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Supervisor support, internal networking and employee productivity of District Local Governments in Eastern Uganda: a case of Kamuli District Local Government.

By

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NOVEMBER, 2023

PLAN A

DECLARATION

I, **KARUHANGA SAMUEL,** declare that this dissertation is my own original and unaided work. Any assistance that I have received has been duly acknowledged.

Signature..... Date....25th/11/2023.....

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APPROVAL

This is to certify that this proposal was prepared under our guidance as academic supervisors and is now ready for submission.

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DEDICATION

I dedicate this piece of work to my God, and family especially my beloved parents Mr. Karuhanga James and Mbabazi Justin for both financial and spiritual support towards my education.

ACKNOWLEDGEMENT

My sincere gratitude and glorification is to my everlasting heavenly Father, my provider in time of need. This research would not have been complete without your unending guidance and unconditional love. Special and sincere thanks are bestowed to my supervisors Dr. Willy Wanyenya and Ms. Saunders Warda for their consistent guidance in accomplishing this piece of work. Many thanks to Ms. Irene Namutebi (former boss), Mr. Kyagante Fred, Mr. Makepu Joel Ngobi, and my classmate Kyomuhangi Happy for their timely advice and guidance on this study and academics. Many thanks to the management of Kamuli District Local government for the assistance provided in accessing some information especially in these hard times.

God bless and reward you all.

LIST OF ACRONYMS

CVI: Content Validity Index

LGFAR: The Local Governments Financial and Accounting Regulation

LGMSD: Local Governments Management and Service Delivery

MOLG: Ministry of Local Government

MUBS: Makerere University Business School

OCB: Organizational Citizenship Behavior

RHR: Relational Human Resource

SPSS: Statistical Package Social Scientist

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ABSTRACT

The purpose of this study was to examine the relationship between supervisor support, internal networking, and employee productivity in Kamuli District Local Government. Accordingly, the MoLG synthesis report (2021) revealed that some district local governments in Eastern Uganda like Kamuli district local government characterized by absence of critical staff who are charged with proper execution of the tasks, poor record keeping and documentation pertaining to the accomplishment of given tasks and duties, no evidence of consultative committee to handle staff grievance redress, no rewards and sanction committee, delay to access the pension pay roll and lack of appraisal forms for some heads of department yet district local governments are supposed to enhance service delivery to society. The study used a quantitative cross-sectional survey, conducted using 2069 Kamuli district staff from a sample size of 324. Data were collected using self-administered questionnaires that were hand delivered to the respondents. Overall, 290 usable questionnaires representing 90% response rate were collected for analysis.

The analysis of data involved descriptive statistics for demographics, correlations and regression analyses for answering the research questions in accordance with the set objectives. The results revealed positive and significant relationships between the following variables; supervisor support and employee productivity, internal networking and employee productivity. In further analysis, it was found that supervisor support and internal networking account for up to 36% of the variance in employee productivity.

Based on the study findings, recommendations were advanced regarding the need to strengthen supervisor support and internal networking to enhance employee productivity and subsequently improve the productivity of staff at Kamuli District Local government.

CHAPTER ONE

1.0 Introduction

This chapter contains the background of the study, the problem statement, purpose of the study, research objectives, research questions, scope of the study, significance of the study, and the conceptual frame work.

1.1 Background of the study

Employee productivity plays an important role in determining the continuity of an organization (Mulyati et al., 2022). This is because employee productivity enhances a firm's operational activities thereby increasing firm performance (Siregar et al., 2022). Previous research has revealed that high performing and effective organizations have a culture that encourages employee productivity (Bhatti and Qureshi, 2007; Adam et al., 2020). Therefore, employees are more willing to get involved in decision-making, goal setting or problem-solving activities, which subsequently result in higher employee performance (Adam et al., 2020). From the above, employee productivity is concerned with the amount of output created by an employee in a specific timeframe, paramount for a firm's survival (Basahal et al., 2022). As such, a company can only survive if the combined productivity of its employees exceeds the company's costs. Previous studies (Mahamid et al., 2013; Bawa, 2017; Darachart, 2019; Karim, 2020) on employee productivity have asserted that the factors that impact an employee's productive at work are universal and include; employee motivation, monetary rewards, employee recognition, work flexibility, management communication and labor experience and skills. Thus, organizations world all over are encouraged to adopt a participatory management style, that raises employee productivity and satisfaction, and even lower workers' compensation rates.

