

**WORK BEHAVIOR AND PERFORMANCE OF THE
SELECTED COMMERCIAL ESTABLISHMENTS
IN KIGALI, RWANDA**



A Thesis

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September, 2011

DECLARATION A

"This thesis is my original work and has not been presented for a Degree or any other academic award in any University or Institutional of Learning".

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13 Oct 2011

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DECLARATION B

"I confirm that the work reported in the thesis is carried out by the candidate under my supervision."

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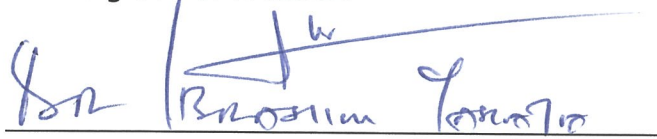
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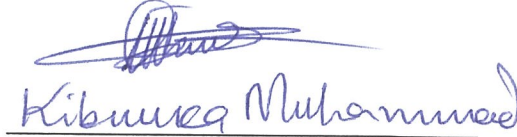
This thesis entitled "Work Behavior and Performance of the Selected Commercial Establishments in Kigali-Rwanda" prepared and submitted by Hilarie MUKESHIMANA in partial fulfillment of the requirements for the degree of Master of Business Administration has been examined and approved by the panel on oral examination with a grade of PASSED.



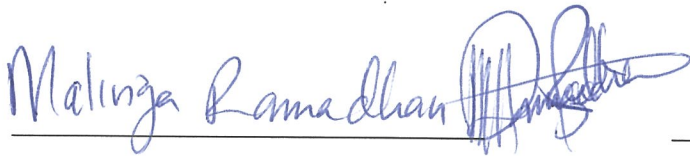
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DEDICATION

To my beloved parents, Mrs. MUKANGWIJE EUPHRASIE and my late father NZABARANKIZE LAURENT, for their concern to impart in me moral values and lay a solidified foundation for my education. Also this piece of work is dedicated to my lovely GANZA PRICE, ISHIMWE WIVINE and INEZA GRETТА my husband MUNYABUHORO DIEDONNE, for their patience during the time of my studies when they missed me a lot.

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The researcher wishes to express her gratitude to the Almighty God for having guided her to reach the final stage of my study.

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“Thank you and God bless”

ABSTRACT

This research investigated the relationship between work behavior and performance of some selected commercial establishments in Kigali-Rwanda from the year 2008- 2010. Besides the profile of respondents, the study investigated the level of work behavior among employees, level of performance and lastly, the study also investigated the significant relationship between the two variables.

In the literature review, concepts, ideas, and opinions from scholars regarding the variables under study are established and this focused on the study variables by reviewing literature under the sub-themes which synchronize with the research objectives or questions or hypotheses.

The researcher employed descriptive correlation design and using SLOVEN's formula, the study sample 109 respondents from 150 targeted populations and the sampling was done by the use random sampling. The study used self administered questionnaires as research instrument and the study ensured validity and reliability of instruments using Content Validity Index and the researcher followed all the ethical and logistic considerations of research. Data was analyzed in both qualitative and quantitatively using statistical techniques such as mean and correlation matrix.

Findings indicated that levels of work behaviors are still high in the selected commercial establishments with overall mean of 2.59; there is also high level of performance in the selected commercial establishments at overall mean value of 2.82. Additionally, findings indicate positive significant relationship between the study variables at ($r = .988$, $P < .000$) at .05 level of significance.

The study concluded that level of undesirable work behavior affects the performance of the two Supermarkets. Thus, it was recommended that the management should try all possible ways to reduce cases of undesirable work behaviors so as to improve performance of the organizations.

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LIST OF ACRONYMS AND ABBREVIATIONS

CVI	Content Validity Index
PCA	Principle component Analysis
SAQs	Self Administered Questionnaires

CHAPTER ONE

THE PROBLEM AND ITS SCOPE

Background of the Study

The term work behavior can be defined as employees' behavior that either goes for or against the goals of an organization. The study on work behavior is somewhat rooted in the works of some psychologists. In the study of Gelinas (2002), for example, the author noted that psychologist Maslow viewed staff attitude and behavior as science behind organizational performance. This suggests that the behavior of staff or employees towards the organization strongly influences their work performance hence the performance of the organization.

Maslow contents that human behavior needs to be controlled for institutional growth and prosperity. As such, the psychologist believes that it is the role of the management to direct individual's behavior towards cooperation and teamwork and their psychic is fulfilled with need for "acceptance, recognition and personal esteem" that is essential for high productivity and tangible evidence of organizational achievement.

Additional, behavioral theory of noted psychologist B.F. Skinner also indicated that employees' behavior is critical to organizational performance. Psychologist B.F. Skinner's model explains how positive employees' behavior can dramatically impact an individual's performance hence helping organizations achieve business results (Vincent 2007). Skinner states that in order to change behavior for performance, employees must understand what you want them to do and what they will receive for doing it. Participants must also receive constant feedback to know where they stand in relation to the goal.

This therefore means that management plays a greater role in planning, designing, implementing, and monitoring employees' behavior to maximize the employee performance by encouraging them to work to their fullest potential.

In a similar way, Lingham (2007), in his research indicated that staff behavior and attitude should be looked into first before the management oversees other aspects that are likely to temper with organizational objects and goals. As such the author contents that many businesses and non-business organizations should see modeling employees' behavior and attitude as a mode of achieving organizational objectives and goals.

Although many studies have been done to establish the relationship between work behavior and organizational performance, many of these studies tend to focus only on the counterproductive work behavior of employees and neglecting that on the side of the employer. It was because of this framework that this research attempted to unearth and establish the relationship between the two variables while focusing on the work behavior of both employees and employers in some selected commercial establishments in Kigali, Rwanda. These commercial establishments included Nakumatt and Simba Supermarkets in Kigali, Rwanda.

Statement of the Problem

Kiiza (1997) indicates in his studies that employees' work behaviour has become an aspect of great concern among many entrepreneurs as they seek to improve the performance of their companies. The author noted that in hard economic times for example, work attitude and behaviour among employees is increasingly declining. In many organisations, cases of strikes, theft, corruption, cheating customers and sexual harassments among employees are becoming rampant. Although the author noted work behaviour as one of the determinants of organisational performance, he did not establish the work behaviours that

have significant relationship or difference with organisational performance. Additionally, Kizza (1997) did not also give a convincing explanation on how work behaviour determines organisational performance. It is therefore within this background that this study attempted to establish the work behaviours that have significant relationship with organisational performance and those that do not have significant relationship. The study also tried to establish an explanation on how different work behaviours have significant relationship or difference with employees' performance while considering some selected commercial establishments in Kigali, Rwanda.

Purpose of the Study

The purpose of this study was to investigate the relationship between the levels of work behavior to the performance of employees in selected commercial establishments in Kigali, Rwanda.

General Research Objective

To establish the correlation between work behavior and employee performance in selected commercial establishments in Kigali, Rwanda.

