

**STAFF DEVELOPMENT AND PERFORMANCE OF NON-GOVERNMENT  
ORGANISATIONS IN KAMPALA  
DISTRICT, UGANDA**

**BY**

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## **APPROVAL**

This thesis report has been done under my supervision and submitted with my approval

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## **LIST OF ACRONYMS**

AIDS	Acquired Immune Deficiency Syndrome
HIV	Human Immune Virus
HRD	Human Resource Development
HRM	Human Resource Management
IBFAN	The International Baby Food Action Network
INGO	International Non Governmental Organizations
NGO	Non Governmental Organizations
SPSS	Simple Package for social sciences

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## **ABSTRACT**

This study established the effect of staff development programmes on performance of Non-Government Organisations in Uganda and especially Kampala District, three specific objectives guided this study and these were i) examining staff development programmes in NGOs in Kampala district, Uganda; ii) assessing the performance of NGOs in Kampala district Uganda, and (iii) establishing the effect of staff development on performance of NGOs in Uganda. This research used a descriptive correlation design to describe the relationship between staff development and performance of NGOs. The study used a population of 148 and a sample size of 108. Questionnaires were used for reaching respondents who were randomly selected to be part of the study and the data collected was organized and analyzed to generate information which came from the research. The findings revealed the following: staff development was rated satisfactory, hence indicating that the employees in the selected NGOs in Kampala district, Uganda are effectively trained, empowered and have a right to participate on issues concerning the Organisation, the performance of NGOs was rated satisfactory, hence indicating that the selected NGOs in Kampala district always perform their duties through implementing programmes effectively, acquiring quality outcomes and accomplishing of projects the way required by their funders, the findings indicated a positive and significant relationship between staff development and staff performance of NGOs in Kampala district, Uganda, and hence implying that improvement in staff development activities increases the level of performance of NGOs in Kampala district, Uganda. The researcher concluded that; employees in the selected NGOs in Kampala district, Uganda are effectively trained, empowered and have a right to participate on issues concerning the Organisation, the selected NGOs in Kampala district always perform their duties through implementing programmes effectively, acquiring quality outcomes and accomplishing of projects the way required by their funders, and lastly improvement in staff development programmes, also increases the performance of NGOs in Kampala district, Uganda, and among all the aspects of staff development, training accounted for the biggest influence on performance of NGOs.



## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.0 Background of the study**

This chapter covers the background of the study, statement of the problem, purpose of the study, objectives, scope of the study, significance of the study and definition of key terms. The following section consisted of the historical perspective, theoretical perspective, conceptual perspective and contextual perspective.

##### **1.1.1 Historical perspective**

According to Johanna, (2011), international non-governmental organizations have a history dating back to at least the late eighteenth century. It has been estimated that by 1914, there were 1083 NGOs. International NGOs were important in the anti-slavery movement and the movement for women's suffrage, and reached a peak at the time of the World Disarmament Conference. However, the phrase "non-governmental organization" only came into popular use with the establishment of the United Nations Organization in 1945 with provisions in Article 71 of Chapter 10 of the United Nations Charter for a consultative role for organizations which are neither governments nor member states see Consultative Status. The definition of "international NGO" (INGO) is first given in resolution 288 (X) of ECOSOC on February 27, 1950: it is defined as "any international organization that is not founded by an international treaty". The vital role of NGOs and other "major groups" in sustainable development was recognized in Chapter 27 of Agenda 21, leading to intense arrangements for a consultative relationship between the United Nations and non-governmental organizations. It has been observed that the number of INGO founded or dissolved matches the general "state of the world", rising in periods of growth and declining in periods of crisis (Graham, 2010).

In Uganda, the growth of the NGOs sector goes back to the 1970s and 1980s, when many NGOs came in to fill the gap left by the collapse of government. The movement was first initiated by faith-based organizations, principally large established churches. This movement was subsequently reinforced by international NGOs, before being relayed by governmental donors and, more recently, by the Ugandan government itself. The Ugandan government is now considering relying more heavily on the NGO sector for a variety of welfare and development objectives. In particular, it is considering subcontracting the delivery of certain services to NGOs which would receive public funding to accomplish their task. NGOs have been in Uganda for a long time now, and do staff development activities annually depending on the work plan of the year. For the International Baby Food Action Network as one of the NGOs is registered in different countries such as Kenya, South Africa and in Uganda it had its registration as a Non-Government Organization in 2006, since then it is employing staff in the programs and developing them accordingly to do its operational activities in the different parts of the country (The constitution of the “The International Baby food Action network, Uganda”, 2006).

### **1.1.2 Theoretical perspective**

The study was guided by Edwin (1968) employee development theory which states that an employee can perform his /her work through expected organization goals. Edwin Locke noted that employee development has been found to inspire individuals and is a critical key to self-management. In many cases, employee development creates an alternative purpose for work and provides the challenge that enables individuals to overcome even the most physically exhausting tasks. He further argued that performance evaluations serve as a vital component, one that is of interest to both the organization and the employee. From the organizational perspective, sound performance developments can ensure that the correct work is being done and assists in meeting departmental goals. In a simplistic rendition, each employee’s work should support the activities of his or her boss” performance objectives. Ultimately, Edwin

(1968) theory of goal setting proposes that works are measured by establishing specific, measurable, achievable, realistic and time-targeted objectives.

The theory indicates how the employee accepts a hard task, he or she will exert a high level of effort until it is achieved, lowered, or abandoned. People will do better when they get feedback on how well they are progressing toward their goals and identification of discrepancies between what they have done and what they want to do; that is, feedback acts to guide behavior, the quality of a workers performance as noted by Wellard (2009). To them any development should not be viewed as an end in itself, but rather as an important process within a broader performance management system that links organizational objectives, professional development and rewards, relationship, efficiency, high moral to perform, and personal development. Properly operating performance development systems provide a clear communication of worker goals. This theory therefore helps in identifying the different staff development programs in our NGOs in Uganda, specifically in Kampala district.

### **1.1.3 Conceptual Perspective**

Staff development is one of the most important functions of human resource Management. Staff development means to develop the abilities of an individual staff and organization as a whole; hence staff development consists of the individual staff and overall growth of the organization, organization would be more flourished and the staff performance would increase (Champathes, 2006). According to Mwita (2007) staff development is a process, which involves a wide range of situational training forms and includes appraisal of existing organizational practices for employees. Staff development quite often works as a ladder for promotion of employees to higher positions in the organization. It helps the employees to achieve satisfaction and gives confidence, security, and self-actualization to the workers. It was conceptualized that when staff members attend staff development programmes, they acquire more knowledge and skills that latter improve on their daily performance and especially the way they attend to the work needs. The purpose of staff development is to enable the

employees get acquainted with their present or prospective jobs and also increase their knowledge and skills; this is not limited to NGOs but the whole work sector. Training makes new employees more productive and efficient and makes old employees familiar with new methods and techniques by refreshing their knowledge as long as the organization or institution still remains in business. Thus staff development is not a one stop process but an ongoing or continuous process in the life of an Organisation especially in Non Government Organisations as they are targeted based. According to Johanna (2011) staff development is the process of creating a work environment or setting in which people are enabled to perform to the best of their abilities.

According to George (2004), Organizational performance is described as an organization's ability to acquire and utilize its scarce resources and valuables as expeditiously as possible in the pursuit of its operations goals (Yaqoob, 2009). Organisations that want to better engage and retain employees must shift their thinking because the standard performance review process has been proven ineffective. Instead, a process that provides continuous feedback to employees, separates compensation from performance and supports individual career development is a change that works. And it encourages your workforce to take a more active role in their performance and development.

Organizations need highly performing individuals in order to meet their goals, to deliver the products and services they specialized in, and finally to achieve competitive advantage. Performance is also important for the individual. Accomplishing tasks and performing at a high level can be a source of satisfaction, with feelings of mastery and pride. Low performance and not achieving the goals might be experienced as dissatisfying or even as a personal failure. Moreover, performance if it is recognized by others within the organization is often rewarded by financial and other benefits. Performance is a major although not the only prerequisite for future career development and success in the labor market. Although there might be exceptions, high performers get promoted more easily within an organization and generally have better career opportunities than low performers (VanScotter, Motowidlo, & Cross, 2000).

As for the researcher, I strongly agree with the theories on staff development and performance, both variables are some of the two factors that cannot work independently in a successful organization setting. The more the organization invests in the development of its staffs, the more it's also developed and hence more funding from reliable sources and the related advantages.

#### **1.1.4 Contextual perspective**

The study was conducted in two NGOs, The International Baby Food Action Network (IBFAN) Uganda and World Vision Uganda. IBFAN Uganda is a Non-Governmental Organization that is part of the International Baby Food Action Network with Head Office at Plot 17 Martyr's Way Road, Ntinda. P. O. Box 27694, Kampala, Uganda. Founded on 8th August 2006, IBFAN (U) is a nationwide network of organizations and individuals, who actively promote, protect and support appropriate feeding and health care practices of women and their children. IBFAN (U) operates within the framework of the Global Strategy for Infant and Young Child Feeding. It works in the area of Nutrition, HIV/AIDS, Child and Reproductive Health as well as Health Promotion and Education.

On the other hand, World Vision is a Christian relief, development and advocacy Nongovernmental organization dedicated to working with children, families and communities to overcome poverty and injustice. Motivated by our Christian faith, World Vision serves all people, regardless of their religion, ethnicity or gender, located in Plot 15B, Nakasero, Road Kampala Uganda, According to IBFAN Uganda operations manual for 2013, IBFAN Uganda has about 50 contract staff; it also has 300 volunteer members. World Vision on the other hand has over 300 staff located in different parts of the country with Kampala office having about 30 staff members and volunteer staff. Out of these, an average of 67% of staffs in IBFAN-Uganda and 52 % of staffs in World Vision in Kampala Uganda were performing poorly due to limited skills, employees were not well trained and their outputs have been low, the extent to which the promotion, transfer, training and job re-categorization are placed was also poor which led to poor performance. Staff development in IBFAN-Uganda and World

Vision Uganda in Kampala was still poor which did not allow these NGOs to ensure skilled, committed and well-motivated workforce and these two NGOs were chosen as a sample for Kampala District to find out whether the assumption was true. (Report by; the human resource department of Uganda National NGO forum 2013/2014).

