

The Organizational Factors Affecting Employee Performance in Non-Governmental Organizations in Uganda. A Case Study of the Uganda Women Parliamentary Association

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Abstract: *In Uganda, the effect of quasi institutions on productivity growth was the subject of this study. The Uganda Women Parliamentary Organization is used as a case study. The specific goals of the study were to determine how leadership styles at the Uganda Women Parliamentary Association affected employee productivity, investigate how organizational cultural issues there affected job performance, and look into how management chart there affected employee performance. The study mainly focused on numerical data. Also, it was shown that respondents were adamant that leadership should give workers enjoyable jobs in order to increase workers' productivity since employee participation increases employee trust. The study suggests that UWOPA should maintain and develop its mediation analyses, which have been demonstrated to motivate employees to give their all. Also, it is suggested that UWOPA reiterate the beliefs of the current organizations, particularly those that enhance worker productivity through practices like staff training, induction, and engagement. Together with these actions, UWOPA should expand funding for teaching and skills acquisition.*

Keywords: employee performance in non-governmental organizations

Background to study

The history of NGOs well before 19th century is of interest to both sociological and human capital theorists. The opinions of individuals like Maslow and Douglas McGregor, who contended that organisational structure and management strategies needed to be altered in order to fulfill employees' greatest productive potential, started to gain traction among managers in the 1950s (2001 pg. 592). It's a good idea to have a backup plan in case something goes wrong. According to Robbins and Judges, the structure of an organization impacts the division, management, and execution of roles, authorities, and responsibilities. According to Wilson and Rosenfield, he asserted that an organization's structure produces its themes and links (1996). Haddock (2000) emphasizes that even the smallest NGO needs structures and procedures in order to operate successfully and economically. The employees of a corporation must comprehend the management structure as well. The official classification, combining, and synchronizing of work tasks are under the supervision of management structure. A magistrate and a thief (2007). According to Jo. Hatch, the infrastructural requirements are the framework of the links between tasks, systems operating procedures, people, and groups pursuing the objectives (2014). According to Robbins and Judge, organizational structure has an impact on how roles, authority, and duties are distributed, managed, and coordinated as well as how information is passed across levels of management. He argued that a management control establishes its structures and links, according to Wilson and Rosenfield (1996). Haddock (2000) highlights that in order to operate efficiently and successfully, even the tiniest NGO requires frameworks and procedures.

Problem Statement

Non-Governmental Agencies (NGOs) in Uganda struggle to achieve optimal employee work performance due to a range of organizational constraints. Among these factors include poor leadership, a lack of resources, few opportunities for career progression, a lack of motivation, and bad working conditions. The effects of these problems have been highlighted as poor company effectiveness, lack of leadership, high turnover of workers, and decreased employee productivity. In order to develop strategies to lessen them, organizational concerns that impact staff productivity in NGOs in Uganda must be acknowledged and addressed.

Specific objectives

1. To establish the effect of organizational structure on employee performance in Uganda Women Parliamentary Association.
2. To examine the organizational culture issues that affect employee performance at Uganda Women Parliamentary Association.
3. To investigate the effect of leadership styles on employee performance at Uganda Women Parliamentary Association.

Research Question

1. What is the effect of organizational structure on employee performance at Uganda Women Parliamentary Association?
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2. What effect do Organization culture issues have on employee performance at Uganda Women Parliamentary Association?
3. What is the effort of leadership style on employee performance at Uganda Women Parliamentary Association?

Hypothesis of the study

Ho: There is no association between the effects of organizational structure on employee performance at Uganda Women Parliamentary Association

Ha: There is an association between the effects of organizational structure on employee performance at Uganda Women Parliamentary Association

Ho: There is no relationship between Organization culture issues and employee performance

Ha: There is a relationship between Organization culture issues and employee performance

Ho: There is no relationship between the efforts of leadership style on employee performance at Uganda Women Parliamentary Association

Ha: There is a relationship between the efforts of leadership style on employee performance at Uganda Women Parliamentary Association

Methodology

Research Design.