According to the Ministry of Local Government (MoLG) synthesis report (2021), majority of Local Governments in Eastern Uganda (for example, Iganga, Namisindwa, Kapchorwa,

Namayingo, Kamuli, Bugweri, Mbale, and Sironko) have poor employee productivity issues. The said district local governments are characterized by absence of critical staff who are charged with the proper execution of the tasks, poor record keeping and documentation pertaining to the accomplishment of given tasks and duties, no evidence of consultative committee to handle staff grievance redress, no rewards and sanction committee, delay to access the pension pay roll and lack of appraisal forms for some heads of department. The said challenges result into low levels of employee productivity. The findings reported by MoLG synthesis report (2021) correlated with the Capacity Building Report (2016) on Iganga district, where most of the employees within Iganga district local government were not effectively executing their roles. In addition, the Audit Report (2016) indicates that Iganga Local government employees were unable to implement activities meant for execution in 2015.

Previous scholarly work in relation to employee productivity have indicated that supervisor support is significant in influencing employee productivity (Eisenberger et al., 2001; Holland et al., 2016; Alkhateri et al., 2018). Otken and Erben's (2010) research as cited by Alkhateri et al., (2018) supports the assertion that employees who receive positive feedback from their supervisors are more engaged. In other words, supervisor support has a positive effect on employees' attitudes and behaviors, therefore the trust between employees and their immediate supervisor is central to the relationship. This is further in line with the earlier study by Eisenberger et al., (2001) which revealed that when employees feel valued and supported by their supervisors, they reciprocate through increased productivity, thereby organizational performance. Bhate (2013) stipulates that supervisor support boosts the bond between the supervisor and subordinates which minimizes work conflicts and boosts internal networking. A supportive supervisor motivates employees to work beyond their tasks and performance and which encourages employees to stay with organization for long period.

The role of internal networking in shaping organizational culture particularly employee performance has been widely recognized by scholars and practitioners (Men & Bowen, 2017; Men & Yue; 2019). For example, in a study by Song et al., (2019), it was revealed that in a workplace, employees use work-oriented social media for communication and interactions is able to obtain instrumental value such as gathering professional information that is useful for improving employee productivity. This assertion resonates with the earlier study by Maliku (2014), which indicated that organizations which maintain a close relationship with employees are likely to provide employees with mentorship, trainings and foster team cohesiveness which positively increases productivity at the work place.

Previous studies have revealed the combined contribution of supervisor support and internal networking on employee productivity. For example, Mayfield & Mayfield, (2018) revealed that it is through internal communication that organizational leaders shape and transmit values and missions of the organization to employees and therefore involve employees in fulfilling bigger organizational purpose. Employees who receive highly valued "socioemotional resources" from their organization can experience a degree of indebtedness, which subsequently causes a sense of obligation to repay their organization thereby increasing their productivity at work (Song et al., 2019). Thus, employees with a high perceived relationship become more embedded to their jobs and focus on accomplishing tasks in the shortest time possible to boost their performance.

1.2 Problem statement.

Employees in local governments across the country equally require supervisor support so as to boost their productivity. The abundance of individualism in local governing stations has from time to time affected the performance of employees yet the reverse would otherwise escalate the chances of improved productivity and performance (Siregar et al., 2022). Workforce productivity has become a critical factor in the strengthening and sustainability of a company's overall business

performance over the years. It's worth noting that most district local governments in Eastern Uganda are widely characterized by inadequate supervisor support and minimal internal networking among employees leading to gross poor performance and productivity in such districts. According to the MoLG synthesis report (2021) some district local governments in Eastern Uganda like Kamuli district local government characterized by absence of critical staff who are charged with proper execution of the tasks, poor record keeping and documentation pertaining to the accomplishment of given tasks and duties, no evidence of consultative committee to handle staff grievance redress, no rewards and sanction committee, delay to access the pension pay roll and lack of appraisal forms for some heads of department yet district local governments are supposed to enhance service delivery to society. This is in line with the Capacity building report (2016) report which indicated employee absenteeism with no clear reason and failure by staff to execute additional tasks allocated by their supervisors. This undesirable situation of low employee productivity could be attributed to insufficient supervisor support and internal networking.

1.3 Purpose of the study

The study sought to examine the relationship between supervisor support, internal networking, and employee productivity in Kamuli District Local Government.

1.4 Research objectives

i. To examine the relationship between supervisor support and employee productivity of district local governments in Eastern Uganda.
ii. To examine the relationship between internal networking and employee productivity of district local governments in Eastern Uganda.
iii. To examine the combined effect of supervisor support, internal networking on employee productivity of district local governments in Eastern Uganda.

1.5 Research questions

i. What is the relationship between supervisor support and employee productivity of district local governments in Eastern Uganda?
ii. What is the relationship between internal networking and employee productivity in of district local governments in Eastern Uganda?
iii. What is the combined effect of supervisor support, internal networking on employee productivity of district local governments in Eastern Uganda?

1.6 Scope of the study

The scope covered the geographical, content and time scope of the study.