Specific Research Objectives

This research was based on the following objectives:

- (i) To determine the profile the respondents as to: age, gender, highest education qualifications and number of years working with the selected commercial establishments.
- (ii) To determine the level of work behavior of employees in the selected commercial establishments.
- (iii) To determine the level of performance of employees in the selected commercial establishments in Kigali.

- (iv) To establish if there is a significant relationship between the levels of work behavior and performance of the selected commercial establishments.

Research Questions

This research sought to answer the following questions:

- (i) What is the profile of respondents as to: age, gender, highest education qualifications and number of years working with the selected commercial establishments in Kigali, Rwanda?
- (ii) What is the level of work behavior of employees in the selected commercial establishments in Kigali, Rwanda?
- (iii) What is the level of performance of employees in the selected commercial establishments in Kigali?
- (iv) What is the significant relationship between the levels of work behavior and performance of the selected commercial establishments in Kigali?

Research Hypothesis

This research was based on the following assumptions:

- HO There is no significant relationship between levels of work behavior and performance of Simba and Nakumatt Supermarkets, in Kigali.

Scope of the Study

Content Scope

This study examined the relationship between level of work behavior and performance of employees in selected commercial establishments in Kigali. In so doing, the study determined the profile of respondents and then level of work behavior in the two firms. The study also determined the performance of the two selected firms and established both the significant difference and relationship between the levels of work behavior and performance of the two commercial establishments in Kigali.

Theoretical Scope

This study was based on the behavioral theory of skinner for performance. This theory provides a general theoretical framework that addresses the nature and the level of behavior that are both responsible and focused on performance. This theory is appropriate as it underpins the two variables in the study that is, work behavior and employee performance in the commercial establishments.

Geographical Scope

Concerning the geographical scope, the study was carried out in two commercial establishments in Kigali, Rwanda. The selected commercial establishments for this study included Nakumatt located along Insinzi roat, in Union Trade Centre building and Simba Supermarkets in Centenary House in Kigali, Rwanda.

Time Scope

The study on work behavior and work performance of the selected commercial establishments in Kigali was carried out in within seven months. The Study started with topic selection and approval in April 2011. Then, the research introduction started and in the same month of April 2011. Literature was reviewed in May 2011 and this was coupled with picking up the appropriate design, instrumentation of research, and deciding on sampling procedures and data analysis procedures in May 2011. Sampling of respondents and data collection started in June 2011 and July 2011, data was already collected from the field and organization of data and coding also started in July 2011. In August 2011, data was presented, analyzed and interpreted. Then, the report was presented for approval and defended in September 2011.

The Significance of the Study

This research could be significant in the following ways:

Information provided in this research could help management or the administrators of business organizations in formulating strategic measures with regards to counterproductive work behaviors as a way to build business that creates income, opportunity, growth and modernisation

This research could be useful to different stakeholders of commercial establishments selected for this study since it helped to illustrate, clarify and understand both the employers and employees on what organisation expectations' are and what they need to do. This could enable them to work together for their own benefits and the benefit of the organisation.

This research could also help to enlighten the management of the commercial establishments about the challenges presented by some work behaviours in business venture and this could enable them to derive appropriate procedures in dealing with it.

This research could also enable the management of the selected commercial establishments to take holistic view or bigger picture on the causes or origins of counterproductive work behaviours and direct resources and attention towards addressing them.

This research may also add to the literature. It is true that many researches have been done on work behaviour and performance of organisation; many of these researches tend to focus only on the work behaviour of employees while leaving that on the side of employers. Since this research tackled the two sides, and in the case of Nakumatt and Simba Supermarkets in Kigali, the researcher believes that it has provide something new.

Lastly, this research is in partially fulfilment of the academic requirements for the award of Masters Degree in Business Administration of Kampala International University.

Operational Definitions of Key Terms

Work Behaviour. The conduct and character traits exhibited by staff members at work place. Both desirable and undesirable work behaviour at work place and how they affect the performance of the commercial establishments selected for this study are investigated. In this research they included the late payment of employees, low motivation and rewards, accepting bribes in recruiting, sexual harassments, theft, laziness and favouritism at work.

Performance: Evaluation and measurement of progress of an organization and in this study they included sales volume, profit level and innovation and growth levels resulting from the commitment and engagement of employees and management especially from the year 2008 to 2010.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

Concepts, Ideas, Opinions from Experts / Authors

In this chapter, analysis of the literature related to the subject of the study with the objectives in light of scholars is articulated. The review in this chapter is therefore focused on the study variables by reviewing literature under the sub-themes which synchronize with the research objectives or questions or hypotheses.

Level of Work Behavior of Employees in Business Establishments

Some scholars have tried to establish level of work behaviour in both the commercial and non-commercial firms. According to Kakuru (1995) for example, in organisations in which employees are not well motivated, their attitudes towards work tend to be low or down the earth. In the authors study, he noted that many employees in such organisations instead of working hard tend to negatively work for the downfall of the organisation.

Another study by Mabey, et al. (2002) also noted that the level of work behavior tend to be very low in some employees who are not well supervised. According to the authors, some employees by their "nature" can not develop high work behavior or attitude if their activities and performances in an organization are not guided, controlled and monitored. In this case, the authors seem to be saying that supervision forms an important aspect in promoting good level of work behavior and direct attitude towards performance. This means that employers and managers need to establish some level of supervision to ensure that work behavior of employees' matches with the organizational objectives and goals.

Another study by Ker (1995) also linked the level of work behavior with the characteristics of employees in terms of their qualifications. According to the author, employees who have low level of education or who are not qualified tend to have low work attitude unlike their counterparts. In giving sufficient illustration for their findings, the study established that because many of the unskilled and unqualified employees tend to misbehave and sometimes engage themselves in unprofessional and unethical conducts.

Dransfield (2004), also somewhat supported Ker's (1995) view as he indicated that the involvement of many unskilled and unqualified employees in strikes instead of using other approaches to solve problems indicates that their level of work behavior is undesirable. Although the authors' view seem to be prejudiced, his view regarding low level of work behavior among unskilled and unqualified employees cannot be thrown in to the dustbin.

Some other authors such as McElroy (2001), also indicated that the level of work behavior in many organizations is determined by working environment climate in the organization. According to the authors, in organizations with conducive working environment climates, the level of work behavior among employees tend to be high and employees tend to have positive attitude towards their work and organization unlike those working under poor working environment climates. Although the author could not outline some aspects that show conducive working environment climate in organization, his perspective regarding the influence of working environment climate as fundamental attribution to work behavior was clear.

According to Needham and Dransfield (2004), treatment of employees at work and provision of other incentives besides their wages or salaries also determines the level of work behavior in employees. According to the authors, proper treatment of employees and provision of incentives such as transport,

house allowances among others tend to motivate employees and uplift their working spirits. In further explanation, the authors noted that high cases of laziness and absenteeism among employees who are poorly treated or not given incentives demonstrate that their work behavior is low. This therefore suggests that organizations should look into ways of promoting the level of work behaviors among employees who are potential performers. This can be done by treating such employees nicely and giving them some incentives to uplift their work spirits.