## **1.2 Statement of the problem**

According to the Annual report of the Uganda National NGO (2013) forum it was indicated that majority of NGOs in Uganda had not performed according to their expectations, this had been caused by failure to apply enough staff development programs such as staff training, coaching, staff participation and empowerment and this has decreased employee work performance. Some of the major reasons why NGOs are not doing the development work is because of Cost, development activities take time and resources, in most NGOs the systems for development are typically owned by HR, issue of poorly defines goals, issue of results for development not being directly measured, among others. Training, which is essential for management as well as staff, typically consists of several classes onsite or at a different location during orientation. Some NGOs consider in-depth training an unnecessary expense and expect new employees to learn on the job from supervisors and older employees. However, this type of training is often inadequate and creates problems for the business. It is against this background that the researcher was inspired to carry out a study with the aim of establishing the perception of employees on the effect of staff development on performance using the two NGOs in Kampala.

## **1.3 Purpose of the study**

The purpose of this study was to establish the effect of staff development programmes on the performance of Non-Government Organisations in Uganda and especially in Kampala District.

Research Objectives

This study objected to the following:

To examine staff development programmes in NGOs in Kampala district, Uganda.

To assess the performance of NGOs in Kampala district Uganda.

To establish the effect of staff development on performance of NGOs in Uganda.

### **1.5 Research questions**

1. What are the staff development programmes in NGOs in Kampala district, Uganda?
2. What is the perception of employees on the performance of NGOs in Kampala district Uganda?
3. What is the effect of staff development on performance of NGOs in Kampala district, Uganda?

### **1.7 Scope**

#### **1.7.1 Geographical scope**

The research was carried out from two selected Non-Government Organisations (IBFAN Uganda and World Vision-Uganda) which operate in Kampala district, Uganda. The study looked to see in details how these two NGOs conduct their staff development programs in Kampala District. The two NGOs were used because the researcher needed to get the concepts from different organizations and second the two had experience in performing staff development activities for long following the period they had stayed in service and thirdly the number of staffs available for each of them in Kampala were not enough for the research population.

#### **1.7.2 Content scope**

In terms of content, staff development was measured mainly in terms of staff training, promotion, and job re-categorization in these two Organisations. The study also

focused on assessing the perception of employees on the effect of staff training practices, examine the effect of employee relationship development and to establish employees' perception on how staff development programmes can be enhanced to generate a significant positive responsiveness to their work performance especially those in the Non-Government Organizations.

### **1.7.2 Time scope**

The study therefore looked at the period in the last five years of operation of the Organisations. That is since 2010 to the end of 2014 as the latest date of operation before the research. The study took a period of twelve months from October 2014 and completed in October 2015.

### **1.8 Significance of the study**

The study had the following significances to the Organisations and other beneficiaries like other Non government Organisations that may have access to the report.

- The significance of the study was the provision of knowledge and skills to me a researcher and gained skills of doing research and came to know the relationship between variables which was under study
- Others researchers and scholars will also use the study as literature review to investigate other parameters within the same or similar organization.
- The study will help the general public to know how the organization relates with its employees in order to improve their performance.
- The study was intended to help the organization understudy to improve performance through good employee relationship.

### **1.9 Operation definitions of Key Terms**

#### **Staff Development**



Staff development or Human Resource Development (HRD) is the frameworks for helping employees develop their personal and organizational skills, knowledge, and abilities. Human Resource Development includes such opportunities as employee training, employee career development, performance management and development, coaching, mentoring, succession planning, key employee identification, tuition assistance, and organization development.

#### Non-Government Organisations

A non-governmental organization (NGO) is any non-profit, voluntary citizens' group which is organized on a local, national or international level. Task-oriented and driven by people with a common interest, NGOs perform a variety of services and humanitarian functions, bring citizen concerns to Governments, advocate and monitor policies and encourage political participation through provision of information. Some are organized around specific issues, such as human rights, environment or health. They provide analysis and expertise, serve as early warning mechanisms and help monitor and implement international agreements. Their relationship with offices and agencies of the United Nations system differs depending on their goals, their venue and the mandate of a particular institution.

#### **Performance**

Performance management is the process of creating a work environment or setting in which people are enabled to perform to the best of their abilities. It ends when an employee leaves your organization.

### **1.9 Organization of the dissertation**

The dissertation was organized as follows: In chapter one it presents the background information, statement of the problem, purpose of the study, research objectives, research questions, research hypothesis, scope, significance of the study and operation definitions of key terms. Specifically, Chapter two covers review of related literature, theoretical review and the conceptual framework. Chapter three discusses the

methodology in detail, including research design, research population, sample size, sampling techniques, data collection methods, validity and reliability of research instrument, data gathering procedure, data analysis, study limitations and ethical considerations. In Chapter four of the dissertation there is the presentation, analysis and interpretation of results. Chapter five describes the discussions, conclusions and the recommendations.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

This chapter looked at the theoretical review, the conceptual frame work of the study and the related literature as per the objectives. The purpose of the review was to see how earlier researchers reviewed the same problem, to identify the strengths and weaknesses within the literature.

#### **2.1 Theoretical Review**

The study was based on Edwin's (1968) employee development theory which states that an employee can perform his /her work through expected organization goals. Edwin Locke noted that employee development has been found to inspire individuals and is a critical key to self-management, in many cases; employee development creates an alternative purpose for work and provides the challenge that enables individuals to overcome even the most physically exhausting tasks. Yaqoob, (2009) further argued that goals indicate and give better task performance direction to an employee about what needs to be done and how much efforts are required to be put in. This gives an individual a feeling of pride and triumph when he attains and sets him up for attainment of next goal. Better and appropriate feedback of results directs the employee behavior and contributes to higher performance than absence of feedback. It helps employees to work with more involvement and leads to greater job satisfaction which in the end inspires them to perform harder in their jobs.

The goals of an individual may come into direct conflict with the employing organization. Without aligning goals between the organization and the individual, performance may suffer, for complex tasks; employee development may actually impair performance. In these situations, an individual may become preoccupied with meeting the goals, rather than performing tasks, employees are more likely to "buy into" a goal if they feel they were part of creating that goal, feedback provides

opportunities to clarify expectations, adjust goal difficulty, and gain recognition. It's important to provide benchmark opportunities or targets, so individuals can determine for themselves how they are doing (Julie Anny, 2003).

According to Hwang (2003), training and development is the permanent change in behavior. Staff should be taught how to do a particular task, development is a long term process. Empowerment means to increase the capacity of the staff and also provide freedom of work which builds the confidence among them by letting staffs participate in organizations policies or decision making which can lead them to enhance their performance. They are able to make more smart decisions. Delegation; if managers delegate authority to the Staffs to perform a particular task, what they want can also lead to enhance performance. Staffs do those activities which they can perform more easily. This leads to the achievement organizational goals and thus enhancement organizational performance (effectiveness).

According to Samantha Evans and Dennis Tourish (2016) "Agency theory and performance appraisal": they argue that Performance appraisal interviews and other major forms of staff development remain central to how employees are scrutinised, rewarded and sometimes penalised by Managers. But they are also often castigated as ineffective, or even harmful, to both individuals and organisations. The performative nature of human resource management increasingly reflects an economic approach within which its practices are aligned with agency theory. Such theory assumes that actors are motivated mainly or only by economic self-interest. Close surveillance is required to eliminate the risk of shirking and other deviant behaviours. It is a pessimistic mind-set about people that undermines the supportive, co-operative and developmental rhetoric with which appraisal interviews are usually accompanied. Consequently, managers often practice appraisal interviews while holding onto two contradictory mindsets, a state of Orwellian Doublethink that damages individual learning and organisational performance. They encouraged researchers to adopt a more radical critique of appraisal practices that foregrounds issues of power, control and conflicted interests between actors beyond the analyses offered to date.

According to "The Bucharest University of Economic Studies" (2013) Majority of organizations are competing to survive in this volatile and fierce market environment. Motivation and performance of the employees are essential tools for the success of any

organization in the long run. On the one hand, measuring performance is critical to organization's management, as it highlights the evolution and achievement of the organization. On the other hand, there is a positive relationship between employee motivation and organizational effectiveness, reflected in numerous studies. The paper analyzed the drivers of employee motivation which includes staff development strategies to high levels of organizational performance. The literature shows that factors such as empowerment and recognition increase employee motivation. If the empowerment and recognition of employees is increased, their motivation to work will also improve, as well as their accomplishments and the organizational performance. Nevertheless, employee dissatisfactions caused by monotonous jobs and pressure from clients, might weaken the organizational performance. Therefore, jobs absenteeism rates may increase and employees might leave the organization to joint competitors that offer better work conditions and higher incentives. Not all individuals are the same, so each one should be motivated using different strategies. For example, one employee may be motivated by higher commission, while another might be motivated by job satisfaction or a better work environment.

The research strongly agrees with the scholars. Although staff development and performance are not the only factors to base organization development, but they make the biggest contribution because organizations achieve their productivity through the good employees they developed.

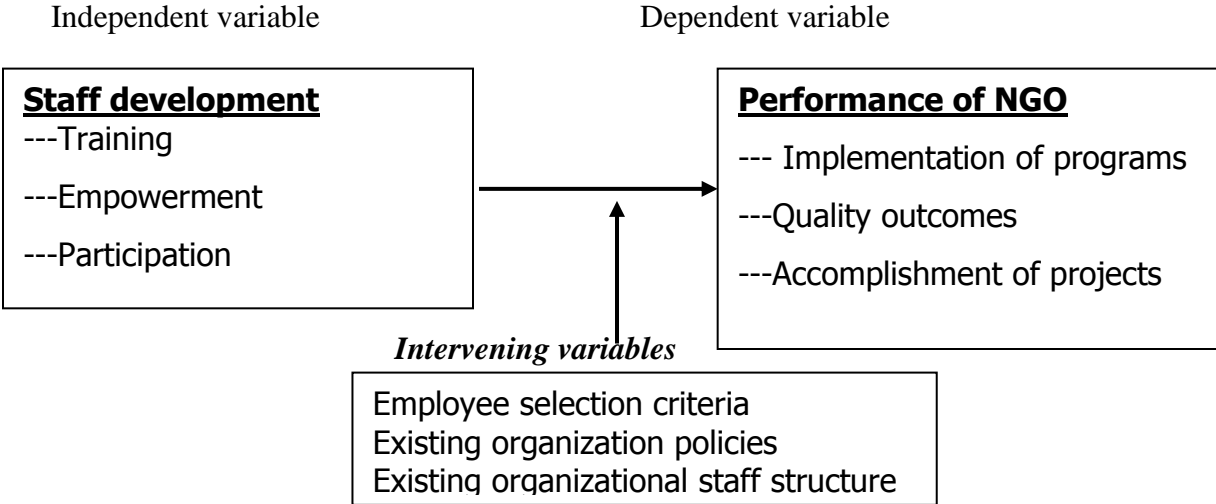
## **2.2 Conceptual framework**

The study was based on the conception that staff development programmes have a significant importance to employee responsiveness to performance. Equally, however, it is conceived that there are other factors other than staff development that can affect staff performance irrespective of the existence of staff development programmes like trainings. Staff can still under perform despite the effort of the Organisation to train them or develop them in any other way. The researcher therefore looked to see the reality in this.

