

**A STUDY ON THE LOW QUALITY WORK IN THE
ORGANISATION: A CASE OF “PRIDE” AFRICA – PROMOTION
OF RURAL INITIATIVE AND DEVELOPMENT ENTERPRISES
(PRIDE) KABALAGALA BRANCH.**

BY

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BBA/0023/01/BE

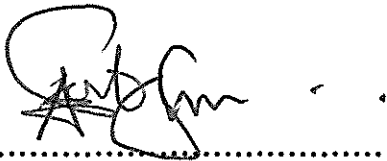
UNDER THE SUPERVISION OF DR. NYABOGA BENJAMIN

**A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF
THE REQUIREMENT FOR THE AWARD OF THE DEGREE OF
BACHELOR OF BUSINESS ADMINISTRATION OF KAMPALA
INTERNATIONAL UNIVERSITY**

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DECLARATION

I DDUMBARAFAT YASSER declare that this research report is original and has never been presented to any university or institution of higher learning for the award of a DEGREE or DIPLOMA.



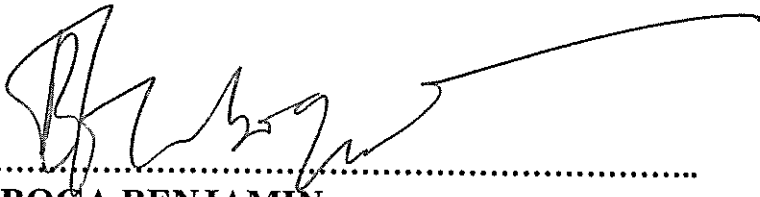
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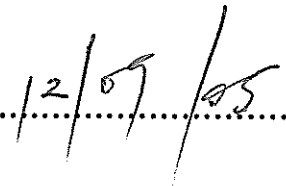
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DATE.....
17th - SEPTEMBER - 2005

APPROVAL

The following research of DDUMBA ARAFAT YASSER has been carried out under the title of : THE CAUSES OF LOW QUALITY WORK IN THE ORGANISATION “ PRIDE” AFRICA KABALAGALA BRANCH, has been under my supervision and now is ready for submission to the board of examiners of KAMPALA INTERNATIONAL UNIVERSITY with my approval.

Signed.....
DR. NYABOGA BENJAMIN

Date.....

DEDICATION

**I dedicate this research to my late Dad Al-hajj ABDULSALAAM
MAKUMBI GYAGENDA, Mum YUDAYA MAKUMBI, brothers,
sisters, relatives and friends whose moral ,financial and physical
support rendered me the morale to accomplish this work. Without their
support, this dissertation would not have been a success.**

ACKNOWLEDGMENT

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Heartfelt gratitude goes to my family for encouraging me all the way. Special thanks go Brother Khamis Gyagenda, Buyondo Isaac, and my sister in law Mariam Nambi Gyagenda for patiently listening to all my queries about 'theoretical framework'. Mum Yudaya Makumbi, thanks for the motherly guidance and encouragement, the family of Mr. Gyagenda for providing the computer I have used to process this report. Badru, Zainab, Eddy, Rehma, Tashobya; thanks for always sympathizing with me, and for your ever-ready morale.

May the Almighty ALLAH reward you abundantly.

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ABSTRACT

The study was concerned with the causes of low quality work in the organization. A case study “PRIDE” AFRICA KABALAGALA BRANCH was conducted in the year 2004.

The researcher used the following categories for subjects to obtain the necessary data:

- (i) the employees
- (ii) the personnel manager

The researcher had the following objectives:

- (i) To find out whether lack of employees training and development can lead to low quality work.
- (ii) To find out whether pay structure as the way of motivation can lead to low quality work.
- (iii) To find out whether non functional trade unions or absence of trade unions can lead to low quality work.
- (iv) To find out whether job description that is not covering employees can lead to low quality work.

In order to fulfill these objectives, questionnaires and interviews were administered to the workers of “PRIDE” AFRICA as well as the personnel manager of “PRIDE” AFRICA Kabalagala Branch to elicit information on the causes of low quality work, even the researcher used the percentages to analyze the data collected.

