |

Source: Field Data, 2022

From Table 4.4 above, the results indicated that 38(47.5%) of the respondents had attained Diploma, 17 (21.3%) had Degree, 14(17.5%) had certificate while the remaining 11(13.8%) had other education levels.

Marital Status of Respondents

The marital status of respondents was investigated presented in Table 4.5 as below;

Table 4.5: Marital Status of Respondents

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|--------------|-----------|---------|---------------|--------------------|
| Valid Single | 32 | 40.0 | 40.0 | 40.0 |
| Married | 48 | 60.0 | 60.0 | 100.0 |
| Total | 80 | 100.0 | 100.0 | |

Source: Field Data, 2022

Table 4.5 indicates that 48(60.0%) of the respondents were married while 32(40.0%) were single. This implies that more findings were obtained from married respondents

Length of Employment at the current station

The length of employment at current station (years) was investigated to find out the level of performance of employees at the station and the findings were indicated on Table 4.6.

Table 4.6: Length of employment at your current station (years)

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------------------|-----------|---------|---------------|--------------------|
| Valid Under 1year | 16 | 20.0 | 20.0 | 20.0 |
| 1-5years | 41 | 51.3 | 51.3 | 71.3 |
| 5-10years | 19 | 23.8 | 23.8 | 95.0 |
| 10-15years | 4 | 5.0 | 5.0 | 100.0 |
| Total | 80 | 100.0 | 100.0 | |

Source: Field Data, 2022

From Table 4.6, it is indicated that 41(51.3%) of the respondents had spent 1-5years at the station, 19(23.8%) of the respondents reported that they had spent 5-10years, 16(20.0%) of the respondents indicated that their length of service in the organization was under 1year while the remaining 4 (5.0%) of respondents indicated a length of employment of 10-15years.

Task Structure and Organisational Performance of Hima Cement Factory

Task structure was measured using five items and 5 likert scale was used (strongly agree, agree, undecided, disagree and strongly disagree). The results are presented in table 4.7.

Table 4.7: Descriptive Statistics on Task Structure

| | N | Mean | Std. Deviation |
|--|----|------|----------------|
| The manager talks optimistically about targets and encourages employees to take initiative | 80 | 3.57 | 1.065 |
| The manager creates confidence among employee | 80 | 3.37 | 1.072 |
| The manager identifies and suggests ways for better performance | 80 | 3.50 | 1.055 |
| The manager provides a plan for how to do work | 80 | 3.94 | 1.011 |
| The manager provides criterion for what is expected in terms of performance | 80 | 3.11 | 1.136 |
| Valid N (listwise) | 80 | | |

Source: Field Data, 2022

From the findings the respondents agreed that a leader provided a plan for how to do work (mean=3.94 and standard deviation of 1.011), the manager talked optimistically about targets and encourages employees to take initiative (mean=3.57 and a standard deviation of 1.065), leader created confidence among employee (mean=3.37 and St. Dev of 1.072), manager identified and suggests ways for better performance (mean=3.50 and St. Dev= 1.055). The respondents further agreed that manager provided criterion for what is expected in terms of performance (mean=3.11, St. Dev= 1.136).

Manager's Authority and Organisational Performance of Hima Cement Factory

Descriptive statistics showing the level of agreement on the manager's authority were presented in Table 4.8

Table 4.8: Descriptive Statistics on Manager's Authority

| | N | Mean | Std. Deviation |
|--------------------------------|----|------|----------------|
| The manager clarifies his role | 80 | 2.98 | 1.211 |

| | | | |
|--|----|------|-------|
| The manager communicates timely | 80 | 4.07 | 1.329 |
| The supervisor relies on his judgement when passing performance requirements | 80 | 3.42 | 1.178 |
| The manager is not flexible in decision making | 80 | 2.71 | 1.182 |
| The manager asks for feedback regarding good and bad performance | 80 | 3.27 | 1.190 |
| Valid N (listwise) | 80 | | |

Source: Field Data, 2022

From the findings in the table, the respondents showed that the manager communicated timely was agreed by majority of the respondents (mean=4.07, St. Dev= 1.329). Since majority of the respondents agreed, it implies that the manager communicated timely to improve on performance of employees. The respondents further indicated that the supervisor relied on his judgement when passing performance requirements (mean=3.42, St. Dev= 1.178). The findings imply that supervisors relied on his judgement when passing performance requirements which motivated employees to increase their performance. From the findings, the respondents indicated leader asked for feedback regarding good and bad performance had a mean of 3.27 and a standard deviation of 1.190.

Furthermore, the manager clarified his role had a mean score of 2.98 and a standard deviation of 1.211 indicating that majority of the respondents disagreed while the statement that the manager was not flexible in decision making indicated a mean score of 2.71 and a standard deviation of 1.182 implying that the leader was flexible in making decision that helped to improve employee performance.

