



Determination of the Relationship between the Management of Employees and Organisational Performance in Igara Growers' Tea Factory Limited

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ABSTRACT

This study highlights the relationship between trade unions and organisational performance in Uganda. The research used purposive and random sampling techniques to determine the sample size of 374 using the Slovens formula. The data collected was analyzed using the SPSS computer program and 374 respondents participated in the study. The findings of the study revealed that; there is a positive correlation between the management of employees and organisational performance ($r=0.746^{**}$, $P\text{-value} < 0.01$). This study concluded that there is a positive correlation between the trade unions especially in terms of management of employees, employees' welfare and employees' collective bargaining and organisational performance.

Keywords: Management, Employees, Organisational Performance, Tea Factory, Trade Unions

INTRODUCTION

A trade union is a continuous association of wage earners to maintain or improve the condition of their employment [1-3]. [4], describes a trade union as the value of labour power that constitutes the conscious and explicit foundation of employees whose importance and aim is nothing less than to prevent the reduction of employees whose importance and aim is traditionally maintained in the various branches of industry [5, 6]. They wish to prevent the price of labour-power from falling below its value [1]. A trade union is an organization of workers in the same skilled occupation or related skilled occupations who act together to secure for all members favorable wages, hours, and other working conditions. It is an organization created by employees to represent the rights and interests of employees and includes all registered labour unions at the commencement of the Labour Unions Act, of 2006 [7]. Trade unions are independent, membership-based organizations of workers that represent and negotiate on behalf of working people [8-12]. They give advice when their members have problems at work, represent members in discussions with employers, and help improve wages and working conditions by negotiating with employers. Unions also make sure that their members' legal rights are enforced, provide and broker education and learning opportunities for members, promote equal opportunities at work, fight against discrimination, and help to ensure a healthy and safe working environment. Many unions provide services for their members, such as welfare benefits, personal legal help, and financial services [13]. Workers are organized in 21 different unions and are all affiliated with the national center, the National Organization of Trade Unions (NATU) (listed attached). Generally, trade unions in Uganda are organized on Industrial organized at the level of the industry. Fifty-three percent (53%) of trade unions were organized on an Industrial basis while thirty-seven percent (37%) fall under general workers unions [14].

RESEARCH METHODOLOGY

Research Design

The study took a mixed approach that is both Quantitative and qualitative, descriptive and correlation designs were used to conduct a study on the trade unions and organisational performance.

Study Population

In this study the target population comprised of 5950 people [15]. These included employees and shareholders, of Igara Grower's Tea Factory Limited. All the categories of staff (management and employees) were involved because they were all directly affected.

Sample Size

The sample size was computed using the Slovene formula, which states that, for any given population, the required sample size was given by;

$$n = \frac{N}{1 + N(e^2)}$$

Where; n = the required sample size;
N = the known population size;
e = the level of significance, which is = 0.05.

$$\frac{5950}{1 + 5950(0.05)^2}$$
$$\frac{5950}{1 + 14.875}$$

n=374

Given a total population of 5950 respondents in Igara Tea Grower's Factory Bushenyi District, the sample size of respondents was 374.

Sampling Procedure

The target population of 5950 included 5500 shareholders and 450 employees of Igara Growers Tea Factory. Respondents being large, a sample size to represent the population was chosen using Slovene's formula.

Sampling Techniques

Stratified and simple random sampling techniques were used in selecting the sample size. The researcher first grouped the respondents into various categories of homogeneous characteristics and then applied simple random to select samples from the various categories this gave all the respondents an equal chance of being included in the sample, reduced bias, reduced costs and time of doing research and increased the degree of accuracy of the study.

Data Analysis

Descriptive statistics were used to present quantitative data. This involved the use of frequency tables and percentages of the study variables by using Statistical Package for Social Scientists (SPSS). All the study objectives were relational and there they were analysed by use of Pearson's Product Correlation Coefficient (PPCC). Qualitative data from interviews was analysed basing on the themes that were developed from the objectives of the study for systematic data presentation of the findings.

