

Corporate Involvement And Employee Performance In Kabale District. A Case Of Mtn Uganda Kabale Service Center

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Abstract: *The study was about Corporate Involvement and Employee Performance in Kabale District. A Case of MTN Uganda Kabale Service Center. The objective of this study were; to assess the effect of involvement on employee performance at MTN Uganda Kabale service center. The study used a cross-sectional research design employing both qualitative and quantitative approaches. A sample size of 90 respondents fully responded to questions administered to them. The research aimed at testing the first hypothesis; "There is no significant relationship between involvement and employee performance at MTN Uganda in Kabale district" and it was rejected. This is because there was a high positive relationship ($r=0.81$) between involvement and employee performance whereby an improvement in organization's involvement increases on the performance of employees. The study therefore concluded that involvement positively affects employee performance in telecommunication companies. The research indicates the significance of enhancing teamwork. Team-building activities can assist in fostering connections among team members, both on a personal and professional level, resulting in improved communication and cooperation. Organizing off-site events can also contribute to the enhancement of teamwork.*

Keywords: *Corporate Involvement, Employee Performance, Organizational Effectiveness*

1. Introduction

Around the world, human resources are recognized as a crucial factor in achieving a competitive advantage in business. However, countries like South Africa continue to face labor challenges, including frequent strikes that disrupt productivity. For organizations to deliver high-quality services and boost employee performance, staff must be informed, organized, supportive, attentive to client needs, approachable, and skilled communicators. The importance of maintaining a competent workforce is underscored by Voss and Gruber (2006), who emphasize that quality service delivery enhances overall productivity and organizational success.

In Kenya, the adoption of the Balanced Score Card (BSC) has become popular as companies seek to improve employee performance. Ethiopia is also witnessing growing interest in using BSC in the business sector. However, in Uganda, many organizations have faced persistent challenges related to employee performance in recent years. According to research by Malinga (2004), Tessema (2005), and Kagaari (2013), these performance issues are compounded by a competitive environment, which pressures organizations to continuously adapt and enhance productivity.

Theoretical perspectives support the link between Corporate Involvement and performance. Denison's 1984 model, which highlights adaptability, mission, consistency, and involvement, has been influential in understanding these dynamics. Organizations with a strong cultural system effectively combine shared beliefs and practices, driving high performance and increasing overall success (Denison, 1984). This model, as supported by Hofstede (1980) and later by

Shurbagi and Zahari (2012), suggests that culture is a key determinant of economic performance and productivity. Hofstede's work further posits that Corporate Involvement helps explain why some companies outperform others, even in nations with similar cultural practices.

The importance of Corporate Involvement is also highlighted by Chan (2004), who asserts that an organization's practiced culture is an invaluable resource, particularly in service industries like telecommunications. Research has shown that Corporate Involvement significantly impacts both employees' emotional responses and the overall effectiveness of organizational performance (Shurbagi & Zahari, 2012). This is evident in the work of Denison, who has shown that a well-managed Corporate Involvement can enhance business performance, underlining the differences between success and failure in competitive markets (Rud, 2009).

The major concepts explored include adaptability, mission, consistency, and involvement. Adaptability focuses on change management and customer focus, while mission encompasses clarity of goals and the commitment of individuals to the company's objectives. Consistency is about shared values and systems that align with achieving these goals. Involvement emphasizes team orientation and empowerment. Employee performance, as defined by Armstrong (2006), is measured by efficiency, quality, productivity, and timeliness. Efficiency involves meeting targets with minimal resources, while productivity relates to the output-to-input ratio. Quality reflects the ability of services to meet both explicit and implicit demands.

Armstrong also notes that employee performance includes the willingness and motivation of employees to uphold

organizational values. Hakim (2006) expands on this by describing performance as the ability to achieve set objectives linked to an individual's role within the organization, consistent with established standards and values.

Research indicates that Corporate Involvement can play a pivotal role in enhancing employee performance, especially in developing regions like Kabale District in Uganda. However, findings remain inconclusive, partly due to varying measures of Corporate Involvement used across studies, complicating interpretation and comparison. Much of the research has focused on developed and emerging economies (Hajipour & Ghanavati, 2012), leaving a gap in empirical studies for developing countries like Uganda.

Telecommunication firms are particularly vital for developing and transitional economies, as noted by the OECD (2004). Thus, exploring Corporate Involvement's impact on performance within this sector is critical for identifying strategies that support organizational growth. By examining MTN Uganda's service center in Kabale, this study aimed to contribute to the ongoing debate on the role of Corporate Involvement in employee performance and offer insights applicable to similar contexts.