As for Brumby, (1999) the level of work performance of employees in an organization is determined by the level of employee turnover in an organization. In establishing this cause, the author indicated that the level of work behavior of employees in organizations experiencing high level of employee turnover tend to be low unlike the work behavior of employees in organizations with low employee turnover. However, the author did not clearly indicate whether low work behavior tends to be high among highly experienced and professional employees since turnover rates tends to be high among unskilled and unqualified employees.

McElroy (2001), in his part pinpointed job turnover as a form of work behaviour arising from lack of reward contingencies for performance and better external job opportunities. What should also be taken into consideration is that work performance is also sometimes related to employer's characteristics and behaviour. If employees constantly leave work in a particular place, the employer or the management will continues employing new employees that may be inexperienced and full of skill as the previous ones. Hence this leads to ineffective performance and affects the general production level.

According to Oakland, (1999) theft and misappropriation of company fund and resources are the common counterproductive behaviours among

employees. The researcher believes that such practices deprive the company of its progress and significantly lowers profit level that could be used to expand business, improve employees' benefits among others. This therefore affects the entire operation of an organisation.

Sachett, et al., (2006) in their work entitled "Citizenship and Counterproductive behaviour" indicated that one of the counterproductive work behaviour among employees is the sexual harassment. Although the author only focussed on sexual harassment on the side of employees, the researcher believes that sexual harassment is also common among employers of today. Sexual harassment is detrimental to performance and production in sense that it discourages the concentration of the parties involved and on the part of the manager, it makes the manager to forget about their role of supervision, decision making since they will be somewhat emotional attached to those they are sexually obsessed hence affecting performance.

Another form of counterproductive behaviour that has been observed among employees is the case of substance and drug abuse (McElroy, 2001). Although the author could not clearly explain the relationship between substance and drug abuse among employees and performance of an organisation, the researcher believes that they make some employees fail to perform their duties effectively whence reducing the overall production level.

As it can be seen, scholars give various reasons for different levels of work behaviour. However, this research also attempted to unearth some aspects to determine the levels of employees' work behaviours in the case of Kakumati and Simba Supermarkets-Kigali.

Level of Work Performance in Business Establishments

Brumby, (1999) regarding level of organizational performance noted that institutions with high level of employee retention perform fairly better than those in with high employee turnover. The scholar somewhat noted that both low and high employee retention that influence organizational performance are also related to work behavior. In the author's argument, he believes that work behavior is essential since it either encourages or discourages retention and those retained build on experience and capture ways of properly performance in their duties hence encouraging success and excellence in organizational performance.

Another study by Gelinas and Bohlen (2002) also indicated that progressive rise in the level of profit in an organization is an indication that the organization is generally performing well. In the scholars' analysis, he noted that commercial establishments are all set up with an intention to make profit though there is also an intention of providing services to people. In this regard, the author noted that profit level of an organization is a vital evaluation of the performance of that very organization.

Additionally, studies by Sackett, et al., (2006) also noted that in the modern times, the level or work performance of commercial establishments is judged by the level of innovation. Every growing company in this era should grow with innovation in order to design and establish new and appropriate products. This suggests that different inventive levels, use of modern machines among others are aspects to determine the level of performance of any commercial establishments.

According to Vincent (2007), it is the volume of sales and production that should be used to establish the level of work performance of an organization. The author indicated the level or volume of sales in a given period determines

the performance of an organization in sense that it shows that the organization is at higher level of handling complex situations even in high competitive business environment. In other term, the author believes that low performing commercial establishments struggle to attract customers and have low sales volume.

Through repetitive activities in delivering work contents, Rani (1998) also believes that organizations that can manage to retain their highly skilled and qualified employees portray that they have attained high level of work performance unlike their counterparts. According to the author, high performing organizations tend to attract professionals since they tend to motivate and reward their employees fairly well. The researcher agrees with Rani since the level of labor turnover of professionals in high performing organizations tends to be low as compared to unskilled employees.

Konratu (2002) for his part established that one of the greatest aspect that portrays high level of work performance of any commercial establishment is the by publication of financial statements. In his illustration the author noted that for an organization to provide an independent expert opinion as to the fairness with which the statements present financial position, results of operations and cash flows is an indication that the performance of that organization is high. In the scholar's conclusion, he noted that it is therefore because of this reason that the securities laws require that big companies have their annual financial statements audited by all Independent Certified Public Accountants (CPA)

Boynton, (1996) also had a similar view like that of Konratu (2002) as he indicated that external auditing forms central part of high performing organizations whether it been commercial establishments or not. In Boynton, (1996) analysis, he noted that external auditing is normally in response to the demands and growth in the size and complexity of business as a way to shift from detailed verification of accounts to sampling or testing as the basis for

rendering an opinion on the fairness of financial statements, development of the practice of linking the testing to be done to the auditors' evaluation of a companies internal controls and de-emphasis of the detection of fraud as all as audit objectives. In the authors' explanation, he noted that this aspect is only common in complex and high performing commercial establishment.

Significant Relationship between the Levels of Work Behavior and Performance of Employees in Business Establishments

As stipulated by Mayal and Pilmer (1993), a good work behavior shows quality customer service orientation and this subsequently results to increased productivity, a higher market share that gradually leads to successful and excellent company. An excellent service offers a much greater competitive marketing edge to other competitors largely because positive differentiation entails improving all people, aspects of business which includes training, motivation and attitude of all of which are more difficult to achieve and copy.

In establishing the relationship between work behavior and growth of organizations, Keith (1995) also noted good work behavior creates delighted customers who are more effective advertisers than the advertisements placed in the media. As satisfied customer is unlikely to switch to another supplier or bank, the results are enhanced customer retention rate and higher customer loyalty which all certainly lead to higher or increased sales and profitability and a steady growth both of which are fundamental to the success of a company.

Alessandra (1985), in trying to establish the relationship between work behaviour and performance of organization articulates that employees who show good image of a company in terms of their conduct within and with customers need to be given initiatives being an added cost since they encourage repeat purchase hence enabling and increasing the sales volume as well as the profit level that all encourage growth of organization.

Desathic (1987) argued that happy, highly motivated and empowered employees show good work behavior. According to the author, such desirable work behaviors enable an organization to achieve the organizational goals. Empowering employees to demonstrate a good work behavior means involving them in setting objectives, decision making, awarding them adequately and recognizing their contributions and challenging them; aspects that all support the growth of organization.

Armstrong (2001) indicates in his study that undesirable work behavior does not support the realization of key values of the organization, provides no value for money, and does not act to show transparency to employers, discourage behavior that will contribute to the achievement of the organization's objectives and limits employees' preparedness for greater responsibilities. The means that counterproductive work behavior not only limits work performance but also lowers labor productivity.