Staff development can be achieved through several ways such as conferences, workshops, seminars, training most especially and skill learning. If this process is not

constrained, it is proved to be a positive response to performance. So the researcher pursued to see how NGOs put this in action here in Kampala district and this was done a lot by looking at things like the different training programmes that the organizations have and the progress they made in the last five years. The researcher strongly agrees.

Figure 1: Conceptual Framework



*Source:* Developed by the researcher basing on Locke’s (1968) employee development theory

**2.3 REVIEW OF RELATED LITERATURE**  
**Staff Development and performance of NGO;**

**.3.1 Introduction**

In this section, an attempt was made to review the existing literature related to staff development. According to the major themes of the study, staff development practices, ways of enhancing staff development, and the relationship between staff development and employee performance in workplace is not parallel. Relevant materials drawn from different sources for the researcher believed that any literatures relevant to the study irrespective of the place or time are substantial to form a basis for this study. An attempt was made to bridge the research gap between the past and the present situation, for time can greatly influence occurrences. However, before a review of the

relevant literature, a conceptual framework has been given to provide an insight to the literature reviewed.

### **2.3.2 Staff development in Organizations**

According to Becker (2004), staff development involves the development of high performance work systems which enhance performance incentives, compensation systems, management development and training activities as per the organization's policy.

Whereas Champathes (2006) argued that a good staff development programme enhances motivation by introducing policies and processes which ensure that people are valued and rewarded for what they do and achieve, with regard to level of skill and competence. It creates a climate which is productive and harmonious relationships through partnership between management and employees to enhance teamwork. To ensure recognition of employees and values them as stake holders in the organization which helps to develop a climate of cooperation and mutual trust (Magni 2006).

Staff development helps in managing a diverse workforce, taking into account individual and group-differences in employment needs, work style and aspirations. It also ensures that equal opportunities are available to all and that unethical approach to fairness and transparency is eliminated from the Organisation. If all these aspects are contained in a staff development programme, they enhance growth and productivity of the organization because efficiency and effectiveness of staff development practices directly affect the productivity of the organization (Yaqoob, 2009).

According to Becker (2004), limited staff development programmes has resulted into poor performance work systems hence denying staff incentives, compensation systems, management development and training activities as per the organization's policy.

On the researcher's view; As compared to financial resources, human resources have the capability to create competitive advantage for their organizations. Generally

speaking, employee performance depends on a large number of factors, such as motivation, appraisals, job satisfaction, training and development and so on.

### **Training staffs and Organisation performance**

According to Field (2009), he noted that training or mentoring enables Staffs to see the alternative behaviors to what they are now doing. The feedback that is the essential part of coaching, along with goal setting, gives staffs something concrete to be committed to and provides a road map by which they can guide their behavior. Coaching does not take the place of progressive discipline and performance appraisal, because organizations still need to protect themselves from unwarranted liability (Magni, 2006). Instead, coaching is a prelude to progressive discipline; when coaching is done properly it obviates the necessity for discipline. Think of how an athletic coach functions of observing behavior, providing feedback, and encouraging players to their best efforts. Managers who wait until formal performance review time to discuss behavior and performance are missing valuable opportunities to improve good or bad performance, to stimulate workers, to challenge, and to motivate (Field, 2009).

### **Staff training and Organisation performance**

Staff training is a planned effort by a company to facilitate Staffs' learning of job-related competencies; these competencies include knowledge, skills, or behaviors that are critical for successful job performance. The goal of training is for Staffs to master the knowledge, skill, and behaviors emphasized in training programs and to apply them to their day-to-day activities (Abbas, 2009). For a company to gain a competitive advantage, its training has to involve more than just basic skill development. That is, to use training to gain a competitive advantage, a company should view training broadly as a way to create intellectual capital. Intellectual capital includes basic skills (skills needed to perform one's job), advanced skills (such as how to use technology to share information with other Staffs), an understanding of the customer or manufacturing system, and self-motivated creativity (Yaqoob, 2009).



Training and development is a permanent change in behavior. Staffs are taught how to do a particular task, development is a long term process (Leibowitz, 2005). Empowerment means to increase the capacity of the staff and also provide freedom of work which builds the confidence among the staffs by letting them participate in Organizations policies or decision making, which can lead the staff to enhance their performance. They can then be able to make more smart decisions. If managers delegate authority to the Staffs to perform the task, what they want can also lead to enhance performance. Staffs were able to do those activities which they can perform more easily. This leads to achieve organizational goals and thus enhance organizational performance (effectiveness) (Drysdale, 2009).

However some trainings are project related so knowledge gained maybe for performing well in a particular project activity and in future projects. Organisations should focus more on having staff training plans as part of their annual mandates.

### **Staff empowerment and Organisation performance**

Staff empowerment is the process of shifting authority and responsibility to staffs at lower level in the Organizational hierarchy. It is a transfer of power from the managers to their subordinates. It occurs when a person works for some years he develops a thorough idea, knowledge, skill, ability over the job and gets everything into his grip. If such person is given overall charge of the work he does, with adequate authority and responsibility he can take decision on his own and can effectively and efficiently accomplish the job (Collins, 2004).

Most human beings have expectations that they should have power, authority, recognition, status, responsibility; and when they get all these, they exert drives to utilize their full potential, energy, abilities and competences in an attempt to excel their performance. Empowerment programme is designed to delegate power, authority by managers to their subordinates and share responsibility with them. All this enhances status, recognition of empowered staffs. Such Staff prepare their mindset to perform, to win and to strive their best to go ahead to achieve individual goals, team

goals and organizational goals (Holton, 2004). The research strongly agrees with the scholars on this sub theme.

### **Employee participation and Organisation performance**

Employee participation can be seen as an umbrella title under which can be found a wide range of practices, potentially serving different interests, any exploration of ‘employee participation’ has therefore to encompass terms as wide-ranging as industrial democracy, co-operatives, employee share schemes, employee involvement, human resource management (HRM) and high-commitment work practices, collective bargaining, employee empowerment, team working and partnership to capture the full picture of participation (David, 2009). Work-related participation comes in a number of forms: individual or collective, and direct (i.e. face-to-face) or indirect (i.e. via a representative) participation. These can be grouped into two main types of work-related participation: traditional collective participation, which aims for a more equitable distribution of power throughout the Organisation, and ‘new’ forms of participation, which are more direct and individualised and have tended to grow out of management strategies, such as HRM, aimed to secure employee commitment to Organisational objectives through sophisticated communication procedures and individualised reward and developmental initiatives such as performance appraisal linked to performance-related pay. Possibly the most clear-cut example of traditional collective participation is the co- operative, where participation includes both ownership and control elements (Paul, 2009).

According to Mwita (2007) staff development helps to improve the utilization of human resources by helping the management forecast the recruitment needs in terms of both numbers as well as types of skills required and develop ways to avoid or correct problems before they become serious and disrupt operations.

George (2004) contends that job description and efficiency at work increases achievement in terms of a common aim which tends to build a sense of group identity. Internal communication and a developed team spirit based upon past success make a

group much more likely to do well in its task area. This incidentally provides a more satisfactory climate for the individual, hence increasing organizational standards. This study, therefore, took the urgency to establish whether the verdicts of staff development vis-à-vis better Organizational or institutional standards exist in NGOs in Uganda.

According to Kirkpatrick (2006), he puts it that man needs to be reminded and informed of the new changes taking place in his managerial position, if cohesion, effectiveness and high levels of work output are to be attained. He further observed that the state under which staff development has been considered needs concerted efforts of all the Organizational managers to discuss how best their organizational standards can be improved. The overriding issue here, therefore, is whether there has been any directed effort aimed at improving the element of staff development programmes in NGOs in Uganda (Lore, 2006).

Staff development can be important in organizations at all the organization ends and there are some clear forces of change driving this momentum, there are however a number of factors that justify why Organizations should invest in staff development and these include the fact that many enterprises are continually in some form of transformation-mergers, alliances, downsizing and rightsizing generating the need for constant attention through communication and information provision (Johanna, 2005).

As a result of competition within the service, Organizations are always in the process of renaming themselves or particular products and as a result this requires communication to all stakeholders including employees, new ways of working require organizations and staff to constantly learn new skills and sometimes these are acquired through alliances which hence mean that building a learning company should be an important future consideration (Ellingeic, 2003). Commitment to promote staff development can be an umbrella for this effort. The review of the literature indicates that there are a number of activities all claiming to address Staff development. In order to check the validity of these competing claims" what is required is a set of criteria against which to assess each definition.

The main elements of staff development include employee motivation and satisfaction, employee development through training, staff orientation and staff satisfaction, inter-functional co-ordination and integration, employee relationship development both internally and externally, marketing-like approach to the above and implementation of specific corporate or functional strategies (Magni, 2006).

According to Ellingeic (2003), he regarded staff training as the process of providing employees with specific skills or helping those correct deficiencies in their performance. Training strongly influences the present level of service performance. To be successful, training programs must have clearly stated and realistic goals that guide both the program's content and determine the criteria by which its effectiveness is to be judged. Effective training can improve the moral of the employees and increase an organization's potential. Poor, inappropriate or inadequate training can be a source of frustration for everyone involved. For a training program to be effective, it must encompass the entire training process which consists of three major phases, that is, the need for assessment, development and conduct of training phase and the evaluation phase. The effectiveness of the training program may be measured in monetary terms (dollars/shillings saved by reducing the number of defects) or non-monetary terms (fewer employees' complaints). The most important consideration is for the evaluation criteria to reflect needs that the training was supposed to address (Chay-Hoon, 2003).