2 Methodology

The study employed a cross-sectional research design (Amin, 2005), which is suitable for capturing participants' views at a specific point in time. The research design was a combination of both qualitative and quantitative methods. The qualitative approach was used to explore attitudes, opinions, and behaviors, primarily through interviews and focus group discussions. In contrast, the quantitative approach generated numerical data, which was analyzed using descriptive statistics (frequencies and percentages) and inferential statistics (correlations and coefficients) to test hypotheses. The integration of both methods—triangulation—allowed for a more robust understanding of the topic by compensating for the limitations of each approach, thereby enhancing the validity of the findings.

The target population for this study consisted of 152 employees from MTN Uganda's Kabale District office, categorized into several roles (Amin, 2005). These included 15 board members, 4 station managers, 21 area managers, 2 internal auditors, 34 supervisors, 20 cashiers, and 56 field staff. The study aimed to draw conclusions about this population in relation to Corporate Involvement and employee performance.

The sample size was calculated using the Krejcie and Morgan (1970) table, which recommended a sample size of 108 respondents from the population of 152. The sample was drawn using various sampling techniques: Stratified sampling was used for board members, area managers, and supervisors; purposive sampling was applied to station managers and internal auditors; and simple random sampling was used for

cashiers and field staff. The final sample of 108 respondents was distributed across these categories.

The study employed both quantitative and qualitative data collection methods. A structured questionnaire, designed based on guidelines from Kothari (2005), Sekaran and Bougie (2010), and Saunders et al. (2009), was used to collect quantitative data. The questionnaire was divided into three sections: demographic data, Corporate Involvement, and employee performance. The instrument was piloted, and adjustments were made before the final distribution. For qualitative data, the researcher conducted structured interviews with key informants, including board members, managers, and auditors. An interview guide was used to ensure focused discussions on Corporate Involvement and employee performance, allowing the researcher to probe for deeper insights.

The validity of the instruments was ensured through several measures. Content validity was tested using the Content Validity Index (CVI) formula, resulting in a CVI of 0.82, which exceeds the recommended threshold of 0.7 (Amin, 2005). Additionally, the study employed triangulation and expert reviews to further enhance validity. Reliability was tested using internal consistency methods, such as Cronbach's alpha, which yielded a value of 0.97, well above the acceptable threshold of 0.7 (Amin, 2005).

The data from the questionnaires was cleaned, edited, and coded before analysis using the Statistical Package for Social Sciences (SPSS). Descriptive statistics, including frequencies and percentages, were used to summarize the data, while inferential statistics (such as correlations and coefficients) were used to test the hypotheses. Qualitative data from open-ended questions, interviews, and focus group discussions were analyzed using content analysis. The data was coded and categorized into emerging themes, and triangulation was employed to validate findings and improve the credibility of the results.

Ethical guidelines were followed throughout the study. Ethical approval was obtained from BBUC and permission from the relevant authorities at MTN to access employees. Informed consent was obtained from all participants, and confidentiality was maintained by ensuring that individual identities were not revealed. Participants were assured that their responses would be used solely for academic purposes. The researcher also emphasized equal treatment of all participants, regardless of personal characteristics such as age, gender, or education.

Several limitations were identified. The study relied primarily on employee surveys, which could introduce bias. However, the use of interviews and focus groups helped mitigate this limitation. The cross-sectional design limited the ability to establish causality between Corporate Involvement and employee performance. The researcher noted that a longitudinal design could have been used to address this. The

researcher also acknowledged the potential impact of the Hawthorne effect (where participants alter their behavior due to awareness of being studied). To address this, participants

3 Results

Staff at MTN Uganda were quizzed on their educational background, employment experience, and age. These facts were required to warranty that the study's sample

were blinded to the study's specific purpose during data collection.

characteristics. This defines the precision of data obtained from the sample to the population. Table 3 shows the results based on their degree of education, employment experience, and age.

Table 3: Showing the background information of the respondents

Characteristics	Category	Frequency	Percentage
1. Level of Education	PhD	5	6.7%
	Masters	20	26.7%
	Bachelors	30	40%
	Diploma	12	16%
	Certificate	7	9.3%
	Others	1	1.3%
2. Work Experience	Less than 5 years	19	25.3%
	5-10 years	45	60%
	11-16yrs	07	9.3%
	17yrs and above	04	5.3%
3. Age	Less than 25 years	7	9.3%
	26-35 years	28	37.3%
	36-45 years	25	33.3%
	46-55	13	17.3%
	56 and above	02	2.6%

Source: Primary Data, 2023

Basing on Table 3 above, a bigger percentage (40 percent) of respondents had a bachelors degree, 26 percent had a masters degree, and 16 percent had a diploma. Lastly, those with Phd and those that that fell under the category of others were 6.7% and 1.3% respectively. This demonstrates that the bulk of study contributors were well-educated and capable of providing accurate data. This effectively means that the chosen telecommunications companies have appropriately educated staff who are more expected to achieve better at their professions.