The study mostly concentrated on numbers. Because it offers aggregate numerical information on the distinguishable personal behavior of sampling and then exposes the data to descriptive statistics, the quantitative research approach is used. as a part of the world.,,ple.. -----..

Examples of methods and techniques

The population being surveyed was created using a variety of sampling methods. Respondents were divided into three groups, namely: UWOPA members, UWOPA workers, and the Executive committee, in the first stratified random sample.

Study Population

Population is the broad category of the people, occasions, or objects that the researcher wishes to study, according to Sekaran (2003). Except for the handful of UWOPA members, employees, and executive committee that made up the research population, UWOPA has 171 members.

Selection and sample size.

Depending on the sort of study being done, a variety of methods, including systematic sampling and simply random sampling, may be employed to draw samples from a broader population. A selection of 149 participants will be chosen for this study from the 179 study participants. Based on the sample determination made by Krejcie and Morgan in 1970, this conclusion was reached.

Table 1: Showing sample size of the respondents

Category of Respondents	Population	Sample sizes	Sampling technique	Data collection method
UWOPA members	171	141	simple random sampling method	Questionnaires
UWOPA employees	8	8	Purposive	Questionnaires
Executive committee	13	13	Purposive	Questionnaires

Total	179	149		
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Data Analysis

The statistical package which is used for analyzing data in this study is the SPSS. SPSS is a branch of statistics that combines rigorous time series analysis methods with graphical presentation of data, often yielding insights into the data more quickly and in a way more understandable to lay decision makers.

RESULTS

Demographic characteristics of the respondents

Table 2: showing the Age Range of Respondents

Age range	Frequency	Percentage
25-35years	70	47
36-45years	30	20
46-55years	25	16
56-65 years	19	13
66 above	5	4
Total	149	100%

Source: Primary Data 2020

According to Table 2 above, the plurality of participants (47.0%) were between the ages of 20 and 35, with those between the ages of 36 and 45 coming in second (20%). Since a large portion of the job in the Ugandan Women's Parliamentary Organization needs energy, this meant that the majority of employees were young and enthusiastic. This is in line with Robbins and Judge's (2007) assertion that businesses that want to succeed hire people between the ages of 25 and 35 because they are still active enough to complete the tasks that are given to them.

Table 3: showing the Gender of Respondents

Gender	Frequency	Percentage
Male	49	33
Female	100	67
Total	149	100%

Source: Primary Data 2020

Table 3 above shows that most respondents were females (67%) and the least were males (33.0%). This implied that the organization employed females than males because most of the work was focused on women livelihood.

Table 4: showing the Position for employees

Category of respondents	Frequency	Percentage
UWOPA Members	50	33
UWOPA employees	80	54
Executive committee	19	13
Total	149	100%

Source: Primary Data 2020

Table 4 shows that the majority of respondents were UWOPA employees (54%) whereas the minority were Executive committee (13.0%). This implies that a number of employees were needed to carry out organization work.

Table 5: showing the Length of service in / experience with UWOPA

Years worked	Frequency	Percentage
0-1 year	14	10
2-3 years	30	20
4-5years	35	23
5 above	70	47
Total	149	100%

Source: Primary Data 2020

Table 5 above reveals that the minority of respondents had served in the organization for less than five years and (23.0%) the plurality had worked for the company for less 5 years and more (47%). This indicates that those employed by the company have a sufficient amount of experience in their fields. This is in line with Robbins and Judge's (2007) assertion that long-tenured staff members have the required knowledge to perform organizational tasks, as shown by the fact that 47% of them made the majority of the entries in the aforementioned table.