According to Dixon (2005) staff development programs can be enhanced by constantly refreshing the knowledge of old ones to help them learn new skills and knowledge required for performance in a higher job. He also added that it is not known whether employee development programs as Cascio puts, do exist everywhere. Besides the staff development programs' need for existence, this study therefore went further and found out the impact of the whole staff development process on the employee performance.

Staff development can be enhanced by the creation of a staff development officer who can streamline the staff development programmes such that each employee can, with equal chances, access staff development programmes. He also added that staff development can be enhanced by a range of situational teaching forms (Paul, 2009). It

also includes appraisal of existing organizational practices so as to evaluate the performance of those who attend staff development programmes. Staff development should work as a ladder to promotion of employees to higher positions in their organizations. This way, it helps the employees to achieve satisfaction of a number of needs at a higher level in the hierarchy of needs. It provides psychological satisfaction and gives confidence, security, and, self actualization to the workers (David, 2009).

According to Holton (2004) a high handed approach to explain how staff development in organization/institution like IBFAN Uganda and World Vision Uganda can be enhanced. He portrayed that employee performance can be enhanced if the features of staff development are detailed, that an employee can identify what skills are needed to be successful in the future. Therefore, for a successful staff development program to take place, employees should take up responsibilities for, and plan their own career development. Staff development can be enhanced when employees realise that both employees and managers are continuously challenged for staff development programs to make it clear that roles are not fixed or static; they are more adaptable to the unpredictabilities of today's business or working conditions. What was still remaining of urgency was whether staff development in NGOs in Uganda, if at all it is there, is of any importance towards employee performance. Such is what the researcher endeavored to find out as shall see in the conclusions below (Copestake, 2009).

Non-Governmental organizations (NGOs) are voluntary and autonomous organizations, their life exists between the citizens on one hand and the state and market on the other (Wellard, 2009). NGOs only benefit their own members and also citizens and hence they are membership organizations. NGOs, though generally are not founded out of private initiatives and can't also be public entities benefiting third parties. They can't be "client-oriented" versus "member-oriented" organizations (Fowler, 2000).

Looking at the African perspective, Non-Governmental Organizations like in East Africa play important roles in addressing socio-economic issues in the society. They gather their membership from international, regional and national and work with a host

of groups. They operate programmes in education, health, social welfare and economic improvement, especially among disadvantaged sectors. In recent years, they have also been at the centre of renewed searches for sustainable processes of social, environmental and economic development and actions on issues such as peace, democracy, human rights, gender equity and poverty eradication (Amutabi, 2006).

In Uganda some Other NGOs like Action Aid Uganda (AAU) is among the larger international NGOs in Uganda and its vision is “a world without poverty and injustice in which every person enjoys their right to a life of dignity.” Its mission is “to work with poor and excluded people to eradicate poverty and injustice.” Action Aid has worked in Uganda over the last 20 years. Its programme scope covers 28 counties and the national head office is in Kampala. It works directly with over one million poor Ugandans across the country, building their capabilities to secure their basic rights. AAU has supported the work of over thirty NGOs active in the field of poverty eradication and included measures to strengthen their boards and management (Mapulwa, 2004).

NGOs engage with government at all levels and with major bilateral and multinational donors. They are active on a host of poverty reduction issues at the national policy level (Graham, 2010). NGOs’ strategy rests on two pillars; strengthening poor people and their organizations to claim their rights and creating an enabling institutional and policy environment for poverty eradication. The political economy of Uganda and its analysis of poverty worked to transform the identity and role of NGOs in Uganda. It clearly identified unjust power relations as the root cause of poverty and inequity. NGOs traced factors within Uganda that both promoted and hindered development. These formed the basis for strategies that led to significant growth, diversification and transformation of NGOs’ programmes and internal culture and style (Wanjohi, 2003).

NGOs are considered the first part of call by government, donors and other NGOs for policy advice on matters related to poverty. NGOs are a key player in the poverty reduction and empowerment strategic process (PRSP) as well as, the Uganda rural development strategy, the Uganda position on the World Trade Organization (WTO)

and so on. However, NGOs need to be careful that they do not excessively dominate the policy landscape and stifle other civil society actors and voices. There is need to improve the quality of the many coalitions and networks established so that they gain a clearly independent voice and identity (Raftopoulos and Mupawaenda, 2004).

The performance of NGOs has to be driven by committed and dedicated staff members who bring fresh ideas and energies to the complex problems of chronic poverty and their partners. However, challenges facing NGOs is the implementation of the strategy relates to the unpredictable nature of policy agendas, shifting attention of some actors involved in development, constraints in funding and partnership management (Buckland, 2010).

According to Bebbington, (2004), he noted that NGOs need to function at the highest level of operational efficiency and performance effectiveness because they are using public and donors' funds. Nicolae advocated that NGOs need to use strategic planning due to their exclusive reliance on public and donors' funds. Consequently, they can utilize planning to perform strategically to retain public credibility by being accountable to funding partners who want the assurance that their money is best channeled through non-profit activities for some good reasons (Thiele, 2004).

NGOs have developed strategic plans to meet donor requirements or conditions, the plans have been developed without in-depth involvement of key stakeholders hence lack of ownership in the strategy development and implementation process.

Staff development is a challenging process in that several staff development instruments have been developed in recent years to diagnose organizational ills and help design strategies to strengthen organizations (Aguirre, 2005). The Peace Corps acquired and modified one of these tools, the NGO Capacity Profile, to assist Volunteers and their Counterparts with NGO organizational development. It facilitates change by enabling users to look at an NGO's systems in a structured way and providing indicators of healthy systems that point the way to positive change (Namdar, 2005).

According to Asea (2007), he noted that programs are the strongest signal of the success and value of an NGO. The organization may have excellent governance, effective administrative procedures, and highly skilled staffs, but it must use these resources to deliver quality services to its constituents and community. A well-run NGO ensures that its programs are sustained in addition to having appropriate quality services delivered in cost-effective ways. Most NGOs provide services rather than products, and the variety of services NGO programs deliver is truly amazing. They provide activities for youth, increase awareness of the environment, deliver relief services, sponsor cultural events, promote health practices to prevent chronic diseases like HIV/AIDS and other diseases, engage in micro-lending, and address women's issues (Asea, 2007).

Providing effective quality programs requires an understanding of community needs, specialized technical knowledge, and unique approaches to service delivery (Bizimana, 2005). A for-profit service business faces similar challenges. However, one characteristic of NGO service delivery differs from for-profit businesses, the efficiency of service delivery is measured by client benefit/cost, not sales dollars/cost. Assessing the impact what changes in clients' lives as a result of an NGO's services is an integral piece of program capacity. Performance of NGOs begins at the planning stage by looking for the ways of staff development and how volunteers can easily collect data over time. NGOs should design better projects and persuade donors to support those projects. Often NGOs request Peace Corps Volunteers with technical expertise and know how to assist them in improving their programs and services. Often these Volunteers find that improving performance also requires building the capacity of the NGO (Antony, 2009).

According to Dicklitch (2010) argued that staff development provides the leadership, direction, and legitimacy for an organization, typical NGO founders are always charismatic individuals with a strong commitment to a cause or purpose and a definite set of ideas about how to serve that cause. However, other staff and constituents need to share the founders' understanding and commitment if the organization is to be



sustained. Staff development is more effective if it is open to a wide variety of opinions and talents. Effective NGO leaders use the talents and enthusiasm of all NGO stakeholders' board members, staff, community members, clients, and even donors. Staff development is also more effective if it is focused, consistent and followed. Above all, good NGO staff fosters the involvement and participation of the NGO's stakeholders and the community (Bebbington, 2008).

NGO staff must articulate and maintain the organization's mission, an NGO's staff includes members of the organization's board and staff in management positions, the board's function is to provide policy direction, ensure organizational planning, and hire and direct the NGO's senior manager, the board customarily performs fundraising and public relations functions (Kemigisha, 2011). Management is responsible for the day-to-day operations of the organization and implementing the board's policies and plans. Both the board and management monitor the internal and external environment and are responsible for adapting to change. All too often, boards tend to micromanage and managers take on the role of the board in setting the NGO's direction and policies, and the common issue in NGO governance is the different roles of the board and management (Kwesiga, 2013).

The NGO staff determines what functions need to be performed to achieve its mission and allocates the work or assigns tasks, the staff regularly updates assignments in light of changing plans and priorities, management aims for an optimum match between the human resources (staff and volunteers), their skills and expertise, and the tasks they are assigned (Robinson, 2008). An NGO's human resources (staff and volunteers) need skills, motivation, and opportunities to make the best contribution they are capable of. It is necessary to organize staff and volunteers so they relate to each other in ways that are most conducive to productive outcomes, how these people make decisions, resolve conflicts, communicate, and conduct meetings is as important as how the work is designed and how jobs are organized and work allocated (Marsden, 2001).

A viable NGO has systems and procedures in place to ensure it has the funds to purchase the goods and services needed to conduct its affairs and is delivering services

to constituents in a cost-effective manner, NGOs cannot be burdened with unnecessarily complicated procedures or systems, an NGO can better serve if it has simple mechanisms in place for organizing cash disbursements and receipts, maintaining ledgers/journals and bank accounts, and meeting payroll, petty cash, and daily expenses (Swift, 2004). It is critical as well that the financial systems meet the requirements of donors, lenders, or clients who pay for the goods and services. Separate accounts probably were needed for each significant donor, so that the funds can be tracked to assure money is spent in accordance with the conditions of the gift (Chay-Hoon, 2003).

Accordingly, Norman (2003) noted that an NGO should have a diverse resource base and long-term plans for meeting its financial needs. Reliance on one or a few funding sources may result in serious problems. He also added that an NGO is more financially sound if it can diversify its funding base, secure multiyear rather than short-term grants, and build up reserves to see the organization through tough financial times. It is also helpful if the organization can recover from constituents or clients some of its costs with fees and charges, or if it can generate other forms of support such as in-kind contributions or revenue from income-generating activities (Bruvold, 2003).