Manager-Staff Member Relations and Organisational Performance

The responses on the manager-staff relations in Hima Cement Factory is presented in Table 4.9 as shown below;

Table 4.9: Descriptive Statistics on Manager-Staff Relations

| | N | Mean | Std. Deviation |
|--|----|------|----------------|
| The manager considers the degree to which to promote self-esteem, goodwill and cooperativeness | 80 | 2.63 | 1.072 |
| The manager asks about problems that employees face | 80 | 3.01 | 1.108 |
| The manager shows concern for personal well-being | 80 | 2.82 | 1.167 |
| The manager instills pride in employees for being associated with him | 80 | 2.46 | 1.158 |
| The manager responds favourably to suggestions and conducts counselling | 80 | 3.11 | 1.222 |
| Valid N (listwise) | 80 | | |

Source: Field Data, 2022

From the findings, the respondents agreed that the manager responded favourably to suggestions and conducts counselling (mean=3.11 and St. Dev= 1.222). The manager asked about problems that employees faced (mean=3.01 and St. Dev= 1.108). From the findings majority of the respondents agreed implying that employees' views were considered and counselling was always provided to staff to enhance performance. The manager showed concern for personal well-being was disagreed by majority of the respondents as indicated by a mean of 2.82 and a standard deviation of 1.167.

The mean score of 2.63 indicated that majority of the respondents disagreed that the manager considered the degree to which self-esteem, goodwill and cooperativeness are considered in Hima Cement Factory while a standard deviation of 1.072 shows a higher variation in responses.

The manager instilled pride in employees for being associated with him was disagreed by majority of the respondents as indicated by the mean of 2.46 and a standard deviation of 1.158. The findings imply that the leader could not associate with employees which at times would discourage employees to perform well.

Level of Organisational Performance

The level of organizational performance of was investigated and the findings were presented in the Table 4.10 below;

Table 4.10: Level of Organisational Performance

| | N | Mean | Std. Deviation |
|--|---|------|----------------|
|--|---|------|----------------|

| | | | |
|--|----|------|-------|
| Timeliness-manager considers the degree to which an activity is completed in earliest possible time | 80 | 3.51 | 1.341 |
| Quality of work-manager considers neatness, accuracy regardless of volumes | 80 | 3.93 | .854 |
| Quantity of work-manager considers the volume of work produced under normal conditions | 80 | 3.40 | 1.239 |
| Cost efficiency-manager considers the degree to which we carry out tasks using the resources available | 80 | 3.88 | 1.023 |
| Valid N (listwise) | 80 | | |

Source: Field Data, 2022

From the above findings, the mean of 3.93 and a standard deviation of .854 indicated that majority of the respondents agreed that the quality of work-manager considers neatness, accuracy regardless of volumes. Since majority of the respondents agreed, it implies that the manager considered neatness and accuracy of the work to determine the level of organisational performance in Hima Cement Factory. The manager considers the degree to which employees carry out tasks using the resources available was agreed by the majority of respondents with a mean score of 3.88 and a standard deviation of 1.023. Based on this mean, it implies that the manager was interested in task completion with limited use of resources. The manager considered the degree to which an activity was completed in earliest possible time was indicated by a mean of 3.51 and a St. Deviation of 1.341 implying that timeliness was also considered important in contributing to the achievement of goals and objectives of Hima Cement Factory.

Table 4.11: Correlation between Task Structure and Organisational Performance

| | | Task Structure | Organisational Performance |
|-----------------------------------|---------------------|----------------|----------------------------|
| Task Structure | Pearson Correlation | 1 | .682** |
| | Sig. (2-tailed) | | .000 |
| | N | 80 | 80 |
| Organisational Performance | Pearson Correlation | .682** | 1 |
| | Sig. (2-tailed) | .000 | |
| | N | 80 | 80 |

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

Pearson linear correlation coefficient that measures the correlation between task structure and organizational performance and the values of the relationship was .682** which indicated a significance relationship. Therefore, the hypothesis which stated that there is no relationship between task structure and organizational performance of Hima Cement Factory was rejected.

Table 4.12 Correlation between Manager’s Authority and Organisational Performance

| | | Manager’s Authority | Organisational Performance |
|-----------------------------------|---------------------|---------------------|----------------------------|
| Manager’s Authority | Pearson Correlation | 1 | .490** |
| | Sig. (2-tailed) | | .000 |
| | N | 80 | 80 |
| Organisational Performance | Pearson Correlation | .490** | 1 |
| | Sig. (2-tailed) | .000 | |
| | N | 80 | 80 |

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

The findings in table 4.9 indicates a significant positive relationship between manager’s authority and organisational performance in Hima Cement Factory. The correlation coefficient of .490** with a significance value of .000 elaborates the nature of the relationship between manager’s authority and organizational performance. Since the correlation coefficient of .490** is higher than the p value 0.000, there is a positive significant relationship. This implies that the manager’s authority possessed influenced organizational performance in Hima Cement Factory. Thus, the hypothesis that there is no relationship between manager’s authority and organizational performance in Hima Cement Factory was rejected.