The effect of Organizational Structure on Employee Performance

Table 6: showing the effect of Organizational Structure on Employee Performance

RESPONSES						
	SD	D	NS	A	SA	Total
Centralized and Decentralized Decision Making and employee performance.	1	2	3	4	5	
Executive members are the overall decision makers in UWOPA.	5	15	5	39	90	149
	3%	10%	3%	26%	60%	100%
Maximum supervision is given for UWOPA	30	20	30	50	19	149
	20%	13%	20%	34%	13%	100%

Employees are given chance to express their opinions freely in UWOPA.	10	20	25	45	49	149
	7%	13%	17%	30%	33%	100%
Project decision making is handled by the UWOPA employees.	40	39	35	25	10	149
	27%	26%	23%	17%	68	100%
Resource management decisions are handled with UWOPA employees.	60	40	24	15	10	149
	40%	27%	16%	10%	7%	100%

Source: Primary Data 2020

Table 6's findings showed that 90 survey participants, or 60% of those who responded, strongly agreed that executive members make all decisions in UWOPA, followed by 39 respondents who disagreed, 15, people surveyed who strongly disagreed, 5, and agree with the statement who were unsure, or 3% of those who responded. This indicated that executive members make the majority of decisions and staff members play a minor role, indicating that staff members are less influential in the judgment process.

According to the aforementioned findings, 50 respondents, or 34%, believed that UWOPA ought to have the greatest amount of influence.

49 individuals, or 32%, respondents agree with the conclusions that UWOPA employees had the opportunity to voice their ideas. 20 of the 45 respondents that responded in favor of the statement.

According to the aforementioned data, 40 % of the respondents, or 27%, strongly disputed that UWOPA employees are in charge of the current project. Those who disagreed with the statement had a response rate of 26%, followed by those who were unsure of it at 25%, agreed at 25%, and strongly agreed at 10%.

The results show that 60 respondents, or 40% of the sample, strongly disagreed that UWOPA employees make judgments about resource management, while 27% disagreed, 25 % of the respondents were unsure, 15 people agree, and 10 % of the respondents, or 8%, extremely agreed.

Table 7: showing the Reporting and Communication Relations

RESPONSES						
	SD	D	NS	A	SA	Total
Reporting and Communication Relations	1	2	3	4	5	
Annual reports about activities in UWOPA are presented for accountability.	3	20	19	60	49	149
	2%	13%	12%	40%	33%	100%
Weekly staff meetings are conducted to improve on employees' cooperation.	20	10	29	40	50	149
	13%	7%	19%	27%	34%	100%
UWOPA has a strategic external communication system between its Employees and stakeholders.	30	25	15	49	30	149
	20%	17%	10%	33%	20%	100%
UWOPA communication system is between employees and executives Strengthens the relationships of employees.	25	24	10	45	35	149
	17%	16%	7%	30%	24%	100%

Information flows vertically and horizontally inform of feedback to Motivate employee performance.	24	15	32	33	45	149
	16%	10%	21%	22%	30%	100%

Source: Primary Data 2020

According to the statistics above, 60 respondents, or 40%, concurred that the data acquired from the financial statement operations in UWOPA is offered for individual accountability. Along with this, there were 20 respondents who just disagreed with this statement, disagreeing with it in the range of "1-strongly disagree," 49 survey participants who strongly agreed, or 33%, and 20 respondents who were unsure, or 13%, which was the lowest.

The results revealed that 45 percent (30%) agreed that UWOPA has an external communications network for its employees as well as customers, followed by participants who wholeheartedly agreed, 10 respondents who were unsure, and 24 and 25 respondents who strongly disagreed. This suggests a line of communication between management and the employees. According to the aforementioned research, 45 respondents, or 30% of the total, strongly agreed that data goes both horizontally and vertically notification of responses to motivate employee performance. This was followed by 22% of respondents who agreed, 32 who were uncertain, 15 who disagreed, and 24 who strongly disagreed.

Organizational culture and Employee performance

Table 8: Showing Organizational culture and Employee performance

RESPONSES						
	SD	D	NS	A	SA	Total
Organizational culture and Employee performance	1	2	3	4	5	
Knowledge sharing has improved on employee performance in UWOPA.	5	15	5	39	90	149
	2%	10%	2%	26%	60%	100%
Formal recruitment encourages employees to achieve better results.	0	20	20	60	49	149
	0%	13%	13%	40%	34%	100%
Equality and better behavior among employees bring about cooperation improving good performance.	10	20	19	50	50	149
	7%	13%	12%	34%	34%	100%
Management believes working with employee can improve on Employee performance.	3	20	19	60	49	149
	2%	13%	12%	40%	33%	100%
Employees believe that reward management can improve on Employee performance.	5	15	5	39	90	149
	2%	10%	2%	26%	60%	100%

Source: Primary Data 2020

According to the findings, 60 percent of the 90 respondents, or employees, agree that knowledge sharing has improved staff productivity at UWOPA. The following replies were from 39 people who disagreed, 5 people who were unsure, and 5 people who profoundly disagree.