Recommendation on how to overcome the cause of low quality work in “PRIDE AFRICA were made. These recommendations may also apply to other organizations facing the same problem most especially the different branches of “PRIDE AFRICA i.e. Nakawa Branch, Mbale Branch, Jinja Branch, e.t.c.

CHAPTER ONE

1.0 INTRODUCTION TO THE STUDY

The research was about the causes of low quality work in the organization most especially “PRIDE” AFRICA Kabalagala Branch. It was not only intended to benefit the researcher but also the organization. It further investigated the numerous problems faced by workers in their day today work. Thus, the researcher’s was punctuated by few references from their reading available text books, news papers and other relevant authorities.

1.1 BACKGROUND TO THE STUDY

The reason for researching about low quality work in the organization was to find out the possible causes that lead to low quality work in the organization.

Secondly the research was to provide possible solutions that can help in reducing low quality work so that there can be high performance in the organization most especially “PRIDE” AFRICA Kabalagala Branch.

Thirdly ; the research was to look at the effect of low quality work in the organization and the employees at large most especially the negative effects of low quality work to both the employees and organizations at large.

Pride Africa has different branches in all African countries including Uganda. There are many different branches of “PRIDE” in Uganda with different localities i.e. Mbale branch, Jinja branch, Nakawa branch, etc. but the researcher is only focused on Kabalagala branch.

Low quality work means nothing but the situation were by the organization cannot perform according to its objectives. Many organizations have failed to cope up with the objectives and they end up by performing at a low rate.

The main purpose of carrying out this research was to find out why is that most organizations practice low quality work! In other words why is it that there is low performance at work in the organization most especially “PRIDE” AFRICA Kabalagala branch.

Another purpose of carrying out this research was to provide for possible solutions which may result into high quality work instead of low quality working the organization, “ PRIDE”AFRICA Kabalagala Branch.

More still, was to point out what can be the effects of low quality work in the organization most especially the negative effects to the employees or the organization at large.

Negative effects which may include the following: it may lead to the collapse of the organization, increase high rate of employees’ turnover, low productivity and production of products and others.

Therefore, with the above effects, the research was to be carried out not at a later date so as to prevent the organization from collapsing by providing possible solutions to the causes.

1.2 STATEMENT OF THE PROBLEM

The problem under the study was to research and find out the causes of low quality work in the organization. Low quality work in the organization has consequently obstructed the desired objectives of the organization. Low quality work had made the organization inefficient to meet its objectives. Therefore, calling for a systematic investigation.

1.3 THE NEED FOR THE STUDY

From the introductory note, 1.0, there was need to study the causes of low quality work in the organization particularly “PRIDE” AFRICA Kabalagala Branch

The most important need of the study was;

- (i) To establish whether lack of employees training and development could lead to low quality work in the organization.
- (ii) To establish whether pay structure as the way of motivating the employees has an effect on low quality work.

- (iii) To establish whether non- functional trade unions or absence of trade unions can lead to low quality work in the organization.
- (iv) To establish whether job description that was not covering employees could be considered as one of the causes of low quality in the organization.

1.4 THE PURPOSE OF THE STUDY

The purpose of the study was to find out qualitative and quantitative research methods “ the cause of low quality work” particularly “PRIDE” Africa Kabalagala branch putting into consideration all the addressed statement of the study in the introductory note.

1.5 HYPOTHESIS

The research was guided by the following hypothesis;

- (i) Lack of employees training and development does not lead to low quality working the organization “PRIDE” Africa Kabalagala branch.
- (ii) Unfair pay structure as the way of motivation does not lead to low quality in the organization.
- (iii) Non-functional trade unions or absence of trade unions does not lead to low quality work in the organization.
- (iv) Job description which was not clear does not lead to low quality work in the organization.

1.6 SIGNIFICANCE OF THE STUDY

The identification of causes leading to low quality work in the organization “PRIDE” Africa Kabalagala branch was to enable the researcher to recommend possible solutions to the problems.

The recommendations could help:

- (i) Workers and managers of the organization to determine what really cause low quality work in the organization.
- (ii) To find out the best ways of improving the quality of the organization having identified the causes of low quality work through the research.
- (iii) In future to help other researchers in the field as it would be the a source of reference to both the organization and other researchers.
- (iv) The organization on how to over come the problem of low quality work in the organization having identified thier.