External relations are essential for an NGO to build links and supportive partnerships, since these relationships depend on the NGO becoming known within pertinent communities and establishing an image and track record that reflect its achievements (Champathes, 2006). Building these types of relationships strengthens and widens its impact through partnerships and collaboration with government agencies and other organizations and NGOs active in the same sectors and geographic areas. The NGO's primary relationship is with the community or constituency it serves, whether as an advocate or as a direct service provider. Additionally, the NGOs wanted to make contacts and enhance its reputation with government agencies and officials, with other NGOs, and with the for-profit business sector. Communities and the NGO's constituents are best served when the government, business, and NGO sectors cooperate to deliver the goods and services citizens need and want (Johanna, 2011).

Conclusively, the reviewed literature in this research pointed to the fact that the existence of staff development programs lead to improved responsiveness to work performance in Organisations. The research strongly agrees with the literatures above. This study therefore, was intended to establish the validity of this claim empirically, focusing on NGOs in Uganda.

### **Gaps identified**

This study was meant to establish the relationship between staff development and organization's performance in Non-Governmental Organizations in Uganda. While literature has paid ample attention to the importance of having staff development done to improve performance at work places, I find it curious that little attention has been put to the causes of having no staff development programs by many Organisations. The knowledge gap necessitated this research study conducted on staff development programmes and choices that influence performance in non-governmental organizations and in particular IBFAN and World vision Uganda. The problem in the relationship between staff development and performance of NGOs in Uganda include; failure to secure support for the plan, failure to communicate the strategy, failure to adhere to the plans, and failure to adapt to significant changes, accountability and commitment to the budgeting.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.0 Introduction**

This part of the study described the research design, study population, sample selection, research instruments, validity and reliability of the instruments, procedure and data analysis.

#### **3.1 Research design**

The study adopted a descriptive research design to establish whether staff development affects performance of selected Non-governmental organizations in Kampala district, Uganda. Respondents were asked things that had already happened. The design was effective in describing characteristics a phenomenon being studied. In this case it helped describe how staff Development could or was affecting performance in the Organisations. It was used to describe the situation in question.

#### **3.2 Research population**

According to the National NGO forum report, (2014) and as explained, the two NGOs chosen for the study have a total number of staff of over 300 staffs, half of whom are in Kampala district offices, The study population involved only 148 respondents/staff who are based in the Kampala district work premises and most especially the middle staff members. The two NGOs were chosen because they had stayed in service for long enough and had presumably performed staff development programs hence had the information needed for the research. They were chosen together because the study population had to be enough for the research purposes.

### 3.3 Sample size

**Table 1** Sampling, data collection methods and types of samples

<b>NGO</b>	<b>Category</b>	<b>Population</b>	<b>Sample size</b>
IBFAN	Staff members (Managers)	12	9
	Staff members (Assistant)	91	66
	Staff members (Project Officers)	16	12
World vision	Managers	10	7
	Project officers	19	14
<b>Total</b>		<b>148</b>	<b>108</b>

Source; IBFAN Uganda and World Vision Uganda data base

The research advisory (2006) table below of sample selection was used to compute the sample size from the study population;

**Table 2** Determination of sample size

Population Size	Probability of Success	Confidence = 95.0%			
		Degree of Accuracy/Margin of Error			
		0.05	0.035	0.025	0.01
10		10	10	10	10
20		19	20	20	20
30		28	29	29	30
50		44	47	48	50
75		63	69	72	74
100		80	89	94	99
150		108	126	137	148
200		132	160	177	196
250		152	190	215	244
300		169	217	251	291
400		196	265	318	384
500		217	306	377	475
600		234	340	432	565
700		248	370	481	653
800		260	396	526	739
900		269	419	568	823
1,000		278	440	606	906

Source: The Research Advisors (2006)

### **3.4 Sampling techniques**

Achieving the goals of a study that has qualitative research designs requires different types of sampling strategy and sampling techniques. In this study, two sample selection techniques were used to determine the selection of subjects.

Purposive sampling is useful in instances where it provides a wide range of non-probability sampling techniques for the researcher to draw on. It was used on the management staff like the managers for they were the major key informants because they happened to exist naturally due to their office.

Simple Random sampling techniques was applied to the rest of the staff and members as it was easy to make a sampling frame basing on the staff lists available in the Organisations data base. The sampling method was important where we select a group of subjects (a sample) for study from a larger group (a population). Each individual was chosen entirely by chance and each member of the population had an equal chance of being included in the sample. Random sampling technique was used to select the respondents to be included in the study. Random sampling technique was use to identify sub groups in the population and their proportions and select from each group to form a sample adapted (Amin, 2005). It grouped a population into separate homogeneous sets that shared similar characteristics as to ensure equitable representation of the population in the sample. Random sampling was important because of creating proportionate representation with a view of accounting for the difference and similarities in the group characteristics. The technique was used to ensure that the target population was divided into different homogeneous groups and each group was represented in the sample in a proportion equivalent to its size in the accessible population.

The selection contained at least 5 staff members from the departments and 10 members of each of the Organisations that were not necessarily employees the researcher hoped to cover. From each department however, the program managers and program officers and Assistant program officer plus a few volunteers were interviewed.

### **3.5 Data collection methods**

A number of data collection methods were used to facilitate data collection from the respondents. These included surveys, interview guide.

#### **3.5.1 Survey method**

A survey method is a data collection method (questionnaire) which has instructions on paper to guide and explain to the participant, according to the response. According to Paul, (1997.191) a questionnaire is suitable for collecting data that is deep within minds or attitudes, feeling or reactions of people. He argued that a questionnaire can be mailed to people thousand miles away, whom the researcher may never see. Ninety two (92) questionnaires were administered to the middle staff members of the organization like the program Officers and Network members.

#### **3.5.2 Interview method**

This is a data collection method used in interviewing. An interview is a method of data collection in which a researcher or a research assistant obtains information from the respondents by face-to-face interaction, oral or telephone conversation (Kane 1995.1). It was used because of its relatively high response rate and suitability to gather information; nine sessions of interviews were conducted to IBFAN senior staffs and 7 to World Vision senior staffs' higher level Managers of each Organisation.

#### **Data collection instruments**

Two data collection instruments were used:



### **3.6.1 Questionnaire**

Structured questionnaires were distributed to the determined respondents because they questionnaire is more convenient respondents due to its anonymous nature. Questionnaires were also efficient and convenient in collection of quantitative data that made it realistic (Sekaran.2003; Amin 2005). It was also less expensive than interviews thus reaching many people in a short period of time and questionnaires are filled in at the respondent's convenience. Questionnaire bared closed-ended questions that provided respondents with a set of alternative questions to answer. This made it easy to code data.

#### **Interview guide**

The researcher administered structured interviews to the average staff members who were not willing to write on the questionnaires most of the time and are major key informants in this research like the Managers. Before conducting interviews, you need an interview guide that you can use to help you direct the conversation toward the topics and issues you want to learn about. Interview guides vary from highly scripted to relatively loose, but they all share certain features: They help you know what to ask about, in what sequence, how to pose your questions, and how to pose follow-ups. They provide guidance about what to do or say next, after your interviewee has answered the last question.

#### **Source of data collection**

The researcher collected data from both primary and secondary sources; Data gathered through perception or questionnaire review in a characteristic setting are illustrations of data obtained in an uncontrolled situation. Secondary data is the data acquired from optional sources like organization data bases, magazines, books, documents, journals, reports, the web and more.

#### **I. Primary Data**

The data was collected from the field by use of questionnaires which were given to the respondents. However respondents were also randomly selected (random sampling technique) and interviews were also administered in specific times.

## ii. Secondary data

This was sourced by reviewing of documented resources for example newspapers, journals, reports, presentations, magazines and online publications. This was done in order to first identify the existing information (literature) on the research topic.

### 3.8. Validity and reliability of research Instrument

The questionnaire was given to two lecturers to judge the validity of questions according to the objectives. After the assessment of the questionnaire, the necessary adjustments were made bearing in mind the objectives of the study. Then a content validity index (CVI) was computed using the following formula,

$$CVI = \frac{\text{No. of questions declared valid}}{\text{total No. of questions in the questionnaire}}$$

$$CVI = \frac{25}{30} = 0.83$$

A minimum of 0.83 of CVI was used to test validity.

The researcher used the test-retest method to ensure reliability of the instrument. That is to say; the questionnaire was given to 10 people and after one week, the same questionnaire was given to the same people and the data was computed using SPSS (Cronbatch Alpha). This was mainly in IBFAN Uganda

### 3.9 Data gathering Procedure

After the approval of structured instrument by the supervisor, they were pre-tested for reliability and validity. An introductory letter was requested from the post graduate school for Humanities to allow the researcher conduct the study in the two NGOs, IBFAN Uganda and World vision in Kampala district.

### **3.9.1; Before the administration of the questionnaire**

An introduction letter was obtained by the researcher from the College of higher degrees and research evaluations at Kampala International University, requesting to allow the researcher to conduct the study in two NGOs in Kampala district.

On approval, the researcher secured a list of the targeted respondents from the selected Organizations to arrive at the minimum sample size. The respondents were briefed about the study and requested to sign the informed consent form (Appendix 3). Questionnaires were distributed to the respondents. The Researcher deployed research assistants who helped in data collection. The research assistants were oriented in order to be consistent in administering the questionnaires.

### **3.9.2; During the Administration of the Questionnaires**

The respondents were requested to answer all the questions to the best of their abilities.

The researcher and research assistants emphasized the retrieval of the questionnaires within five days.

On retrieval, all returned questionnaires were checked to ensure that they all were answered.

### **3.9.3; After the administration of the questionnaire**

The data was gathered, coded and computed using SPSS.

## **3.10 Data Analysis**

Data analysis was mainly done by use of qualitative and quantitative methods. Under qualitative method, data was thematically analyzed from the topics and sub topics developed from the research objectives. Under quantitative method the computer package of SPSS and MS Excel were used to tabulate data and generate tables with percentages and frequency distributions. The quantitative aspect focused on testing

variables measured with numbers and analyzed with statistical procedures (Cresswell, 2003). The qualitative approach is where the study used the narrative nature of the data to be collected using the interview guide.