Needham et al (1999) in their studies on Business for Higher Awards found out that if organizations address and can improve on employees productive work behaviors, then, the quality of and quantity of goods and services will increase since employees will be more effective and focused. As for the scholars, this process tends to be advantageous to the general performance of organization. Although the authors could not clearly state how the two can be related, at least, they have tried to show some kind of relationship between the variables.

In another development, Oakland (1999) also showed that work behaviors such as high job turnover, absenteeism, substance and drug abuse, accepting bribes and favoritism in recruitment are detrimental in times of crisis and sometimes even lead to collapse of a company. There seems to be general sense of realism in what the authors have said since such counterproductive work

behaviors greatly affect productivity hence affecting net profit of a company that could also lead to the company's collapse.

Related findings by Hunter (2006) point out that work behavior among employees sometimes also damages the image of companies in highly competitive environment. This discourages not only the highly trained and professionals from joining such a company but also discourage the clients or customers or consumers of products of such a company. As a matter of fact, professionals and highly skilled and experienced personnel and clients are discouraged by undesirable work behavior in companies; and such companies may not easily widen their scope of production and are doomed to collapse in high competitive business environment.

In another development, Fox and Spector, (2005), reveal work behaviors such as substance and drug abuse; absenteeism, hiring ineffective personnel as a result of bribes among others as counterproductive in business. In the authors' argument, they indicated that such work behaviors are counterproductive in sense that they do not support quality principles and practices and in application of appropriate methods for quality and productivity improvement. The study is of the view that such behavior does not enables employees to perform their individual process, fail to respect formal relationship in the management, and makes them unable to contribute effectively to the process of continuous improvement hence, general production as well as organizational performance.

In his study on teamwork spirit as a basis for high performance and production, Armstrong (2001), believes teamwork works better if cases of violence, sexual harassment, absenteeism that are detrimental work behavior on performance are non-existence. The researcher believes that teamwork that is basis for quality and high productivity can only be build if there is mutual respect and understanding among employees and with their employer. From Armstrong's

analysis, he seems to be saying that cases of violence, sexual harassments and absenteeism are counterproductive in any business organizations as well as non-business organizations.

From what researchers have said in regard to work behavior and performance, they seem to be saying that some work behaviors negatively affects production. However, this was still investigated in the case Nakumati and Simba Supermarkets in Kigali, Rwanda.

Theoretical Perspectives

Behavioral theory of skinner for performance is a general theoretical framework that addresses the nature of behavior that is both responsible and focused on performance.

In the behavioral Model which was derived from the psychologist B.F. Skinner, the model explains how individual's behavior impact dramatically on ones actions and performance (Vincent 2007). Two premises govern the framework. The first one is that behavior itself is purposeful and it has integrated inputs, processes, outputs, feedbacks and boundaries. The second is that performance takes place within behavior system that is, a system of joint, coordinated and purposeful action. As aspect of behavior and performance form the basis for this research or are the independent and dependent variables for this study, this theory played a greater role in guiding this study.

Kraizer (2006) also followed the behavioural model of Skinner and noted that organisation whether for business or non-business which strongly put emphasis on building good behaviour or morals in their employees general perform well and this enables them grow and develop more quickly. In Kraizer analysis, he noted that such organisations tend to withstand, survive and

continue deliver goods and services in higher competitive environment than their counter parts.

Although many other factors may have been equally influential to the good referred organisational performance, this conviction on the good morals for improved organisational performance has been spreading around.

Another appropriate theory that also forms basis of for this study is the performance appraisal theory by Oberg (1972). This theory emphasizes popular set of criteria that constitute what is appraised during staff appraisal exercise. It therefore states that rating employees according to job behaviors is an essential aspect in enforcing work performance. According to Oberg, (1972) this criterion is based on the assumption that there are effective and ineffective behaviors and that these have been identified for each job or type of job. Behaviors are judged effective or ineffective in terms of the results the behaviors produce (either desirable or undesirable). In giving authentic example for his point, the scholar noted that a customer service representative could be judged on the amount of patience shown to irate customers. Evaluating employees along behavioral dimensions is especially important for employee development purposes as well as the organization's growth and development.

Related Studies

Sources of Work Behavior in an Organization

As it has been noted, work behaviour can be good or undesirable. According to some scholars, both good and undesirable work behaviours can originate from work place or where one is coming from. Different scholars try to establish where work sources of work behaviour and below are some of the sources or work behaviour indicated by some researchers.

In the studies being carried out, it has been noted that many undesirables work behaviours are related to peer group influences. As Chapman (1974)

reveals bad peer influence is one of the critical aspects that cause great distress in at work. According to the author unless, at such a time, some strong means shall be used to prevent the evil, effective performance will be affected.

Durando, (2007), in his educational briefing argued that deviant behaviour and indiscipline cases of some employees are deeply rooted in their background experiences especially when they were young. Durando, (2007), believes that child mistreatment in any form is detrimental to the behavioural and moral formation of a child. In her analysis, she shows that 80 % runways cite child abuse as a factor, 95% of prostitutes were sexually abused and 78% of the prison population was abused as children. This means that family background experiences of the employees has blamed for their counterproductive work behaviour.

Undesirable work behaviour can also stem from the bad behaviours or characteristics of those on top such as the management (Wright et al, 1970). The author believes that cases absenteeism, late coming, laziness, theft, job turnover and among others are as a result of managerial weaknesses sometimes in their relationship with employees. The researcher contents, employees may not be motivated to perform their best if they are not encouraged or if their relationship with those in charge is not well. It is sometimes because bad relationship with the managers that people resort to counterproductive work behaviours.

Fox and Spector, (2005), on their part noted that sometimes employees undesirable work behaviour originates from insufficient rewards and motivation at work. As a matter of fact people expect to be motivated and properly motivated for what they do. As such, if they have been working hard but they have not been motivated or properly rewarded, Fox and Spector, (2005), believe that this discourages them at work and makes some of them to resort to some of

the counterproductive work performance. The researcher somewhat agrees with Fox and Spector, (2005), finding as insufficient motivation and rewards may encourage job turnovers, absenteeism, laziness, violence among others.

According to the Rao, (1985) employee's traits should be used to evaluate their performance in an organization. In the scholar's explanation, he indicated that following this criteria demands that graphic rating scales evaluates workers on individual traits or personal characteristics which were presumably related to job performance. In this case, aspects connected to initiative, aggressiveness, reliability, and personality are examples of traits on which employees have been rated.

CHAPTER THREE

METHODOLOGY

Research Design

The study took a descriptive correlation design. It was based on the variables of study which were quantified into numerical data to explain, predict and control phenomena of study. Through this design, the study related independent variable (behavior and attitude at work) and dependent variable (employee work productivity, sales volume, level of profit and innovations and growth rates) in the commercial establishments were determined.