- (v) The researcher to be assessed by the school of business and management of Kampala International University as a researcher’s partial fulfillment for the award of a bachelor’s degree in Business Administration (BBA).

There are a host of small businesses in Uganda that have been an impetus of growth of the economy and “PRIDE” AFRICA is one of them. Their numbers however do not justify the continued growth of their respective sectors because of the various factors that affect their continued growth and development especially in the private sector. The information collected in this study will form a baseline data for identification and implementation of policy interventions by both the private sector foundations and government.

1.7 LIMITATION

There was a problem of not getting all the necessary information because most of the employees “PRIDE” Africa were busy working all the time.

There was shortage of funds because of being a privately sponsored student. Money that was available was budgeted for school fees.

There was a problem of attending lectures at the university at the same time carrying out research.

1.8 AREA AND SCOPE OF THE STUDY

The research about the causes of low quality work in the organization was limited to only “PRIDE” Africa , Promotion of Rural Initiative

and Development Enterprise “PRIDE” located in Kabalagala trading centre Along Tank Hill road Makindye, Division, Kampala District.

1.9 DEFINITION OF TERMS

PRIDE - PROMOTIONAL RURAL INITIATIVE AND DEVELOPMENT ENTERPRISE.

Physical Quality - It means the incidence of worker’s experience as a result of the terms and conditions in the organization.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.0 INTRODUCCION

2.1 LACK OF EMPLOYEES TRAINING AND DEVELOPMENT

H.T. GRAHAM AND ROGER BENNETT PART THREE PAGE 283(1998) stated in human resource management, favorable circumstances, training important dual function of utilization and motivation. By improving employees to perform tasks required by the company, training allows better use to be made of human resources : by giving a feeling of mastery over their and of recognition by management their job satisfaction is increased.

When circumstances are unfavorable , these results may not be obtained for example when the trainee sees no purpose in the training, when, it is regarded as a punishment or a sign displeasure or when the training seems irrelevant to the trainees needs.

In details the gains which it is hoped training will bring are:

- Greater productivity and quality
- Less scrap or spoilt work
- Greater versality and adoptability to a new method

- Less need for close supervision
- Fewer accidents.

Therefore, with regard to the above, failure to carry out training within the organization may lead to low quality work in the organization.

SHAUS TYSON AND ALFRED chapter four page 169 (1996) in human resource management stated that “ training is the way of helping employees to become effective in their jobs. It is one of the fundamental important tasks in the personnel management that any work organization has to under”

Employers depend on quality of their employee’s performance to achieve organizational aims and objectives, training can be different from education by definition for example:

Training in a work organization is essentially a learning process in which learning opportunities are purposely structured by the managerial structure and mantle.

He concluded by saying that if the organization do not practice, most especially to its employees or workers, they cannot cope up with its objectives which may result into low quality work in the organization.

MARGARET ATTWOOD IN PERSONNEL MANNAGEMENT CHAPTER 8 page 96 (1985) stated that “ training can be

distinguished from education” she defined training as an oriented towards the needs of the organization and while education as oriented to the needs of the individual.

She also pointed out the importance of training in the organization was to assist workers to perform at the optimum level in current jobs and to develop employees or workers for future jobs.

In all, the statement of training policy is to ensure that all employees are assisted to develop themselves in order that they may make the best possible contribution to the achievements of the organization so as reduce room for low quality work in the organization.

Lack of training can contribute to inefficient use of the organizations resource and at the end the organization may end up by collapsing.

The study was to establish whether lack of training and employees development can cause low quality work in the organization.

2.2 PAY STRUCTURE

SHAUN TYSON AND ALFRED HUMAN RESOURCE MANAGEMENT CHAPTER SEVEN PAGE 201 (1996), pay structure can be in form of wages, salaries and overtime payments or reward policy.

REWARD POLICY: The objective of a policy towards payment could be best described as “ to remain competitive for labor whilst rewarding good performance and adopting a position on pay which controls costs and is felt to be fair by all employees.