### **3.11 Ethical Considerations**

Ethics are the norms or standards for conduct that distinguish between right and wrong. They help to determine the difference between acceptable and unacceptable behaviors. For this research, the following ethical issues were expected

Representativeness; not all people were expected to be available on appointments given; in this repeated appointments were made until we got the information needed from them.

Non-disclosure where necessary was expected; staffs where at some points not willing to give some information asked due to the confidentiality nature planted in them by their Organisations, this was overcome by assuring that the information needed was for strictly for study purposes only and anonymity was maintained.

Issue of consent by the respondents. This was highly expected, by the rules of any research, the respondent should consent to the exercise before you go on with the research or interview of whatever sort. This was overcome by going through management to seek approve, who then introduced us to the rest of the staffs. And before we would go on with the questions, the respondents had to first accept the process of answering most or all the questions.

### **3.12 Study Limitations**

In conducting the research, the researcher faced a number of methodological and practical impediments as highlighted below;

In view of the following threats to validity, the researcher claimed an allowable 5% margin of error. Mitigating measures were taken to minimize if not to eradicate threats to validity of findings of the study as shown below;

*Extraneous variables* which were beyond the researchers control such as respondents honesty, personal biases and uncontrolled setting of the study. These are issues are not easily detectable before the research begins. This prompted continuous revisions in the way the questions were being asked to achieve our purpose, the questionnaire was also continuously revised to eliminate such and the respondents were also revisited to check if information given was not contradictory.

*Instrumentation:* The research instruments on resource availability and utilization being standardized. Therefore a validity and reliability test were done to produce credible measurements of the research variables.

*Testing:* The use of research assistants brought about inconsistency in the administration of questionnaires in terms of time administration, understanding of the items in the questionnaires and explanations given to the respondents. To minimize this threat, the research assistants were oriented on the procedures that were done in data collection and always had enough time with them to make sure they understand the importance of the work being done.

*Attrition/Mortality:* Not all questionnaires were retrieved back due to circumstances on the part of the respondents such as being busy or sickness. In anticipation to this the researcher had to reserve more respondents exceeding the minimum sample size. The respondents were reminded not to leave any item in the questionnaires unanswered and were closely followed up as to the date of retrieval.

*Securing appointment* say interviews was rather hard due to the tight schedules of the employees of the NGO and their management; the researcher thus, was forced to look for alternative respondents and also became a bit difficult to get them.

Consent was also a major limitation in the study; Respondents were not always willing to avail the researcher with the required information due to negative attitudes, suspiciousness and speculations. We continuously assured confidentiality to the

respondents on the information given and always sought their consent before beginning the exercise.

## CHAPTER FOUR

### QUALITATIVE AND QUANTITATIVE DATA PRESENTATION, INTERPRETATION AND ANALYSIS

#### 4.0 Introduction

This chapter shows the profile information of respondents, the forms of staff development, performance of NGOs and the relationship between staff development and performance of NGOs in Kampala district, Uganda.

#### 4.1 Profile of respondents

Respondents were asked to provide information regarding their gender, education level and working experience. Their responses were summarized using frequencies and percentage distributions as indicated in table 4.1;

**Table 3:** Profile of respondents

<b>Profile</b>	<b>Frequency</b>	<b>Percent</b>
<b>Gender</b>		
Male	60	55.5
Female	48	44.5
<b>Total</b>	<b>108</b>	<b>100</b>
<b>Age</b>		
Below 20 years	22	20
21-30 years	51	48
31-40 years	27	25
41 and above years	8	7
<b>Total</b>	<b>108</b>	<b>100</b>
<b>Education Qualification</b>		
Certificate	10	9.3
Diploma	60	55.6
Degree	33	30.6

Masters	5	4.5
<b>Total</b>	<b>108</b>	<b>100</b>
<b>Working Experience</b>		
Less than one year	10	9
1-2 yrs	18	17
3-4 yrs	25	24
5 and above	55	50
<b>Total</b>	<b>108</b>	<b>100</b>

**Source: Primary data, 2016**

Results in Table 4.1 indicated that male respondents (over 55.5%) were more than female respondents (over 44.5%). This indicates a gender gap among workers in NGOs positions in Kampala district, Uganda.

Regarding age group, respondents in this sample were dominated by those between 21-30 years (48%), 25% were between 31-40 years, 20% were below 20 years and only 7% were 41 and above years, suggesting that most of respondents in this sample are youth. This also indicates a quite young workforce among workers in NGOs in Kampala district, Uganda.

With respect to education qualification, majority of the respondents in this sample (55.6%) were diploma holders, indicating that respondents in this are relatively qualified, these were followed by those with bachelors degree (30.6%), 9.3% were certificate holders and only 4.5% were masters' degree holders.

Concerning working experience, majority of these respondents (50%) had an experience of 5 years and above, indicating that respondents in this sample were highly experienced, these were followed by those between 3-4 years (24%), 17% had worked for 1-2 years and only 9% had worked for less than one year.



#### 4.2 Objective one; examine staff development programmes used by NGOs in Kampala district, Uganda

The independent variable in this study (staff development) was broken into three constructs and these were; training (measured with four questions or items), empowerment (measured with four items) and staff participation (with three questions or items). All these questions were based on a four point Likert scale, in which respondents were required to indicate how they agree or disagree with each question or item. The SPSS software was used to analyze their responses using means and ranks as indicated in table 4.2.

**Table 4 Staff development –question response**

Items on staff development	Mean	Interpretation	Rank
<b>Training</b>			
Attending training about effective communication helped you to understand how to communicate with people in this Organisation	3.32	Very satisfactory	1
Training improved staff relationship between top managers and subordinates	3.15	Satisfactory	2
After attending effective training, team work improved among employees	2.57	Satisfactory	3
Effective communication workshops helped the organization to work out some organizational conflicts between the employees	2.45	Unsatisfactory	4
<b>Average mean</b>	<b>3.01</b>	<b>Satisfactory</b>	
<b>Empowerment</b>			
Employees have access to information concerning Organisation activities	3.33	Very satisfactory	1
The staff members are also included in programmes where issues are discussed and decisions are made	3.12	Satisfactory	2

<b>Items on staff development</b>	<b>Mean</b>	<b>Interpretation</b>	<b>Rank</b>
<b>Training</b>			
Attending training about effective communication helped you to understand how to communicate with people in this Organisation	3.32	Very satisfactory	1
Training improved staff relationship between top managers and subordinates	3.15	Satisfactory	2
After attending effective training, team work improved among employees	2.57	Satisfactory	3
Effective communication workshops helped the organization to work out some organizational conflicts between the employees	2.45	Unsatisfactory	4
The staff have the capacity to express their interests	2.89	Satisfactory	3
This organization has always facilitated community empowerment.	2.25	Unsatisfactory	4
<b>Average mean</b>	<b>2.90</b>	<b>Satisfactory</b>	
<b>Staff participation</b>			
This organisation always allows you to participate during decision making	3.46	Very satisfactory	1
This NGO always gives more opportunities to staff to express their problems	3.08	Satisfactory	2
Your organisation always shares important financial data with the staff	2.63	Satisfactory	3
<b>Average mean</b>	<b>2.99</b>	<b>Satisfactory</b>	
<b>Overall mean</b>	<b>2.97</b>	<b>Satisfactory</b>	

Source: Primary data, 2016

### Key to interpretation of means

Mean range	Response range	Interpretation
3.26 - 4.00	strongly agree	Very satisfactory
2.51 - 3.25	Agree	Satisfactory
1.76 - 2.50	Disagree	Unsatisfactory
1.00 - 1.75	strongly disagree	Very unsatisfactory

Results in table 4.2 indicated that the staff development is rated satisfactory and this was indicated by the overall mean of 2.97, implying that the employees NGOs in Kampala district are effectively trained empowered and have a right to participate on issues concerning the Organisation. Results further indicated that the staff development programmes used in NGOs differ on different items and in different perspectives; for example, regarding training, the respondents rated this as satisfactory (average mean=3.01), implying that training has improved staff relationship between top managers and subordinates with the Organisation and this has helped the staff to carry out different tasks given to them. Attending training about effective communication has helped the staff to understand how to communicate with people within the Organisation (mean=3.32), after attending effective training, the level of team work improves among staff (mean=2.57), however even though training is carried out, this has not helped the organization to work out some organizational conflicts between the staff.

With respect to empowerment; four items were used to measure how staff are empowered, results in indicated that only one item was rated very satisfactory and this was the fact that the employees have access to information concerning Organisation activities (mean=3.33), staff members are also included in programmes where issues are discussed and decisions are made (mean=3.12), the staff also have the capacity to express their interests (mean=2.89), however the management bodies in these NGOs have not adequately facilitated community empowerment yet they are working within community members, and this was shown by the mean of 2.25 which was interpreted as unsatisfactory.

Concerning staff participation mean (2.63); this construct was rated satisfactory and this was indicated by the average mean of 2.99, hence implying that the selected NGOs in Kampala district always allow their staffs to participate during decision making as a way of development (mean=3.46), this is done giving more opportunities to staff to express their problems (mean=3.08), and sharing important financial data with the staff (mean=2.63).

Have you been given the opportunity to undergo some capacity development programs?

*Responses from staffs regardless of position was that “they usually get trainings, although this is mostly project based trainings but it helps them to perform their duties to accomplish the project as required but also once in a while they get organisaed trainings by the organization”*

On other types of staff development like mentorship, appraisals and others, the Managers responded that “appraisals are done on an annual basis, mentorship is a continuous exercise when a staff enters the organization and empowerment or delegation are done on an activity to activity basis”. Majority staffs interviewed also responded to mentorship and delegation as being done, managers always assign them challenging roles. This in a away helps them in developing their career skill, so that when they get the next job, they are well equipped

Staffs also reported that “organizations have development plans drafted every year, although at some points due to factors like resources, they may not be implemented. But they are satisfied with what they get”

#### **4.3 Objective two: assessing the performance of NGOs in Kampala district Uganda**

This was broken into three parts and these are; implementation of programmes (with 5 questions in the questionnaire), quality outcomes (with five items) and accomplishment of projects (with four questions in the questionnaire). These questions were based on a four point Likert scale and respondents were asked to rate the performance of NGOs by indicating the extent to which they strongly agree, agree disagree, and strongly disagree with each question or item.