Table 3 specifies that the majority of study respondents (45, or 60%) had a work experience of between 5 and 10 years. Those with work experience less than 5 years made up 25.3%, while those with work experience of more than 17 years made up 5.3%. Those with work experience of 11-16 years made up 9.3%. These findings suggest that MTN Uganda employs

experienced staff, and personnel with more work experience are probable to execute better on the job in line for their cumulative job knowledge. The table also shows that the majority of respondents (37.3%) were in the age range of 36 to 45 years, with only 2.6% being over 56 years old. This suggests that MTN Uganda employees are in their prime working years. Employees that are like this are more likely to excel at their occupations.

The relationship between involvement on Employee Performance in Kabale District

The primary goal of the study was to evaluate the relationship between employee engagement and performance in selected telecommunications companies. The employees were asked to indicate their level of agreement or disagreement with a series of statements related to this objective using a five-point Likert scale. The responses are presented in Table 4.4 below.

Table 3.1 Showing descriptive statistics on relationship between involvement and Employee Performance in Kabale district

Items	SD	D	N	A	SA	Mean
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Arrangement with other staffs at work allows me to make better judgments, which increases my performance.	2 (2.7%)	08 (10.7%)	3 (4%)	49 (65.3%)	13 (17.3%)	4.02
When MTN Uganda develop employees' competences, it creates proficiency and thus execute well their work	2 (2.7%)	18 (24%)	40 (37%)	20 (27%)	5 (6.7%)	3.63
I create greater results when I am given the authority, responsibility, and ability to control my work.	3 (4%)	26 (34.7%)	23 (30.7%)	12 (16%)	11 (14.7%)	3.65
Workplace collaboration boosts my overall performance.	9 (12%)	19 (25.3%)	14 (18.7%)	24 (29%)	9 (11%)	2.14
My job performance improves when I am proactive and collaborate with other employees.	1 (1.3%)	20 (27%)	30 (40%)	23 (30.7%)	2 (2.7%)	3.92
I can improve my job performance by receiving feedback.	9 (12%)	10 (13.3%)	15 (20%)	29 (38.7%)	12 (16%)	2.96
Appreciating and recognizing my efforts boosts my morale, which leads to better results.	3 (4%)	15 (20%)	8 (10.7%)	45 (60%)	4 (5.3%)	4.26
Celebrating individual and team accomplishments is one approach to motivate employees to do better.	5 (6.1%)	13 (16%)	19 (23%)	34 (42%)	11 (13%)	3.40
Employees' work performance improves when they are exposed to new positions and responsibilities.	5 (6.1%)	9 (11%)	10 (12%)	41 (50%)	17 (21%)	3.68
Employee performance is improved by humanizing wisdom of belonging and appreciation in the workplace.	5 (4%)	19 (33%)	5 (23%)	30 (29%)	16(11%)	3.11
Average mean						3.48

Source: Primary Data 2023

The study findings in Table 3.1 are an indication that the relationship between involvement and employee performance in Kabale District is moderately positive (average mean=3.48). When asked if arrangements with other staff at the workstation empower them to make suitable choices that improve their performance, a majority (65.3%) agreed, followed by 17.3% who strongly agreed. 10.7% disagreed and 2% strongly disagreed. When asked if MTN's development of employee capabilities leads to more efficiency and better performance, a majority (37%) were unsure, followed by 27% who agreed. 24% disagreed and 6.7% strongly disagreed. When asked if being given authority, responsibility, and capability to achieve their effort leads to better performance, a majority (30.7%) disagreed, followed by 28% who were unsure. 15% agreed and 13% strongly agreed.

When asked if teamwork at the workplace improves overall performance, a majority (24%) both agreed and disagreed, followed by 23% who were unsure. 13% strongly agreed and

7% strongly disagreed. When asked if proactivity and collaboration with other staff leads to improved performance, a majority (39%) were unsure, followed by 31% who disagreed. 4% agreed and 2% strongly agreed. When queried about whether fostering a sense of belonging and recognition within an organization enhances employee performance, a majority disagreed (29% agreed, 11% strongly agreed, and 4% strongly disagreed). Overall, the study findings show that employees at MTN Uganda Kabale moderately engage with each other at work (mean=3.48), which creates a positive effect on their performance.

This was supported by a key informant who stated that

'at MTN Uganda Kabale, matters regarding employee involvement involve all of us because we rate trustworthiness and integrity'

(Key informant interview). Honest employees who agree on developmental matters are less likely to engage in

counterproductive behaviors that can negatively impact both organizational and individual enactment.

3.1.2 Testing the relationship between involvement and employee performance in Kabale District

The purpose of this study was to investigate the relationship between involvement and employee performance in Kabale

District. The researcher used correlation and regression analysis to analyze the data. The results are presented in Tables 3.1.2 and 3.1.3.