WAGE STRUCTURE: Wage rate for hourly related personnel sometimes include a proportion which is calculated on the individual output. The various terms used are described below;

Payment by result system i.e. straight piece work. This is a system where by the is paid according to the output.

Salary structure range in flexibility from the most rigid rate for age or service scales to those which are entirely based on management discretion. The salary administration objective is to retain consistency in approach, to keep the rationality of scales whilst keeping sufficient scope to be able to reward out standing performance.

Overtime payments. Overtime payments is most frequently paid to hourly rated employees. The premium pay full time and equator and a

half of double time is yet another “plussing” – up tendency which needs careful control. The concept of over time is usually seen as a means of over coming a short- term requirements for longer hours.

Even some allowances should be in the wage/ salary budget for overtime when it can be projected e.g. during holiday or at peak periods.

He concluded by saying that wages, salaries, overtime payments, reward policy which are not clear in the organization may result into low quality work within the organization.

MARGARET ATTWOOD Human resource management page 162 (1996). The assumption behind the most reward system is that pay is a key motivator. It is management’s task to find the package of inducements which prompts maximum employee productivity. The objectives of management in devising remuneration policies are many reflecting the complexity of the area of personal management. They include the following;

- To encourage effective employees to remain in the organization’s employment.
- To encourage employees to improve their performance.

- To obtain optimal performance from employment.

Therefore with maintaining the above, the organization may reduce the employee' turnover which may result into low quality work.

H.T. GRHAM AND ROGER HUMAN RESOURCE MANAGEMENT chapter two page 74 (1998) stated that salary is fixed periodical payment to a non- manual employee. It is usually expressed in annual terms, implying a relatively permanent employment relationship through normally paid at monthly intervals. In many ways, It resembles a retaining fee. Salary workers are usually termed staff.

Wage is payment made to manual workers. It's nearly always expressed as a rate per hour. In addition to the basic rate, the workers will often receive other payments, the most common examples are;

- Over time pay
- Shift pay
- Merit or length of service addition,
- Cost of living allowance
- Policy allowances.

In all failure to satisfy the workers with payment ,may lead to low quality work in the organization.

The study was to establish whether pay structure within the organization can lead to low quality work in the organization.

2.3 NON FUNCTIONAL TRADE UNIONS OR ABSENCE OF TRADE UNIONS.

H.T GRAHAM AND ROGGER BENNETTA, CHAPTER THREE, PAGE265(1998), Human Resource Management stated that “A trade union is an association of workers formed to protect their interest in employment situations. Unions have very specific objectives.

They seek better wages and working conditions for their members, greater job security and improved welfare benefits. Hence unions wish to negotiate with management on many issues and may also have wider social aims: higher social security provisions, employment protection legislation, more employee participation in management and so on.

Therefore ,lack of trade unions or non-functional trade unions may lead to the low quality work in the organizations because of the functions performed by the trade unions as explained above.

2.2 JOB DESCRIPTION

SHAUN TYSON AND ALFRED, Personnel Management, Chapter four, Page 152(1996); Job descriptions are derived from job analysis and they provide basic information about the job.

Job description can be analyzed under the following;

- Job title
- Reporting relations
- Overall purpose of the job
- Principle accountabilities
- Main tasks and duties.

Job description can be used for;

- Location of the place of the job in the organization and to clarify for job holders and other contribution to the job makers to achieve organizational objectives
- Provide information required to produce personnel specifications for recruitment and to inform applicants about the job.
- Job description can be the basis for the contract of the employment.
- It provides the framework for setting objectives for performance management.

Job description should not be so much detailed. What it needs to be classified is the contribution job holders are expected to make, the expected level of achievement or performance, main task activities, duties and positions in the organization (reporting relations).

There are two important factors one has to put in mind for job description. One of the items is flexibility. It relates to operational, flexibility and multi-skilling which can be used in the present day performance. It's therefore necessary to build flexibility into job description, also have to cater for team effort by spelling out team oriented results.

Therefore, job description which is not clear to the employees may lead to low quality work in the organization. The employee has the right to know what he is supposed to be under job description.

CHAPTER THREE

METHODOLOGY / PROJECT DESIGN

3.0 INTRODUCTION

In this chapter, the researcher attempts to have a background against which findings of the study can be assessed regarding its validity and reliability.