### Key to interpretation of means

Mean range	Response range	Interpretation
3.26 - 4.00	strongly agree	Very satisfactory
2.51 - 3.25	Agree	Satisfactory
1.76 - 2.50	Disagree	Unsatisfactory
1.00 - 1.75	strongly disagree	Very unsatisfactory

Their responses were analyzed using SPSS and summarized using means and ranks as indicated in table 4.3 below;

**Table 5:** Performance of NGOs

Variables	Mean	Interpretation	Rank
<b>Implementation of programmes</b>			
NGOs have always signed on the projects' contracts as a way of following the right procedures	3.51	Very satisfactory	1
NGOs always elect a committee of members who make follow up of different projects	3.29	Very satisfactory	2
This NGO is always transparent in handling money provided by the funders	2.89	Satisfactory	3
The Organisation activities are always implemented successfully	2.58	Satisfactory	4
NGOs have set up rules and regulations guiding the implementation process	1.93	Unsatisfactory	5
<b>Average mean</b>	<b>2.84</b>	<b>Satisfactory</b>	
<b>Quality outcomes</b>			
The projects done by this NGO are always of good quality	3.42	Very satisfactory	1
The management always create a "to do" list followed by staff in order to come up with good work	3.27	Very satisfactory	2
You always keep a clean and orderly workspace in order to achieve expected objectives	3.08	Satisfactory	3

<b>Variables</b>	<b>Mean</b>	<b>Interpretation</b>	<b>Rank</b>
<b>Implementation of programmes</b>			
NGOs have always signed on the projects' contracts as a way of following the right procedures	3.51	Very satisfactory	1
NGOs always elect a committee of members who make follow up of different projects	3.29	Very satisfactory	2
This NGO is always transparent in handling money provided by the funders	2.89	Satisfactory	3
The Organisation activities are always implemented successfully	2.58	Satisfactory	4
NGOs have set up rules and regulations guiding the implementation process	1.93	Unsatisfactory	5
You always make sure that you have the supplies and all the tools needed during your project activities	2.88	Satisfactory	4
You always set a timeframe and deadline for your most important projects	2.55	Satisfactory	5
<b>Average mean</b>	<b>3.04</b>	<b>Satisfactory</b>	
<b>Accomplishment of projects</b>			
You always write down and share with your friends the organizational goals to be accomplished	3.26	Very satisfactory	1
You always vet the Organisation goals through spending much of your time internalizing such goals	3.19	Very satisfactory	2
You always explore the strengths and resources required for success and compare them to the current weaknesses	2.96	Satisfactory	3
The management recommends you do some of the work from home as a way of accomplishing certain goals	2.26	Unsatisfactory	4
<b>Average mean</b>	<b>2.92</b>	<b>Satisfactory</b>	
<b>Overall mean</b>	<b>2.93</b>	<b>Satisfactory</b>	

**Source: Primary data, 2016**

Results in table 4.3 indicated that the performance of NGOs was rated satisfactory and this was indicated by the overall mean of 2.93, which implies that the selected NGOs in Kampala district always perform their duties through implementing programmes effectively, acquiring quality outcomes and accomplishing of projects the way required by their funders.

Implementation of programmes as the first construct on the dependent variable was measured using five items and this was rated satisfactory (mean=2.84), this implied that the selected NGO in Kampala district always implement their programmes effectively. The results still indicated that the NGOs have always signed on the projects' contracts as a way of following the right procedures (mean=3.51), NGOs always elect a committee of members who make follow up of different projects (mean=3.29), NGO have always been transparent in handling money provided by the funders (mean=2.89), NGO activities are always implemented successfully (mean=2.58), however the selected NGOs have to a certain extent failed to set up rules and regulations guiding the implementation process (mean=1.93), hence slowing their operations.

With respect to quality outcomes, results indicated that this was also rated satisfactory and this was indicated by the average mean of 3.04, hence implying that the selected NGOs in Kampala district have always come up good quality outcomes in relation to their activities, this is because the projects done by these NGOs are always of good quality (mean=3.42), their management always create a "to do" list followed by staff in order to come up with good work (mean=3.27), these NGOs always make sure that their employees keep a clean and orderly workspace in order to achieve expected objectives (mean=3.08), they always make sure that they have the supplies and all the tools needed during project activities (mean=2.88), since they always set a timeframe and deadline for the most important projects within the Organisation (mean=2.55).

Concerning accomplishment of projects; this was rated satisfactory and this was indicated by the average mean of 2.92, this implies that the NGOs' projects are always completed well and in time, this has been done through writing down and sharing the organizational goals to be accomplished among staff (mean=3.26), the staff members in the selected NGOs always vet the Organisation goals through spending much of their time internalizing such goals (mean=3.19), within these NGOs there is exploring

of the strengths and resources required for success and comparing them to the current weaknesses within the Organisation (mean=2.96), however the management has not always recommended workers do some of the work from home as a way of accomplishing certain goals, hence affecting the accomplishment of projects in time.

On objective 2; the qualitative responses from staffs regardless of their position from both organizations was also recorded in three categories;

What measures have been put to ensure program implementation quality assurance and project accomplishment in your organization?

*First was on program implementation- “staffs responded that due to the project related training done, they implement projects to the clients and donor satisfaction. put what they have been trained in practice and follow the project plans, which help them to accomplish the work effectively”.*

Secondly on quality outcomes, responses were majorly from managers who informed that “they have quality outcome from the projects they implement, the clients served are satisfied and that’s why donors keep coming to them and government trusts them with the service provisions some of which would rather be done by the government itself”

On accomplishment of projects, responses were by majority staffs, they informed that “projects are always accomplished as per the donor requirements, they work by the timeline of the donors to accomplish the projects apart from the impossible barriers like in places of insecurity, where they may have to pass on the project to another area or reschedule work, but at the end of the day the projects are accomplished”.

#### **4.4 Objective three; establishing the effect of staff development on performance of NGOs**

The last objective in this study was to establish the effect of staff development on performance of NGOs. The researcher stated a null hypothesis that there is a relationship between staff development and performance of NGOs, but to achieve this objective and to test this null hypothesis, the researcher used the Pearson's Linear Correlation Coefficient as indicated in table 4.4;



**Table 6** The effect of staff development on performance of NGOs

<b>Variables correlated</b>	<b>r-value</b>	<b>Sig</b>	<b>Interpretation</b>	<b>Decision on Ho</b>
Staff development Vs Performance of NGOs	.595	.000	Significant correlation	Rejected

**Source: Primary data, 2016**

Table 4.4 revealed a positive significant correlation between staff development and performance of NGOs ( $r = .595$ ;  $Sig = 0.000$ ). The null hypothesis was rejected meaning that staff development and performance of NGOs are significantly related, this also leads to an implication that improvement in staff development, and it also increases the level of performance of NGOs in Kampala district, Uganda.

#### 4.5 Regression Analysis

**Table 7: Regression Analysis between the Dependent and Independent Variables**

<b>Variables regressed</b>	<b>Adjusted r<sup>2</sup></b>	<b>F-value</b>	<b>Sig.</b>	<b>Interpretation</b>	<b>Decision on H<sub>0</sub></b>
Performance of NGOs <b>VS</b> Staff development	0.856	17.545	0.000	Significant effect	Rejected
<b>Coefficients</b>	<b>Beta</b>	<b>t-value</b>	<b>Sig</b>		
(Constant)		3.944	0.001	Significant effect	Rejected
Training	0.627	7.683	0.000	Significant effect	Rejected
Empowerment	0.457	5.081	0.000	Significant effect	Rejected
Staff participation	0.375	2.060	0.042	Significant	Rejected

				effect	
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**Source: Primary data, 2016**

Regression analysis results in table 4.5 revealed that staff development accounted for 85.6% on performance of NGOs and this was indicated by adjusted r squared of 0.856 leading to an implication that staff development significantly affects the performance of NGOs. The coefficients section of this table denoted that of all the aspects on staff development, training accounted for the biggest influence on performance of NGOs ( $\beta=0.627$ , Sig=0.000).

What are some of the advantages of staff development to an organization?

*Qualitative responses to this objective were mainly on the advantages of having staffs development done by the organizations to its lower staff members. Some of them included that; “staff development is a motivation factor to their work, it gives them the urge to work better, staff developments equips them with skills that are not got from school that helps them perform their jobs better, all of which help to improve their performance and that of the organization”.*

Staffs also mentioned the advantages to the organization whereby; “ if staffs perform their duties well, the organization is also developed, they are able to get more donors, they are able to expand due to public recognition, and they develop a lot of partnerships with agencies”

## **CHAPTER FIVE**

### **DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.0 Introduction**

This chapter presents the findings, conclusions, recommendations and suggested areas that need further research following the study objectives and study hypothesis.

#### **5.1 Discussion of findings**

This study was set to establish the effect of staff development programmes on performance of Non-Government Organisations in Uganda and especially Kampala District, three specific objectives guided this study and these were I) examining staff development programmes in NGOs in Kampala district, Uganda; ii) assessing the performance of NGOs in Kampala district Uganda, and (iii) establishing the effect of staff development on performance of NGOs in Uganda. The results of the exercise recorded the information was said by the interviewees and the replies from other exercises.

##### **5.1.1 Examining staff development programmes in NGOs**

Data analysis using means indicated that staff development was rated satisfactory, hence confirming that the employees in the selected NGOs in Kampala district, Uganda are effectively trained, empowered and have a right to participate on issues concerning the Organisation, this finding is in line with Champathes (2006) who argued that a good staff development programme enhances motivation by introducing policies and processes which ensure that staff members are valued and rewarded for what they do and achieve, with regard to level of skill and competence. It creates a climate which is productive and harmonious relationships through partnership between management and employees to enhance teamwork.

According to the Interviewees in the two Organizations and also as explained by Abbas (2000), some trainings are project related so knowledge gained maybe for performing well in a particular project activity and in future projects. He added that for a company to gain a competitive advantage, its training has to involve more than just basic skill development but also the knowledge to manage a certain project.

Whereas Yaqoob, (2009) noted that staff development helps in managing a diverse workforce, taking into account individual and group-differences in employment needs, work style and aspirations. He added that it also ensures that equal opportunities are available to all and that unethical approach to fairness and transparency is eliminated from the Organisation. If all these aspects are contained in a staff development programme, they enhance growth and productivity of the organization because efficiency and effectiveness of staff development practices directly affect the performance of the organization.