Table 3.1.2: Relationship between involvement on Employee performance at MTN Uganda in Kabale district

		Involvement	Employee performance
Involvement	Pearson Correlation	1	.81**
	Sig. (2-tailed)		.000
	N	75	75
Employee performance	Pearson Correlation	.81**	1
	Sig. (2-tailed)	.000	.000
	N	75	75

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

The results in Table 3.1.2 show that involvement and employee performance have a strong positive relationship ($r=0.81$, $p<0.05$). This means that the hypothesis that there is no significant relationship between involvement and employee performance can be rejected. In other words, the data suggest that there is a significant relationship between involvement and employee performance. This practically implies that employee performance at MTN in Kabale District improves with positive variations in involvement of the organization.

To understand the impact of involvement on employee performance, a regression analysis was carried out. The outcomes of this analysis are presented in Table 3.1.3.

Table 3.1.3 showing regression analysis of relationship between involvement and employee performance

R2 = 0.096, p=0.000		
	Standardized coefficients	Sig.
	beta	
Involvement	0.81	0.000

Source. Primary data, 2023

The results of the regression analysis showed that involvement has a significant effect on employee performance ($r=0.81$). This means that involvement plays a substantial role in determining employee performance at the MTN Uganda Kabale service center. The coefficient of determination ($r^2=0.65$) was calculated to determine the discrepancy in employee performance that is explained by

involvement. This indicates that 65% of the variation in employee performance at MTN in Kabale District is explained by involvement. The results of the test of significance ($p=0.000$) also showed that the relationship between involvement and employee performance is statistically significant.

This finding is consistent with previous research that has shown a positive relationship between involvement and employee performance. For example, a study by Harter, Schmidt, and Hayes (2002) found that employees who are more involved in their work are more likely to be engaged in their work and to perform at a higher level.

There are a number of possible explanations for the positive relationship between involvement and employee performance. First, involvement can lead to a greater sense of ownership and commitment to the organization, which can motivate employees to perform at a higher level. Second, involvement can give employees a greater sense of control over their work, which can lead to increased satisfaction and motivation. Third, involvement can provide employees with the opportunity to learn and develop new skills, which can lead to improved performance.

The findings of this study have a number of implications for organizations. First, organizations should strive to create a work environment that fosters employee involvement. This can be done by providing employees with opportunities to participate in decision-making, to have a say in their work, and to feel like they are part of a team. Second, organizations should focus on developing employee skills and knowledge.

This can be done through training and development programs, as well as by providing opportunities for employees to learn on the job.

The findings of this study suggest that involvement is an important factor in determining employee performance. By

4. Discussion

The study revealed a strong positive correlation between involvement and employee performance, showing that an increase in organizational involvement leads to improved employee performance at MTN Uganda Kabale service center. Employees were found to have mutual respect, value honesty in the workplace, and have values that align with the company's values. Additionally, they were aware of the company's goals, able to make innovative suggestions to top management, and had regular discussions with departmental heads to meet the company's goals.

Company involvement was found to have a significant effect on employee performance at MTN Uganda in Kabale District, accounting for 65% of the variance in performance. According to survey respondents, employees at the company were highly motivated, took individual responsibility for their work, and placed a focus on meeting customer needs. The company was also described as flexible, open to change, and collaborative, with management working together to achieve company goals. These findings align with previous research on the role of employee involvement in improving performance Saad, (2013), but contrast with the experiences of employees in other telecommunication companies in Kabale District.

5. Conclusion and recommendations

The hypothesis of the study was that there is no significant relationship between involvement and employee performance at MTN Uganda in Kabale District. This hypothesis was rejected, meaning that the study found evidence to suggest

6. Conflict of interest

The author declare no competing conflict of interest. No external funding was received for this study.

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creating a work environment that fosters involvement, organizations can improve employee performance and achieve their strategic goals.

that there is a relationship between involvement and employee performance.

The study found a strong and statistically significant positive relationship between involvement and employee performance. This means that the more involved employees are in their organization, the better they perform. The correlation coefficient of 0.81 indicates that there is a very strong relationship between involvement and employee performance.

Based on these findings, the study concluded that involvement has a positive effect on employee performance in telecommunication companies. This means that organizations that want to improve employee performance should focus on increasing employee involvement.

Here are some specific ways that organizations can increase employee involvement:

Give employees a voice in decision-making. This shows employees that their opinions are valued and that they have a say in how the organization is run.

Provide opportunities for employees to learn and grow. This helps employees feel more competent and motivated, which can lead to better performance.

Create a positive and supportive work environment. This makes employees feel valued and appreciated, which can lead to increased engagement and productivity.

Cronbach's alpha. (Statistical concept, no specific citation provided). It refers to a measure of internal consistency, often used to assess the reliability of a set of scale or test items.

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