Research Population

The research population for this study was 150 staff members of Simba and Nakumatt Supermarkets of Kigali-Rwanda. This included staff members from lower level up to the top management of the two supermarkets. The top management of the two supermarkets were targeted since they are the ones with the businesses performance reports in terms of sales, innovations, level of profitability while the lower staff members were targeted since aspects concerning employees work productivity and cases of turnover concerns them and they also have sufficient information about specific aspects investigated under dependant variables such as sales volume among others. Targeting such kind of population enabled investigation about the topic under study be fairly undertaken and the information obtained was also to some grater extent balanced.

Table 1
Population Size and Sample Size

Category	Population Size	Sample Size
Employees	150	109
Total	150	109

Sample Size

The sample size was determined by using the following SLOVEN's formula:

$$n = \frac{N}{1 + NI^2}$$

Where

n= Sample size

N=Total population size

I²= 0.05 level of significance.

Therefore, the sample size was 109 persons hence making study population large enough to represent the salient characteristic of the accessible population as a target group. This sampling was done through simple random sampling.

Sampling Procedures

Random sampling was used for selecting employees of the two selected supermarkets in this study. This was done by writing "Yes" / "No" on pieces of papers. Those who picked "Yes" were considered as respondents while leaving out those who picked "No". Before they could be allowed to pick "Yes" or "No", their willingness was first thought meaning that the consent of those sampled was at first sought.

Research Instrument

The primary material for the study consisted of a questionnaire (see Appendix) that was self administered at the various departments of selected commercial establishments in Kigali, Rwanda. The questionnaire was made up to obtain responses about respondent's perceptions about the relationship between the variables under study (work behavior and performance) and respondents were asked to either strongly disagree=1 (meaning disagreeing with no doubt at all); or disagree=2 (meaning disagreeing with some doubt); or agree=3

(meaning agreeing with some doubt); or strongly agree=4 (meaning that agreeing with no doubt at all) and this was done by ticking (marking) one of the choices outlines above.

Validity and Reliability

The validity was measured using content validity of instruments, two raters/ experts in the field of study were used to set the content in the questionnaire. The researcher consulted experts to verify validity of instruments. After that, the researcher viewed each statement with the help of experts and assessed the extent to which the questions were related to the topic of the study. The researcher compiled the responses from raters and computed the content validity index (CVI).

$$(CVI) = \frac{\text{Number of items rated as relevant}}{\text{Total number of items being judged / rated in the questionnaire}}$$

Table 2
Determination of Reliability and Validity of Instrument

	Relevant items	Not relevant items	Total
Rater 1	19	1	20
Rater 2	18	2	20
Total	37	3	40

$$\frac{CVI=37}{40} = \mathbf{0.93}$$

The CVI was 0.93, which is greater than 0.7, the research instruments were measured valid. Thus the questionnaire was considered valid because the items in the instruments were relevant and sufficient to cover the content validity index valid for the study that adequately sampled the population in question.

It was checked by the help of experts to see whether the questions represented the properly measured.

To ensure that the instruments were consistent, appropriate and reliable in tracking the rightful data for this study, the instruments were tested with 25 employees of Nakumatt-Uganda who were not part of respondents. The answers given by these members were then verified to say if they were giving the required information or not and further adjustments were made to determine reliability of the instruments.

Data Gathering Procedures

Before data collection

Before data collection took place in the selected supermarkets in Kigali, a letter was obtained from the office of the Coordinator, Business and Management School of Postgraduate Studies and Research of Kampala International University as an introductory letter to the respondents. The researcher sought permission from the Management of the two supermarkets (that is Simba and Nakumatt) to carry out the research. A list of employees in the two supermarkets was obtained and the researcher visited the sampled 109 respondents using random sampling technique ensuring that each class was represented. This was done by writing "Yes" / "No" on pieces of papers. Those who picked "Yes" were considered as respondents while leaving out those who picked "No".

During the time of data collection

During the time of data collection in Nakumatt and Simba Supermarkets, self administered questionnaires (SAQs) were administered to respondents with the help of research assistants. The researcher kept visiting the employees constantly so that they could fill in the questionnaires within a specified period of

time. When the employees had finished filling in the questionnaires, the researcher collected them to prepare data on the variables.

After the data collection process, the researcher then analyzed the data using Pearson's product moment correlation and multiple regression analysis. Necessary editing was also done to make sure that standardized study is done for academic purpose. The researcher at last presented the report for final approval hence rendering it ready for defense.

Data Analysis

All questionnaire responses obtained in the study was subjected to analysis. Principal Components Analysis (PCA) was used as a pre-analytical tool to obtain reliable (internally consistent) scales from questionnaire items on topics such as work behavior and performance of selected commercial establishments in Kigali, Rwanda. Basic descriptive statistics such as mean and standard deviation together with correlation and regression analysis were then used to characterize the data. Following that, Cronbach's alpha was computed for all scales to describe the scales' reliabilities. Pearson correlation coefficient was also used first to examine associations between variables, presented in a correlation matrix style. Finally a sequence of multiple regression analyses was employed to test the hypothesis and to identify the variables that are independently (or uniquely) and significantly predictive of work behavior and the immediate influences on performance of selected commercial establishments (Simba and Nakumatt) in Kigali. The analyses were done using the Statistical Package for Social Sciences (SPSS). In order to interpret the data that was collected from respondents especially on the level of work behavior and performance, the following values, mean range and interpretation were used.

<i>Mean Range</i>	<i>Interpretation</i>
3.26-4.00	Very high
2.51-3.25	High
1.76-2.50	low
1.00-1.75	very low

Ethical Consideration

The researcher collected an introduction letter from the office of the Coordinator, Business and Management School of Postgraduate Studies and Research of Kampala International University. This letter was presented to the administration of those respective Supermarkets (Simba and Nakumatt) where the research was carried out. This letter officially introduced the researcher and eases the research exercise having been granted the mandate.

To safe guard against unprofessional conduct while carrying out the research like failure to disclose facts which could cause false research findings, the researchers sought permission of the people who would participate in the research for their consent in the intended study. The researcher did not lay respondents and record findings on hidden mechanical devices.

The researcher made sure the researcher's personal biases and opinions did not override other interests and the researcher gave both sides fair consideration. The findings of the research were kept confidential, done under the condition of anonymity to avoid embracing and harming respondents and their institutions. The researcher sought approval of the University ethics committee to make sure the research does not violate any of the ethical considerations through the supervisor.

Limitations of the Study

Since the questionnaires were meant to be self administered, some respondents reluctant to fill in and return the questionnaires. However, due to the researcher's efforts in making constant visitations to the respondents and keep reminding them, most of the questionnaires were filled in and returned.

The researcher was also faced with some financial constraints for proper facilitation in terms of transport, lunch, and accessing some of the relevant information for this researcher. To curb this limitation, the researcher struggled to respect the budget drawn for this research and mobilized some fund from friends and relatives.

Some respondents were not able to express themselves fully in English language especially some of those students in since the questions were in English but yet some of the employees could not understand the language fully. However, the researcher grouped such respondents with those who could understand the language well.