The abovementioned data showed that 40% of respondents thought that formal employment encourages workers to produce better results. Following this were 49 individuals (32% of whom strongly agreed), uncertain responders, and responses were received who were undecided.

50 % of the respondents, or 34% of those who took part in the study, said they agreed or strongly agreed that improved behavior and workplace equality foster cooperation and increase output.

According to the data above, 60% of respondents, or 60, agreed that employers believe employee engagement can increase staff efficiency, with 32% strongly agreeing and 20 not at all disagreeing.

According to the results, there were 90 respondents, or 60%, who strongly agreed that employees feel incentive management can increase employee performance.

Table 9: Showing learning organization and employee performance

RESPONSES						
Learning organization and employee performance	SD	D	NS	A	SA	Total
	1	2	3	4	5	
Creating an employee Collaborative Learning Culture improves Employee performance	0	20	20	60	49	149
	0%	13%	13%	40%	34%	100%
Employees at UWOPA are encouraged by management to have Personal Mastery for better learning purposes.	40	30	20	30	29	149
	27%	21%	13%	20%	19%	100%
Employees at UWOPA are given room For Innovation for future Organasational benefits.	9	20	20	60	40	149
	6%	13%	13%	40%	28%	100%
Management at UWOPA encourages Forward-Thinking Leadership (Shared Vision) With employees.	9	20	20	60	40	149
	6%	13%	13%	40%	28%	100%

Source: Primary Data 2020

According to the aforementioned findings, 60 respondents, or 40%, agreed that improving an employee's performance through a collaborative learning setting was beneficial, followed by 40 respondents, or 28%, who strongly agreed, 20 respondents who were unsure, 20 respondents who disagreed, and 9 respondents who strongly disagreed.

The findings reveal that 40 respondents, or 27%, disagree fundamentally that management at UWOPA promotes workers to have Professional Mastery for greater learning reasons, followed by 30 disagreeers, 20 uncertain responses were received, 29 agree and strongly agree responses, and 30 agreeers.

According to the results of the research, 60 participants, or 60%, thought that UWOPA employees were allowed creative freedom for potential benefits. Strongly opposed came in second with 32%, followed closely by really strongly disagreed (9%) and undecided (20%).

60% of respondents, 32% strongly agreed, 20% disagreed, and 20% were undecided about whether administration at UWOPA fosters innovative leadership.

Table 10: Showing Performance Based Management and Employee Performance

RESPONSES						
	SD	D	NS	A	SA	Total
Performance Based Management and Employee Performance	1	2	3	4	5	
Appraisals are carried out in UWOPA to improve on employee performance.	30	25	15	49	30	149
	20%	17%	10%	33	20%	100%
Employee performance is communicated within the organization.	29	20	30	40	30	149
	19%	24%	20%	27%	20%	100%
Disciplinary meetings are held to improve on employee performance.	9	20	20	60	40	149
	6%	13%	13%	40%	28%	100%

Source: Primary Data 2020

According to the results in Table 10 above, 33% of the respondents, or 49 respondents, agreed that UWOPA conducts appraisals to enhance employee performance. This implied that evaluations are carried out in UWOPA to improve on employee performance, encouraging others to work hard so they can be rated.

According to the aforementioned findings, 40 respondents, or 30%, agreed that job performance is conveyed inside the firm. This was followed by 30 respondents, or 32%, who strongly agreed with the statement, 20 respondents who were unsure, and 29 respondents who disagreed.

According to the results, 60 respondents, or 40%, agreed that disciplinaries are held to raise employee performance. Very agreed came in second with 32%, followed by strongly agreed with 9, disagreed with 20, and unclear with 20.