### **5.1.2 Examining the performance of NGOs**

The findings indicated that the performance of NGOs was rated satisfactory, hence confirming that the selected NGOs in Kampala district always perform their duties through implementing programmes effectively, acquiring quality outcomes and accomplishing of projects the way required by their funders, this finding is in line with Swift Antony (2004) who noted that a viable NGO should have systems and procedures in place to ensure it has the funds to purchase the goods and services needed to conduct its affairs and is delivering services to constituents in a cost-effective manner, NGOs cannot be burdened with unnecessarily complicated procedures or systems, an NGO will be better served if it has simple mechanisms in place for organizing cash disbursements and receipts, maintaining ledgers/journals and bank accounts, and meeting payroll, petty cash, and daily expenses.

Whereas Asea, (2007) noted that programs to be performed are the strongest signal of the success and value of an NGO. The organization may have excellent governance, effective administrative procedures, and a highly skilled staff, but it must use these

resources to deliver quality services to its constituents and community. A well-run NGO ensures that its programs are sustained in addition to being appropriate quality services delivered in cost-effective ways. He continued saying that most NGOs provide services rather than products, and the variety of services NGO programs deliver is truly amazing. They provide activities for youth, increase awareness of the environment, deliver relief services, sponsor cultural events, promote health practices to prevent HIV/AIDS and other diseases, engage in micro-lending, and address women's issues, therefore all indicating the performance of NGOs.

### **5.1.3 Establishing the effect of staff development on performance of NGOs in Uganda**

The findings indicated a positive and significant relationship between staff development and staff performance of selected NGOs in Kampala district, Uganda. Therefore implying that improvement in staff development activities increases the level of performance of NGOs in Kampala district, Uganda, the findings still indicated that the NGOs' performance is influenced by the staff development programmes applied and this was evidenced by the adjusted r-squared where it contributed 85.6% with its corresponding f and sig values, still the findings indicated that of all the aspects of staff development, training accounted for the biggest influence on performance of NGOs. This is also in line with Robinson (2008) who noted that the NGO staff determines what functions need to be performed to achieve its mission and allocates the work or assigns tasks, the staff regularly updates assignments in light of changing plans and priorities, management aims for an optimum match between the human resources (staff and volunteers), their skills and expertise, and the tasks they are assigned. An NGO's human resources (staff and volunteers) need skills, motivation, and opportunities to make the best contribution they are capable of.

## **5.2 Conclusions**

From the findings of the study per objective, the researcher concluded that;

### **Objective one**

Staff development was rated satisfactory, hence concluding that the employees in the selected NGOs in Kampala district, Uganda are effectively trained, empowered and have a right to participate on issues concerning the Organisation.

When such asked whether they were give opportunities to undergo such programs he response from managers officers an assistant was that

“They usually get training, mentorship appraises, delegation and others”.

Majority of the person intervened were also respondent to mentorship and delegation has being done, managers assign them challenging role which in the way help them in developing career scheme they go to the next job they are well equipped. Staffs also reported that organization have developing plans drafted every year, although at some point due to factors like resources the plans may not be implemented however they are satisfied with what they get.

### **Objective two**

The performance of selected NGOs in Kampala district, Uganda was rated satisfactory, hence concluding that that the selected NGOs in Kampala district always perform their duties through implementing programmes effectively, acquiring quality outcomes and accomplishing of projects the way required by their funders.

When we ask staffs of the NGO’s what measures they have put in place to ensure implementation of programs to organization, responses were get in three categories;

Program implementation where staff respondent that due to the project related training done, they implement projects to the client and donor satisfaction. They put what has been trained in practice and follow the project plan which helps them to accomplish the work effectively.

Secondly on quality outcome responses were majorly from managers who informed that they have quality outcome from the project they implement, the clients are

satisfied and that's why donors keep coming to them and government trust them with service provision some which would rather be done by the government itself.

Thirdly on accomplishment of projects responses were by majority of staff, they informed that projects are always accomplished as per the donors requirement. They work by the time line of the donors to accomplish the project apart from the invisible barriers like insecurity were they might to pass on the project to another area or reschedule work that at the end of the day projects are accomplished. Hence to staff have improved performance to conduct their duty as required.

### **Objective three**

There is a positive and significant effect between staff development and performance of NGOs, hence concluding that improvement in staff development programmes, it also increases the performance of NGOs in Kampala district, Uganda, and among all the aspects of staff development, training accounted for the biggest influence on performance of NGOs.

When we asked some staff especially the officers and assistants, some of the advantages gained from the staff development program responses to this objective included that; staff development is motivational factor to their work, it gives them the argue to work better staff development equip them with skills that are not got from school. That help them perform their jobs better, all of which help them improve their performance and that of the organization. Staff also mention the advantages to the orgainsation whereby they perform better, the organization is also developed and are able to get more donor, they are able to expand due to public recognitions and they develop a lot of partnership with other agencies c hence staff development impact from performance in the work sector.

## **5.3 Recommendations**

### **Objective One**

The researcher recommends to the management of these NGOs in Kampala district, and the overall NGO body in Uganda to organize effective communication workshops

in order to work out some organizational conflicts between the employees. This is because some of the misconceptions come due to this factor.

The researcher recommends to the management of these NGOs in Kampala district, Uganda to also facilitate community empowerment but not only their staff because they always carry out activities with the aim of serving the community.

### **Objective two**

Still the researcher recommends to the workers in NGOs to always set themselves a timeframe and deadline for their most important projects but not waiting for the management to do it for them, hence improving performance of NGOs and the staffs themselves.

The researcher recommends to the to the management of these NGOs in Kampala district, Uganda to put in place a set of organizational culture to be followed by all workers as a way of increasing quality of performance in the organization.

What measures have been put to ensure program implementation quality assurance and project accomplishment in your organization?

First was on program implementation- “staffs responded that due to the project related training done, they implement projects to the clients and donor satisfaction. put what they have been trained in practice and follow the project plans, which help them to accomplish the work effectively”.

### **Objective three**

The researcher recommends to the management of these NGOs in Kampala district, Uganda to give an opportunity to the workers to always have "a say" during decision making, this can be done by allowing them to contribute during Organisation meetings. This is because of the importance observed in the relationship between the two variables that it's important and inseparable.

What are some of the advantages of staff development to an organization?

Qualitative responses to this objective were mainly on the advantages of having staffs development done by the organizations to its lower staff members. Some of them included that; “staff development is a motivation factor to their work, it gives them the



urge to work better, staff developments equips them with skills that are not got from school that helps them perform their jobs better, all of which help to improve their performance and that of the organization”.

#### **5.4 Areas for further research**

Staff developments being a broad area of study, prospective researchers are encouraged to research on the following areas;

1. Staff motivation and performance of NGOs in Kampala district, Uganda.
2. Empowerment as a component of staff development verses performance of NGOs in Kampala district, Uganda.
3. Staff development and productivity among staff in NGOs in Kampala district or in other districts of Uganda.
4. This study has only looked at two NGOs, hence there should be enhanced generalisabilty to the a wider scale like with other NGOs in Uganda

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## APPENDIXES

### QUESTIONNAIRE

#### SECTION A: QUESTIONNAIRE ABOUT PROFILE OF THE RESPONDENTS

##### Gender (Please Tick)

\_\_\_\_\_ (1) Male      \_\_\_\_\_ (2) Female

##### Age (Please Tick)

Below 20	
20 – 29	
30 – 39	
40 – 49	
50 Above	

##### Qualifications (Please Tick):

Certificate	
Diploma	
Bachelors	
Masters	
Ph. D	
Others (Specify)	

##### Working Experience

1-2 years	
3-5 years	
6- above	

## APPENDIX II A: QUESTIONNAIRE ON STAFF DEVELOPMENT

DIRECTION: rate your ability, knowledge or skill on the following item by ticking the right number corresponding with each question. Key; 1=strongly disagree; 2 = Disagree; 3 = Agree; 4 = strongly agree.

<b>Staff development</b>	<b>Rank</b>			
<b>Training</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
After attending effective training, team work improved among employees	4	3	2	1
Attending training about effective communication helped you to understand how to communicate with people in this organisation	4	3	2	1
Effective communication workshops helped the organization to work out some organizational conflicts between the employees	4	3	2	1
Training improved staff relationship between top managers and subordinates	4	3	2	1
<b>Empowerment</b>				
This organization has always facilitated community empowerment.	4	3	2	1
The staff have the capacity to express their interests	4	3	2	1
The staff members are also included in programmes where issues are discussed and decisions are made	4	3	2	1
Employees have access to information concerning Organisation activities	4	3	2	1
<b>Staff participation</b>				
This NGO always gives more opportunities to staff to express their problems	4	3	2	1
This Organisation always allows you to participate during decision making	4	3	2	1
Your Organisation always shares important financial data with the staff	4	3	2	1

## APPENDIX II B: QUESTIONNAIRE ON PERFORMANCE OF NGOs

DIRECTION: rate your ability, knowledge or skill on the following items by ticking the right number corresponding with each question. key; 1=strongly disagree; 2 = Disagree; 3 = Agree; 4 = Strongly agree.

	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
<b>Implementation of programmes</b>				
NGOs have set up rules and regulations guiding the implementation process				
This NGO is always transparent in handling money provided by the funders	4	3	2	1
The Organisation activities are always implemented successfully	4	3	2	1
NGOs have always signed on to the projects' contracts as a way of following the right procedures	4	3	2	1
NGOs always elect a committee of members who make follow up of different projects	4	3	2	1
<b>Quality outcomes</b>				
The management always create a "to do" list followed by staff in order to come up with good work	4	3	2	1
The projects done by this NGO are always of good quality	4	3	2	1
You always keep a clean and orderly workspace in order to achieve expected objectives	4	3	2	1
You always make sure that you have the supplies and all the tools needed during your project activities	4	3	2	1
You always set a timeframe and deadline for your most important projects	4	3	2	1
<b>Accomplishment of projects</b>				
The management recommends you do some of the work from home as a way of accomplishing certain goals	4	3	2	1
You always explore the strengths and resources required for success and compare them to the current weaknesses	4	3	2	1
You always vet the Organisation goals through spending much of your time internalizing such goals	4	3	2	1
You always write down and share with your friends the organizational goals to be accomplished	4	3	2	1