Table 4.10: Manager-Staff Relations and Organisational Performance

| | | Manager-staff relations | Organisational Performance |
|--|--|-------------------------|----------------------------|
| | | | |

| | | | |
|-----------------------------------|---------------------|------|------|
| Manager-Staff relations | Pearson Correlation | 1 | .170 |
| | Sig. (2-tailed) | | .131 |
| | N | 80 | 80 |
| Organisational Performance | Pearson Correlation | .170 | 1 |
| | Sig. (2-tailed) | .131 | |
| | N | 80 | 80 |

Source: Field Data, 2022

From table 4.9, the correlation results indicate a negligible correlation of manager-staff relations and organizational performance in Hima Cement Factory. The correlation coefficient obtained was .170 with a significance of .131 which explains the negligible nature of the relationship between manager-staff relations and organizational performance. Therefore, the hypothesis that there is no relationship between manager-staff relations and organizational performance in Hima Cement Factory was rejected.

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

Summary of Findings

Task Structure and Organisational Performance in Hima Cement Factory

The findings indicated that respondents were in agreement that the manager provided a plan for how to do work (mean=3.94), the manager talked optimistically about targets and encourages employees to take initiative (mean=3.37), the manager created confidence among employee (mean=3.37), the manager identified and suggests ways for better performance (mean=3.50).

Manager's Authority and Organisational Performance in Hima Cement Factory

The findings revealed that the manager communicated timely most respondents indicated by the mean of 4.07) agreed. The findings indicated that the supervisor relied on his judgement when passing performance requirements (mean=3.42) and the manager asked for feedback regarding good and bad performance had a mean of 3.27. However, most respondents disagreed that the manager clarified his role and there was no flexibility in decision making as indicated by mean score of 2.98 and 2.71 respectively.

Manager-Staff Relations and Organisational Performance in Hima Cement Factory

From the findings, the respondents agreed that the manager responded favourably to suggestions and conducts counselling (mean=3.11). The manager inquired about problems that employees faced (mean=3.01). The manager showed concern for personal well-being was disagreed by majority of the respondents as indicated by a mean of 2.82. The mean score of 2.63 indicated that majority of the respondents disagreed that the manager considered the degree to which self-esteem, goodwill and cooperativeness are considered in Hima Cement Factory. The manager instilled pride in employees for being associated with him was disagreed by majority of the respondents as indicated by the mean of 2.46.

Conclusion

Task Structure and Organisational Performance in Hima Cement Factory

The findings indicated there is a significant relationship between task structure and organisational performance. Therefore, it can be concluded that provision of a plan on how to do work, setting targets and encouraging employees to take initiatives, creating confidence among employees and identifying and suggesting ways for better performance improves organisational performance in Hima Cement Factory.

Manager's Authority and Organisational Performance in Hima Cement Factory

The findings concluded that there is a significant positive relationship between manager's authority and organizational performance. It has been discovered that the leader ensured timely communication and the supervisor relied on his judgement when passing performance requirements. In addition, the leader asked for feedback regarding good and bad performance. This was important in helping the leader know the performance standards of employees in order to improve on organisational performance.

Manager-Staff Relations and Organisational Performance in Hima Cement Factory

It was concluded that manager-staff relations had a significance positive relationship with organisational performance. It was found established that the manager responded favourably to suggestions and conducted counselling and asked about problems that employees faced. However, he did not show concern for personal well-being and also did not consider the degree to which self-esteem, goodwill and cooperativeness were considered in Hima Cement Factory.

Recommendations

Task Structure and Organisational Performance in Hima Cement Factory

The management of Hima Cement Factory should continue to provide a plan on how to do work, set targets and encouraging employees to take initiatives.

There is need to create confidence among employees and identifying and suggesting ways for better performance in Hima Cement Factory.

Manager's Authority and Organisational Performance in Hima Cement Factory

The manager should put much strength in timely communication and the supervisor should ensure that employees are consulted when passing performance requirements.

There is also need for the manager to always ask for feedback regarding good and bad performance as this will help in knowing the performance standards of employees so that ways to improve performance are put in place.

Manager-Staff Relations and Organisational Performance in Hima Cement Factory

The manager needs to continually respond to suggestions and conducts counselling and also inquire about problems that employees faced.

The management should consider the degree to which self-esteem, goodwill and cooperativeness are considered in Hima Cement Factory.

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