Ethical Considerations

The researcher presented a letter of consent as proof to conduct the study. The respondents were requested to sign the informed consent form. The researcher took time to explain to the respondents the purpose of the study and seek their consent. In order to gain the consent of the respondents regarding this study, the researcher obtained the approval of consent of the respondents. The researcher ensured that there was a good researcher-respondent relationship. The researcher made sure that she achieved this by explaining to the respondents the purpose of the study and requested them to be corporative during the study. The researcher made sure that there was respect for persons especially the respondents. Respondents' rights were respected and were not forced to participate in the study. Respondents have a right to disclose or not to disclose personal information and to ask for clarification about any aspect of uncertainty. The researcher made sure that the study would not cause any injury to the respondents and the entire community. All questionnaires were coded to provide anonymity and confidentiality of the respondents. The respondents' names were not indicated on the questionnaires. The researcher maintained the confidentiality of information from the respondents by ensuring that the responses from questionnaires are not disclosed to others outside the study [16]. The information obtained has been safeguarded during the duration of the study. The researcher also made sure that all the information got from respondents was given to the relevant parties and those who are authorized to have it. Presentations of findings were also generalized. Good professional practice was observed by making sure that all authors quoted in this study were recognized through citations and referencing. The researcher requested respondents to provide information that does not divulge into their privacy and is not necessarily related to the variables under study. All details related to the study were included in the final report. The researcher also ensured that all data collected for the study was protected from unauthorized persons since the information is purely for academic purposes. All sources of information and respondents were acknowledged and all the data collected was managed without any alterations to make the study come out in its original form.

RESULTS

Table 1: Showing the provision of freedom of association in the organization

Responses	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	4	1.1	1.1	1.1
Agree	30	7.9	7.9	9.0
Not sure	14	3.7	3.7	12.7
Disagree	223	59.0	59.0	71.7
Strongly disagree	103	28.3	28.3	100.0
Total	374	100.0	100.0	

Source; Field data 2017

From Table 1 above 1.1% percent strongly agree that there is freedom of association of employees, 7.9% agreed, 3.7% are not sure 59% disagreed and 28.3% strongly disagreed. This means that in most cases workers in Igara tea factory cannot freely make associations.

Table 2: The relationship between management of employees and organisational performance

		MME	MOP
MME	Pearson Correlation	1	.746**
	Sig. (2-tailed)		.000
	N	374	374
MOP	Pearson Correlation	.746**	1
	Sig. (2-tailed)	.000	
	N	374	374

Source; Field data 2017

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

Table 2 above, it indicates that there is a positive correlation between the Management of Employees and organisational performance. ($r=0.746^{**}$, $P\text{-value}<0.01$), this implies that management of employees contributes positively by 74.6%. This agrees with the hypothesis that there is a significant relationship between management of employees and organisational performance. Therefore, the hypothesis was accepted.

DISCUSSION

The findings revealed that there is a positive correlation between the management of employees and organisational performance with 74.6%; this showed that once the management of employees is improved there will be an improvement in the level of organisational performance. This finding is in agreement with study conducted by [17], who concluded that cooperation would produce more efficient working practices and improved financial performance, which firms would then share with employees through better wages and conditions and this cooperation would be as a result of proper management of employees. The results are also in line with the report by [18] which asserted that proper management of employees increases productivity because the unions help to build high-trust workplaces where workers are healthier, better skilled, and more able to resolve grievances – all of which led to a more committed and productive workforce.

CONCLUSION

The findings revealed that there is a positive correlation between the management of employees and organisational performance; this showed that once the management of employees is improved there will be an improvement in the level of organisational performance which will attract more customers and retain the old ones and hence increase on the sales. Thus, a gear to achieve the organization’s intended goals and objectives.

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