This chapter deals with methods employed during data collection, procedure, design and analysis. Both descriptive and analytical type was used. This chapter outlines selection of subjects, that is, research design, instruments used, study procedures and methods used in data analysis.

3.1 AREA AND SCOPE OF STUDY

“PRIDE” AFRICA, PROMOTION OF RURAL INITIATIVE AND DEVELOPMENT ENTERPRISE, “PRIDE” KABALAGALA BRANCH, is the area of study located along Tankhill Road, Makindye Division in Kampala District and the research is to be carried out among two categories of workers, the Human Resources Manager and lower cadre workers.

3.2 RESEARCH DESIGN

The study which was intended to establish the causes of low quality work in the organization was carried out in “PRIDE” Africa, Kabalagala Branch. The researcher used tables and graphs as data presentation. Various employees of the organization of “PRIDE” were also selected to respond to the hypotheses.

Thus due to the nature of the study, descriptive and exploratory research design based on result from questionnaires and interviews about the low quality working the organization, “ PRIDE”AFRICA Kabalagala Branch is of interest for an appropriate study which helps the researcher in continued analysis of data.

3.3 PROCEDURE USED

During the study, the order given below was followed;

- The searcher presented an introduction letter obtained fro the university and identity card to introduce himself to the Human Resources Manager of the organization.
- The researcher visited the organizations headquarters and was permitted to carry out research work in the organization

- Through the organizations personnel manager, questionnaires were presented to him and the employees at the lower level.
- Even oral interviews were administered during the study, to both the personnel managers and the selected employees.
- Printed questionnaires were administered to respondents who were able to read and write and those ones who were unable to read and write, a structured interview was conducted.

3.4 SOURCES AND DATA COLLECTION

1. The sources of data for the study is of two kinds; primary and secondary sources.

a) Primary sources include obtaining data at the primary level

from the Human Resource Management and members of the work force.

b) Secondary data will be got by reviewing related literature on Micro institutions and banking management from various sources as: -

- Kampala international University library
- Uganda investment authority (UIA)
- Private sector foundation (PSF)

- Uganda micro finance institutions association (UMFIA)
- Other related businesses

2. Collection methods:

The researcher chose data collection methods that yield as much responses and as little inconvenience to the respondents as possible. The collection methods are;

- a) Questionnaires: this seems to be the best method of data Collection as far as the study is concerned.
- b) Interviews and self administered questionnaires: these are where the researcher considers it necessary to improve on the response rate.

The researcher will used an introductory letter to the Human Resource manager who helped him make a sampling frame and the appointments which were made with selected respondents.

Only two methods were used for data collection; structured questionnaires and interviews.

3.4.1 QUESTIONNAIRE METHOD

The research was guided by questionnaires which were sent to the personnel manager and the employees at the lower level most especially to those who knew how to read and write. The method was used to find out information about the following:

- (i) Whether lack of employee training and development can lead to low quality work in “PRIDE” Africa.
- (ii) Whether pay structure can lead to low quality work in the organization
- (iii) Whether No-functional trade unions can also lead to low quality work in the organization.
- (iv) Whether job description which is not clear can lead to low quality work in the organization.

3.4.1 CONTROL OF INTERVIEWING VARIABLES

Some interviewing variables were controlled as follows:

- (i) The study was carried out mostly during free hours when respondents were not doing any work i.e. during lunch hours.

3.5 ORAL INTERVIEW METHOD

This method was done most especially to those employees who were illiterate i.e. the lower level employees to respond directly to the hypothesis stated; being translated into the language they understand by the researcher.

3.6 DATA ANALYSIS

The data was continually analyzed during data collection. Categories were identified and edited with a view of checking for completeness and accuracy.

The researcher also used percentages to analyze the data from various respondents who included the personnel manager and employees. Even graphs were also applied during data analysis.

CHAPTER FOUR

PRESENTATION AND DATA FINDINGS.

4.1 INTRODUCTION

In this chapter the researcher presents data in a more organized way so that it:

Can be analyzed and give the necessary information to enable conclusion to be arrived at in chapter five. Still in this chapter, the researcher exposes the data.