CHAPTER FOUR
PRESENTATION, ANALYSIS, AND INTERPRETATION OF DATA

Profile of Respondents

The first research objective was to determine the profile of respondents based on the age, gender, highest education qualification and number of years the respondents have been working in the commercial establishments selected for this study. The summary respondents' profile is shown in Table 3.

Table 3
Profile of Respondents (n=109)

Gender	Frequency	Percent
Male	65	59.6
Female	44	40.4
Total	109	100.0
Age Category		
20-29	31	28.4
30-39	37	33.9
40-49	21	19.3
50-59	13	11.9
60+	7	6.4
Total	109	100.0
Education Level		
Secondary	18	16.5
Diploma	28	25.7
Degree	41	37.6
Masters	22	20.2
Total	109	100.0
Experience		
1 Year	36	33.0
2 Years	38	34.9
3 Years	35	32.1
Total	109	100.0

Source: Primary data

As shown on Table 3, females formed 40.4 percent of the respondents while males formed 59.6 percent. The involvement of both men and women in this research indicates that the study was gender sensitive since aspects of work behavior concerns the both genders. Additionally, the age gap between the two genders was somewhat small and this helped in complementation of information given by either side. In other terms, information that was not delivered by one gender during the study process was indicated by the other gender. This therefore helped in provision of detailed, fair information for academic purpose.

According to Table 3, most of the respondents (33.9 %) were at the age of 30 to 39, followed by the age group of 20 to 29 (28.4 %), then 40 to 49 (19.3 %), followed by 50 to 59 (11.9) and 60 and above formed (6.4 %) each respectively. Youth (20 to 39) formed the greatest part of respondents (63 %) because most of the workers at Simba and Nakumatt Supermarkets in Kigali were the youth. This could have been so due to their active involvement in commercial activities or the genocide that left most of the elderly population dead. Difference in age groups among respondents was helpful in that it enabled different views and opinions about the aspects of work behavior and performance of the tow establishments selected for this study be properly investigated. In other terms, what elderly group could not notify was indicated by the youthful age group.

The Table 3 also shows that respondents with different education level that is, those who stopped in secondary, diploma courses, degree and master degree level were all represented in the research process though the majority of the respondents were those who attained the university degree (37.7 %), followed by those in diploma (25.7 %); masters degree level bearing (20.2 %) and lastly those who stopped in secondary education with 16.5 percent. Different education level was selected in the research process since the issue under investigation (work behavior) is a concern for all kinds of staff members at the

two supermarkets that is Simba and Nakumatt-Kigali regardless of their education level. As it can be seen in the Table 4.3, most of the respondents (over 83 %) were highly educated and this helped in unearthing information about the relationship of the study variables.

As indicated in Table 3, most of the respondents (34.9) had experience of two years followed by those having two years (33 percent) while least of them (32.1 percent) of them had only one year experience in the commercial establishments. Number of experience at the two supermarkets was significant in sense that it enabled provision of critical information on the level of work behavior, level of performance of the two commercial establishments and the relationship between the two variables. To the researcher's astonishment, those who have been working at the two supermarkets for longer period had richer experiences related to aspects under investigation. The experience level stopped at three years because the two commercial establishments have been established in Kigali in 2008.

Level of Work Behavior in the Selected Supermarkets in Kigali

This second research objective explored level of work behavior of employees in the two commercial establishments. The work behaviors under investigation included: accepting bribes during recruitments, low motivation and reward to employees, late staff payment, theft, favoritism at work place, laziness among employees and sexual harassment at work place. The value of mean computed was used to determine the level of work behavior.

If the mean value was from 3.26-4.50, it meant that the particular work behavior was very high; if it was 2.51-3.25, it meant that it was high; if it was 1.76-2.50, it meant that the level was low; and if it was 1.00-1.75, it meant that the level of work behavior was very low. The summary on the level of work behavior in the two commercial establishments is presented in Table 4.

Table 4
Level of Work Behavior at Simba and Nakumatt
n=109

Level of Work Behavior	Mean	Interpretation	Rank
Laziness among employees affects productivity and performance	2.99	High	1
Accepting bribes during recruitment is common in my work place	2.98	High	2
Some staff members are lazy and this discourages other hardworking employees	2.88	High	3
Favoritism affects employees efforts	2.81	High	4
Theft cases lead to loses	2.76	High	5
Accepting bribes during recruitment leads to poor work performance	2.72	High	6
Employees are poorly motivated and rewarded in my work place	2.70	High	7
Low motivation and rewards lowers employees' moral	2.60	High	8
The company has registered cases of theft in the last one year	2.59	High	9
The management favors some staff members at the cost of others	2.43	Low	10
Late staff payment discourages employees' commitment	2.39	Low	11
Our staff members are lately paid	2.33	Low	12
There is sexual harassment of some employees in my work place	2.06	Low	13
Sexual harassment affects employees' performance	2.03	Low	14
Overall mean	2.59	High	

Source: Primary

The findings in Table 4 indicate that respondents rated most items on the level of work behavior in Nakumatt and Simba Supermarkets as high. The most high aspect in the level of work behavior in Nakumatt and Simba Supermarkets was laziness in the supermarkets affecting performance (mean= 2.99) and the next was presence of bribes during recruitment (mean=2.98) and the third was on the presence of laziness among employees (mean=2.88); this was followed by favoritism affecting employees efforts (mean=2.81); then theft cases leading to loses (mean=2.76); accepting bribes during recruitments leading to poor work performance (mean=2.72); existence of poor motivation and rewards

(mean=2.70); low motivation and rewards lowering employees' moral (mean=2.60) and lastly, presence of theft cases in the last one year (mean=2.59).

However, some aspects under work behavior were rated as low and these included the management favoring some employees at the cost of others (mean=2.43); late payment discouraging employees' commitment (mean=2.39); occurrence of late payment in the two supermarkets (mean=2.33); occurrence of sexual harassment (mean=2.06) and lastly, sexual harassment affecting performance (mean=2.03).

To get the overall picture on the level of work behavior in the selected supermarkets, the means for all the 14 questions in Table 4 were added and divided by 14 to get the overall mean of 2.59, which falls under high on the rating scale. This implies that the level of outlined work behaviors in the selected supermarkets in Rwanda is generally high.

Since the undesirable level of work behavior is highly rated in the case of the two supermarkets that are, Simba and Nakumatt Supermarkets, the researcher believes the commercial establishments are likely to be affected in their general performance. This is so since the undesirable work behavior affects quality customer service orientation (Mayal and Primer, 1993); the companies are unlikely to realize the key values of the organization (Armstrong, 2001); quality and quantity of goods and services are likely to be lowered (Needham et (1999); and teams work is bases for high performance becomes ineffective (Oakland, 1999).