The effect of leadership styles on employee performance at Uganda Women Parliamentary Association
Table 11: Showing Autocratic leadership

RESPONSES						
	SD	D	UC	A	SA	Total
Autocratic leadership	1	2	3	4	5	6
Employees in UWOPA are highly trusted with decision and tasks.	60	40	24	15	10	149
	40%	27%	16%	10%	7%	100%
Rules are important and tend to be clearly outlined and Communicated in UWOPA.	20	10	29	40	50	149
	13%	7%	19%	27%	34%	100%

Source: Primary Data 2020

According to the abovementioned data, 60%, or 40% of the respondents, strongly disagreed that UWOPA employees can be trusted to handle important decisions and activities. Following that came disagree with 27% of respondents, uncertain with 24%, agree with 15%, and agree wholeheartedly with 10% of respondents, or 8%.

Table 12: showing Democratic Leadership

RESPONSES						
	SD	D	UC	A	SA	Total
Democratic Leadership	1	2	3	4	5	6
Equality among employees is encouraged by management in UWOPA.	9	20	20	60	40	149
	7%	13%	13%	40%	27%	100%
Employee job satisfaction is provided by management to improve on employee performance.	20	10	29	40	50	149
	13%	7%	20%	27%	33%	100%

Source: Primary Data 2020

From the findings above, it was revealed that 60 respondents which is equivalent to 40% agreed that Equality among employees is encouraged by management in UWOPA. followed by those who strongly agree with 49, disagree with 20, strongly disagree with 9, and uncertain were 20 equivalents to 13% which was the least, this implied that Equality among employees is encouraged by management in UWOPA in order to create a free working environment.

From the findings above, 50 of the respondents which is 33% strongly agreed that Employee job satisfaction is provided by management to improve on employee performance, followed by 40 which is 27% who agreed and 29 where uncertain, 10 disagreed and 20 strongly disagreed by the statement.

Table 13: showing Laissez-Faire Leadership

RESPONSES						
	SD	D	UC	A	SA	Total
Laissez-Faire Leadership	1	2	3	4	5	6
Employees in UWOPA are given responsibilities through delegations to build in their responsibilities.	25	24	10	55	35	149
	18%	16%	7%	35%	24%	100%
Employees in UWOPA are guided by management on how to perform their tasks.	9	20	20	60	40	149
	7%	13%	13%	40%	27%	

Source: Primary Data 2020

The finding indicates that those who agreed that Employees in UWOPA are given responsibilities through delegations to build in their responsibilities were 55 respondents equivalent to 35%, followed by 35 respondents who strongly agreed, 10 respondents were uncertain, those who disagreed were 24 and 25 strongly disagreed.

From the findings above, it was revealed that 60 respondents which is equivalent to 40% agreed that Employees in UWOPA are guided by management on how to perform their tasks. followed by those who strongly agree with 49, disagree with 20, strongly disagree with 9, and uncertain were 20 equivalents to 13% which was the least, this implied that Employees in UWOPA are guided by management on how to perform their tasks helping them to perform well.

Conclusion of the research study

The findings revealed that a resounding majority of respondents believed that executive members had made all significant choices in UWOPA, indicating that staff members have a small role in making choices and are hence less involved. The findings also revealed that most respondents firmly supported holding regular weekly get-togethers to promote staff collaboration. This indicated that the majority of those polled concurred that holding weekly staff meetings helps to increase employee support. Those who responded in favor of it provided details regarding how it had aided their interpersonal relations and improved performance. The findings also demonstrated that UWOPA people manage resources, indicating that workers do not manage resources because the majority of these decisions call for technical knowledge.

Recommendations of the research study

Based on the major factors that were identified and the results reached in the previous section of this study, suggestions are being made in accordance with the study's objectives. It is important to design the UWOPA organizational structure to support decentralized decision-making. Efficient reporting and interaction linkages must be established, and these connections must be supported by relevant laws, regulations, and rules that govern employee behavior. Administration should regularly analyze and evaluate the organizational structure to make sure it is efficient in fostering employee performance.

Organizational culture and employee behaviour at Uganda Rainwater Association were significantly connected, according to the results in chapter 4.

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