Collected using the methods indicated in chapter three by editing, tabulation and analysis and testing of significance of results which was employed.

4.2 TESTING OF HYPOTHESIS 1

Hypothesis 1 stated that lack of employees training and development do not lead to low quality work.

PRIDE AFRICA. The purpose was to gauge the cause of low quality work in PRIDE AFRICA.

Results from correspondents are presented in table below.

TABLE 1: Summary of consolidated responses from questionnaires and interviews.

	No of responses	Percentages %
Agree	6	28.3
Disagree	9	58.3
Undecided	2	13.3
Total	17	100

Source : "PRIDE AFRICA", Kabalagala Branch

From the above table, it was observed that 58% of the respondents were against hypothesis i.e. they did not agree the hypothesis. While 28% respondents agree with hypothesis or supported the hypothesis and 13% were undecided.

Therefore to the results as in the table 1 above, about the testing the hypothesis1, it implies that there was negative relationship the stated hypothesis and respondents.

4.3 TESTING HYPOTHESIS II

Hypothesis ii stated that unfair pay structure as the way of motivation do not lead to low quality work in the organization “PRIDE AFRICA.” This hypothesis was investigated by use of the questionnaires which were sent directly to the workers and personnel manager. The results from the consolidated responses from questionnaire.

TABLE 2: Summary of consolidated responses from questionnaire.

	No of responses	Percentages %
Agree	2	11
Disagree	15	89
Undecided	----	0
Total	17	100

Source : “PRIDE AFRICA”, Kabalagala Branch

From the above table, it was observed that 89% of the respondents were against the hypothesis as it was stated. And 11% of the respondents supported the hypothesis while 0% was undecided.

4.4 TESTING OF HYPOTHESIS III

Hypothesis iii stated that non- functional trade unions do not lead to low quality work in the organization in “PRIDE AFRICA”. This hypothesis was investigated by use of the questionnaire which were sent directly to the personnel manager as well as the selected workers. The results from the respondents are represented in the table below:

TABLE 3: The table showing a summary of consolidated responses for questionnaire and interviews of the hypothesis iii

	No of responses	Percentages %
Agree	15	79.2
Disagree	1	10.4
Undecided	1	10.4
Total	17	100

Source : “PRIDE AFRICA”, Kabalagala Branch

From the above table, it was observed that 79% supported hypothesis. while 10% were against the stated and 10% were undecided i.e. they have no opinion

4.5 TESTING OF HYPOTHESIS IV

Hypothesis iv stated that job description which is not clear do not lead to low quality work in the organization “PRIDE AFRICA Kabalagala Branch”. This hypothesis was investigated by the use of the questionnaires which were sent directly to the manager and the

workers of “PRIDE AFRICA Kabalagala Branch”. The results from the respondents were presented in the table below.