Level of Performance in Simba and Nkumatt Supermarkets

The second question explored the dependent variable of the study which was the level of work performance of both Simba and Nakumatt Supermarkets. Investigation under this took into consideration the sales volume, profit level and the level of innovation in the two supermarkets taken as case study for this study. This was to find out whether the work performance at the two commercial establishments was high or low. The summary on the performance of the two commercial establishments is presented in Table 5.

Table 5
Level of Performance in Nakumatt and Simba Supermarkets
n=109

Level of Performance	Mean	Interpretation	Rank
There has been increase in the volume of sales in the last three years	3.28	Very high	1
The level of the company's profit has increased in the last three years	3.10	High	2
The company used improved and modern technology to run its business	2.87	High	3
The customers are loyal to the company I work in	2.72	High	4
The company I work in has broadened its customer base	2.62	High	5
The company has developed many products that attract many customers	2.32	Low	6
Overall Mean	2.82	High	

Source: Primary Data

The findings in Table 5 indicate that the level of performance of Simba and Nakumatt was generally rated high for all the questions in Table 5 except on

question four. The level of performance was highest rated on the item of increase in the volume of sales (mean=3.28); next was on increase in the companies profits (mean=3.10); followed by the company's using improved and modern technology to run business (mean=2.87); next was customers being loyal to the company (mean=2.72) and lastly, the company broadening its customer base (mean=2.62).

However, level of performance of Simba and Nakumatt was rated lowly in the aspect of the company developing many new and attractive products (mean=2.32).

On the overall, level of performance of Nakumatt and Simba is rated high since its overall mean value rated 2.82. This implies that the level of performance of selected supermarkets in Rwanda is high.

Regarding the finding on the level of performance of the two commercial establishments, it could be said that the high level of performance is influenced by other factors that were not investigated in this study or the level of performance could have been better than the current level if undesirable work behaviors were controlled and minimized.

Relationship between Work behavior and Work Performance at Simba and Nakumatt Supermarkets

The fourth research objective in this study was to establish whether there is a significant relationship between the level of work behaviors and performance in the two selected supermarkets in Rwanda. The null hypothesis stated that there is no significant relationship between level of work behavior and performance of the two selected commercial establishments in Rwanda. To achieve this objective and to test the stated null hypothesis, the researcher

correlated the overall means in Table 4 with the overall mean in Table 5 using the Pearson's Linear Correlation coefficient (PLCC) and the results are indicated in Table 6.

Table 6

Relationship between Work Behaviors and Work Performance of Simba and Nakumatt Supermarkets

Variable correlated	R- value	Sig- value	Interpretation	Decision on Ho
Employee Behavior Vs Performance	.988	.000	Significant Relationship	Rejected

Source: Primary Data

The findings in Table 6 showed a positive significant relationship between the level of employees' work behavior and performance of both Simba and Nakumatt supermarkets in Rwanda. This is indicated by a very big r-value of 0.988 and a very small sig. value of 0.000. According to this finding, the null hypothesis that stated that there is no significant relationship between work behavior and work performance in the selected commercial establishments in Kigali was rejected.

The research findings on the relationship between work behavior and the performance of Simba and Nakumatt implies that the level performance could have been better off if the undesirable work behaviors in the two selected supermarkets were worked upon or improved. This is so since desirable work behavior directly and indirectly affects the general performance of an organization. This was also supported by the studies by Mabey et al. (2002); Kakuru (1995); Ker (1995); and Dransfield (2004).

CHAPTER FIVE

FINDINGS, CONCLUSIONS, RECOMMENDATIONS

Findings

This study was set to establish the relationship between work behavior among employees (late payment, low motivation and rewards, bribing, laziness, sexual harassment, theft and favoritism at work) and the work performance of commercial establishments that is, Simba and Nakumatt-Kigali, in Rwanda. Basing on research questions and hypotheses, the study found out the following:

Concerning the profile of respondents, the study found out that 63 percent of the respondents were the youth (from the age range of 20-39) and the least participants (18 %) were the elderly (from the age of 50-and above). Sixty percent of the respondents were males while forty percent of them were females. Eighty three percent of the respondents had higher educational qualifications (diploma, degree and masters' degree). Sixty six percent of the respondents had over 2 years of experience of working meaning that they fully knew things happening in the commercial establishments since the supermarkets were established in 2008 (three years ago) .

Regarding the level of employees' work behavior, the description of findings indicate that level of work behavior in Simaba and Nakumatt are generally high with an overall mean=2.59. The findings regarding the level of work behavior in the case the two selected commercial establishments was related to the findings by Kakuru (1995) who indicated that low motivation and rewards in many companies lead to high level of undesirable work behavior; Mabey et al. (2002) who asserts that undesirable work behavior tends to be high in companies whose level of supervision is low; McElroy (2001) and Needham and Dransfield (2004) who asserted that level of undesirable work behavior tends to be high in organizations with poor treatment of employees and lack of

provisions of other incentives besides their wages or salaries; and Brumbly (1999) who believes that level of undesirable work behavior is high in companies with high employee turnover.

Concerning the level of work performance of the two commercial establishments, it was noted that the work performance of the two supermarkets that is, Simba and Nakumati- Kigali is generally high (overall mean=2.82). The findings regarding level of work performance is in agreement with that of Gelinias and Bohlen (2002) high level of work performance is reflected in the progressive level of profit; Sacket et al. (2006) who indicated that level of innovation is an indication of high work performance, Vincent (2007) who also believes that level of sales is an indication of high level of work performance; Konratu (2002) and Boynton (1996) who attributed high level of work performance with level of publication of financial statements commercial establishments;

Correlation to determine the significant relationship between level of employees' work behavior and performance of Simba and Nakumatt Supermarkets indicates a positive significant relationship between the level of employees' work behavior and performance of the selected commercial establishments in Rwanda with a high r-value of 0.988 and a very small sig. value of 0.000. This finding corresponds with the study findings by Mayal and Pilmer (1993), Keith (1995) who noted that good work behavior subsequently results to increased productivity, a higher market share that gradually leads to successful and excellent company; Keith (1995) who indicated that good work behavior creates delighted customers who are more effective advertisers than advertisements placed; Alessandra (1985) who established that good work behavior creates good organizational image and this encourages repeat purchase hence enabling increase in sales volume as well as profit levels that all encourage growth; Desathic (1987) who showed that highly motivated and empowered employees show good work behavior that enables an organization to

achieve its goals; Armstrong (2001) who stated that employers should always discourage work behavior that will discourage organizational achievements; Needham et al (1999) who noted that good work behavior is related to improvement in quality and quantity of goods and services; Oakland (1999) who lamented that work behaviors such as high job turnover, absenteeism, substance and drug abuse, accepting bribes and favoritism in recruitment are detrimental to organizational performance and can lead to collapse of a company; Hunter (2006) believes that undesirable work behavior damages the image of companies in highly competitive environment; and Fox and SPECTOR (2005) who asserted that undesirable work behaviors such as absenteeism, accepting bribes in recruitments, favoring some specific employees are counterproductive in performance and business.