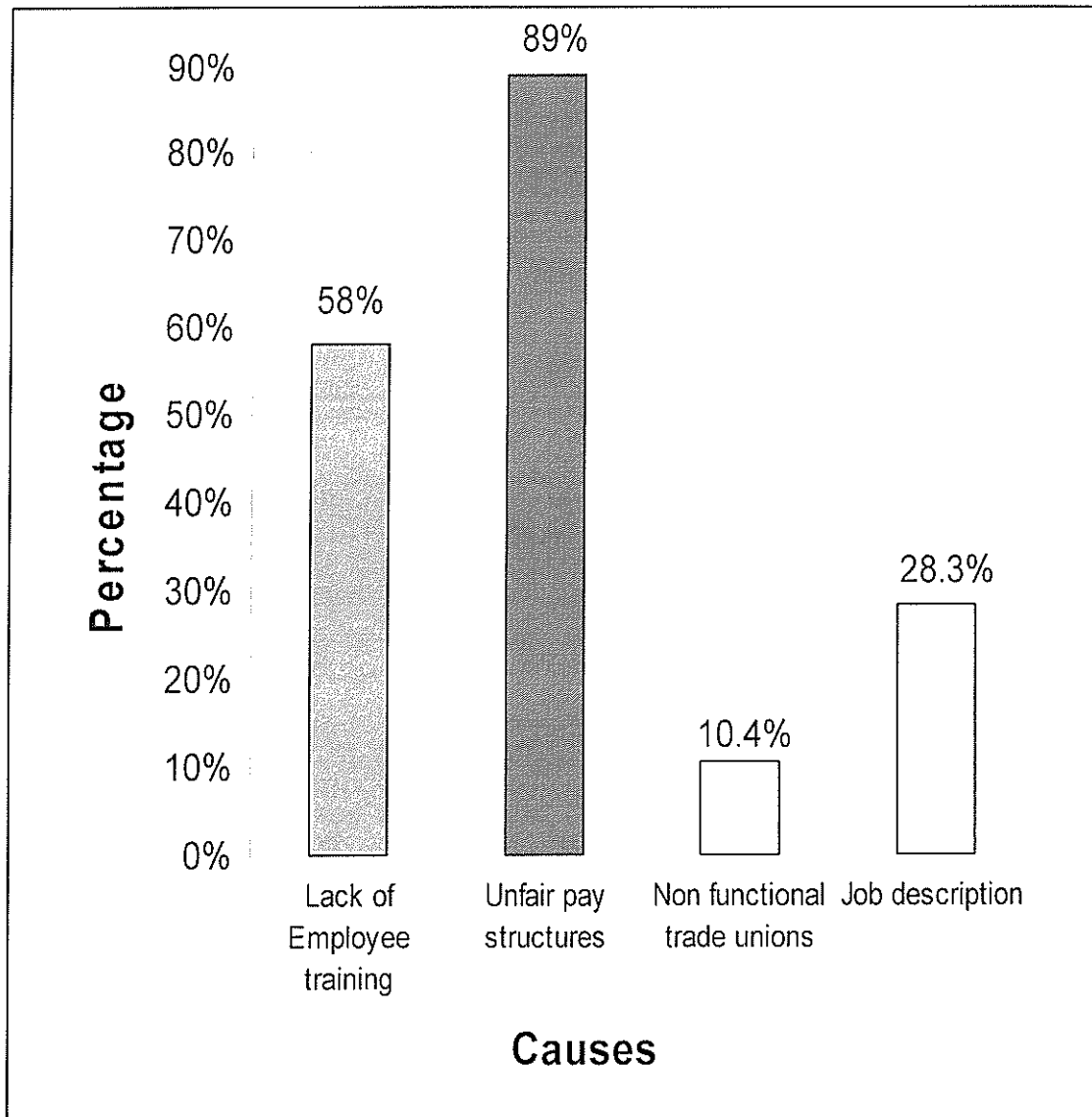
TABLE 4: Summary of consolidated responses from the questionnaire and interview for testing hypothesis iv.

	No of responses	Percentages %
Agree	10	58.3
Disagree	5	28.3
Undecided	2	13.3
Total	17	100

Source : “PRIDE AFRICA”, Kabalagala Branch

From the above table, it was observed that 58% of the respondents supported the hypothesis and 28% of the respondents were against the hypothesis while 13% were undecided.

**A BAR GRAPH SHOWING THE CAUSES OF LOW QUALITY
WORK IN PRIDE AFRICA KABALAGALA BRANCH WITH THEIR
PERCENTAGES**



CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS.

5.1 INTRODUCTION.

The project was intended to investigate the causes of low quality work in **PRIDE AFRICA KABALAGALA BRANCH**

In effort to establish the causes of the researcher came up with some hypotheses which were tested to prove or disprove the validity.

5.2 CONCLUSION

In this section the researcher gives the summary of findings and contained in chapter on the causes of low quality work in **PRIDE AFRICA KABALAGALA BRANCH.**

5.2.1 HYPOTHESIS 1

It stated that lack of employees training and development does not lead to low quality work in **PRIDE AFRICA KABALAGALA BRANCH.**

This hypothesis was investigated by analysis of responses from respondents by use of questionnaires and interviews.

The result revealed that 58% of the respondents disagreed with the hypothesis that lack of employees training led to low quality work in PRIDE AFRICA KABALAGALA BRANCH. Therefore, the result was not in conformity with hypothesis stated previously. Further more, respondents from the organization confirmed that lack of training to employees and development led to low quality work PRIDE AFRICA KABALAGALA BRANCH.