Basing on these results from the correlation, the null hypothesis was rejected since the correlation between the two variables indicate a high r-value of 0.988 and a very small sig. value of 0.000 hence making the study conclusion to be that there is significant relationship between the two study variables.

Conclusion

From the above findings of the study the researcher generated the following conclusions as per the study objectives.

Most of the employees of the two selected commercial establishments were male, educated, experienced and youth who are capable of engaging in economic activities.

The level of employees' work behavior in the selected commercial establishments is generally high. The kind of work behaviors that are high or common in the two selected supermarkets include bribes during recruitment, low motivation and rewards, favoritism, theft case and laziness among employees.

The level of the following work behaviors are still low in the two commercial establishments and these include sexual harassment and late staff payment.

The level of performance of the two selected commercial establishments is generally high basically due to high volume of sales, increased level of profit, improved and modern technology in the supermarkets; broaden customer loyalty and loyalty of customers to the companies. However, the level of performance is lowest on the company developing new and attractive products.

Lastly, the levels of work behaviors significantly affect performance of the commercial establishment selected for this study that is, Simba and Nakumatt Supermarkets. This also suggests that there is no significant difference between the two variables. Thus an improvement in the level of work behavior is likely to improve the performance of commercial establishments by almost 0.994. So if the level of work behavior improves by one unit, performance of the selected commercial establishments also increases by almost one.

Recommendations

From the findings of the study, the study noted that levels of undesirable work behaviors are unproductive to performance in Simba and Nakumatt Supermarkets. There fore;

- (i) Management needs to ensure that employees are recruited on merits and their qualifications. This will lead to effectiveness and competence at work hence boosting the work performance of business enterprises.
- (ii) Both monetary and non-monetary motivations and rewards should be given to the hardworking and experienced employees. This will encourage hard working among staff members hence boosting work performance of commercial establishments as every staff member works to their fullest potential in order to get recognition.

- (iii) Payments to employees should be promptly made or given to them. This will enable them work harder since they will be able to meet their basic needs in or on time hence enabling them concentrate on their duties and responsibilities.
- (iv) Laziness among employees should be discouraged and issues leading to them should properly be curbed since it directly affects performance of organization as employees tend to lower their work productivity hence affecting the general performance of commercial establishments.
- (v) Appraisal of employees' right from down to the top management should be ensured. This will enable every staff member be committed and behave in regards to their duties and responsibilities.

The study had some short comings such as financial constraints which limited the area of study. However, the researcher had to budget his finances and asked some of his friends for financial assistance to make it through. I would therefore suggest and recommend that organizations and government invests a lot of funds in research activities so that they can assist future researchers.

Still there was a challenge of some respondents not disclosing sensitive information regarding their issues of work behavior especially those who are superior to them. The researcher solved this challenge by creating a rapport with such respondents which made them open up and gave detailed information needed. I would recommend and suggest to organizations and other stakeholders should try to sensitize the public about research activities so that when one is doing research, proper information is disclosed.

Areas for Further Research

This study was carried out to find the relationship between work behaviors and work performance of commercial establishments’.

- (a) A study may be carried out to find the relationship between employers’ factors and work performance of commercial establishments.
- (b) The relationship between employees’ education and performance of commercial establishments.
- (c) A study should be carried out to find out the relationship between employee turnover and performance of commercial establishments.

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**OFFICE OF THE COORDINATOR, BUSINESS AND MANAGEMENT
SCHOOL OF POSTGRADUATE STUDIES AND RESEARCH (SPGSR)**

April 16, 2011

Dear Sir/Madam,

**RE: REQUEST FOR MUKESHIMANA HILARIE MBA/20049/82/DF
TO CONDUCT RESEARCH IN YOUR ORGANIZATION**

The above mentioned is a bonafide student of Kampala International University pursuing a Masters of Business Administration.

She is currently conducting a field research of which the title is **"Work Behavior and Performance of the Selected Commercial Establishments Kigali, Rwanda."**

Your organization has been identified as a valuable source of information pertaining to her research project. The purpose of this letter is to request you to avail her with the pertinent information she may need.

Any information shared with her in your organization shall be treated with utmost confidentiality.

Any assistance rendered to her will be highly appreciated.

Yours truly,

Mr. Malinga Ramadhan
**Coordinator
Business and Management (SPGSR)**

NAKUMATT - CITY CENTRE

APPENDIX II

QUESTIONNAIRE FOR EMPLOYEES AND EMPLOYERS

KAMPALA INTERNATIONAL UNIVERSITY
SCHOOL OF POST GRADUATE STUDIES

Dear Sir/ Madam,

I am a student of Master of Business Administration undertaking a research study entitled "Work behavior and performance of commercial establishments in Kigali, Rwanda" in partial fulfillment for award of Masters Degree of Kampala International University. I kindly request you to respond to my Questionnaire and all the information will be treated in confidence.

Yours Sincerely

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Hilarie MUKESHIMANA.

SECTION A. RESPONDENTS' DEMOGRAPHIC INFORMATION

Kindly answer all questions. Put a tick (✓) where appropriate.

a. Name of the Organization

b. Age

20-29 30-39 40-49 50-59 60 +

c. Gender

Male Female

d. Experience or Numbers of year in the company

1-2 3-4 5 and +

e. Education Level

Secondary Diploma Degree Masters

SECTION B. Level of Employees' Work Behaviors

Direction: Please write your preferred option on the space provided before each item. Kindly use the rating guide below:

Response Made	Rating	Description
Strongly Agree	4	You agree with no doubt at all
Agree	3	You agree with some doubt
Disagree	2	You disagree with some doubt
Strongly Disagree	1	You disagree with no doubt at all

- ____ 1. Accepting bribes during recruitment is common in my work place.
- ____ 2. Employees are poorly motivated and rewarded in my work place.
- ____ 3. Our staff members are lately paid.
- ____ 4. The company has registered cases of theft in the last one year.
- ____ 5. Some staff members are lazy and this discourages other hardworking staff.
- ____ 6. The management favors some staff members at the cost of others.
- ____ 7. There is sexual harassment of some employees in my work place.
- ____ 8. Accepting Bribes during recruitments leads to poor work performance.
- ____ 9. Late staff payment discourages employees' commitment.
- ____ 10. Low motivation and rewards lowers employees' moral.
- ____ 11. Theft cases lead to loses.
- ____ 12. Laziness among employees affects productivity and performance.
- ____ 13. Favoritism discourages employees' efforts.
- ____ 24. Sexual harassment affects employees' performance.

SECTION B: Level of Work Performance of in the Company you work in

- ____15. There has been increase in the volume of sales in the company in the last three years.
- ____16. The level of the company's profit has increased in the last three years.
- ____17. The company uses improved and modern technology to run its business.
- ____18. The company has developed products that attract many customers.
- ____19. The company I work in has broadened its customer base in the last three years.
- ____20. The customers are loyal to my company.

Thanks for your time and cooperation!