5.2.2 HYPOTHESIS II

Stated that unfair pay structure as the way of motivation does not lead to low quality work in the organization “PRIDE AFRICA KABALAGHALA BRANCH.” From the organization carried out, it is not true that unfair pay structure do not lead to low quality work in PRIDE. From table, it is clearly seen that 89% disagreed with the hypothesis by saying that unfair pay structure led to low quality work in PRIDE AFRICA KABALAGALA BRANCH. Hence not confirming with stated hypothesis above.

5.2.3 HYPOTHESIS III

Stated non-functional trade unions do not lead to low quality in PRIDE AFRICA KABALAGALA BRANCH.

From, the investigation carried out, it's true that non-functional trade unions do not lead to low quality work in PRIDE AFRICA.

From the table iii, it is clearly seen that 79% of the respondents agreed with stated hypothesis hence confirming the hypothesis stated above.

5.3 RECOMMENDATIONS

In light with the above findings and conclusions, the researcher came up with the following recommendations.

1. From the result of the study, it was found out that the causes of low quality work in the organization are related to several factors most of them being lack of training in the organization. The organization should rectify this problem.
2. There should be high participation by the organization officials to introduce the programme training the employees for the better performance at work.
3. From the results of the study, it was found out that unfair pay structure also contributed to the causes of low quality work in the organization PRIDE AFRICA. Therefore the organization should provide a fair pay structure to the workers so as to improve on the performance at work..

The organization should provide the workers with the following benefits

- (i) Wages
- (ii) Salaries
- (iii) Rewards
- (iv) Overtime payments
- (v) Allowances

By providing all the above payments to the employees, the organization will come up with the solution to solve the problem of unfair pay structure which acted as one of the causes of low quality work in PRIDE AFRICA.

SUGGESTIONS ON THIS STUDY

The researcher put up personal suggestions that can help the organization achieve her objectives through increased high quality work and performance. This include the following:

1. This work may be used as a basis by other researchers with interest in the same or related area. Thus management should encourage for more research for the organization to get more information about the different department of the organization so that management can devise corrective measures before the problems get out of hand.

2. Performance appraisal; should be one of the tools management should apply as an impetus to increase performance. This can be routine or periodical and should be intended to induce positive result.
3. Increased motivation; this should be done to improve on the morale of workers from the lowest cadres to upper level management. This not only induces increased performance at work but also increases on the output. Its proper administration can yield massive result.
4. Higher degree of independence for workers. Since tight and close supervisions was evident in some cases, sometimes leading to working for the seek of it or to impress the supervisor, increased degree of independence should be granted to middle level workers for it improves the workers confidence and abilities to perform consequently improving on the quality of work in the organization.

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APPENDIX I

**KAMPALA INTERNATIONAL UNIVERSITY
P.O.BOX 20000 KAMPALA.**

REF: QUESTIONNAIRE FOR DATA COLLECTION

Dear Respondent,

The questionnaire is designed to obtain the relevant information for the purpose of investigating the causes of low quality work in the organization “PRIDE”ARICA KABALAGALA BRANCH. You are therefore requested kindly to answer the questions available. All the information provided here will be used for academic purpose and therefore confidential.

DDUMBA ARAFAT YASSER

Instructions

You are required to tick () the most correct response

1. Name.....

2. Sex: Male [] Female []

3. Education

Below P.7 [] Secondary [] Graduate []

4. Age;

Below 20 years [] above 20 years [] below 61
[]

5. Nationality

Ugandan [] Foreigner []

6. Does the organization carry out training to the employees?

Yes [] No []

If No, can it affect the performance of the organization?

Yes [] No []

If yes, has the organization benefited from it?

Yes [] No []

7. Have the employees formed trade unions

Yes [] No []

If No, can it affect the organization?

Yes [] No []

If yes, has the organization benefited from the formation for the trade unions?

Yes [] No []

8. Does job description very clear to the employees?

Yes [] No []

If Yes, does the organization benefit from it?

Yes [] No []

9. Does the pay structure very clear to the employees?

Yes [] No []

If No, can it affect the performance of the organization?

Yes [] No []

If Yes, has the organization benefited from it?