1.6.1 Geographical scope

The study was carried out in Kamuli district local governments located in Eastern Uganda. The local government was selected because previous reports indicated that Kamuli and other districts in Eastern Uganda were characterized by absence of critical staff who are charged with the proper execution of the tasks, poor record keeping & reporting, failure to meet annual targets, lack of a consultative committee to handle staff grievance redress, poor performance in education and health sectors among others (MoLG Report, 2021).

1.6.2 Content scope

The study investigated supervisor support and internal networking as independent variables and employee productivity as the dependent variable.

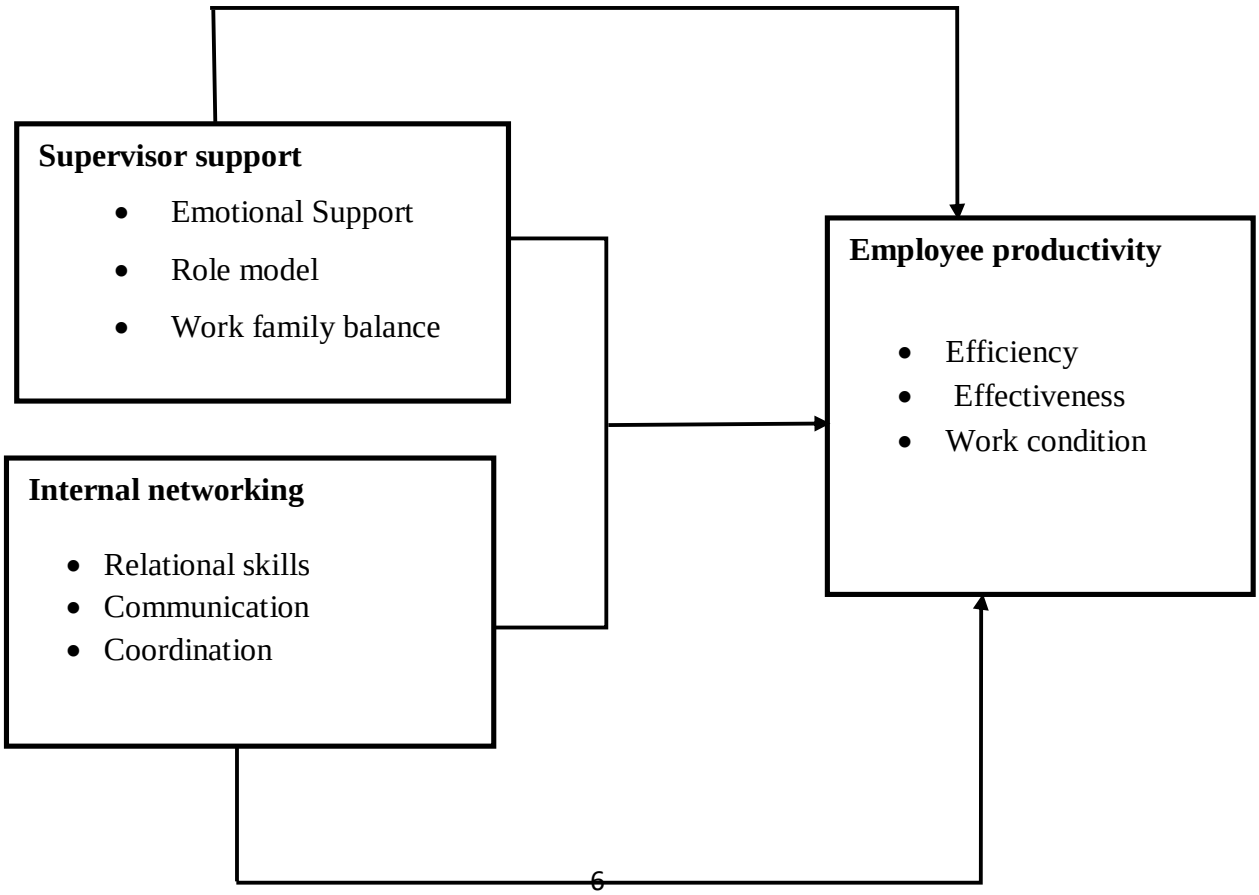
1.7 Significance of the study

To district local governments: This study will help district local governments in Eastern Uganda to improve on their employee productivity thereby enhancing their performance. Further, the study findings will serve as a basis for adopting more flexible leadership styles and best practices that promote employee trust and employee commitment within district Local Governments generally.

To future researchers: The study is an important material for academic research by adding on to the literature on employee productivity.

Policy makers: The study findings provide the extent to which supervisor support and Internal Networking are capable of influencing employee productivity so as to inform policy makers like Ministry of Local Government.

8.0 Conceptual framework



Source; *Developed from reviewed literature with modifications by the researcher (Hammer et al., 2009; Bengesi & Le Roux, 2014; Tarigan et al.,2022 & Hanaysha, 2016).*

1.8 Description of the model

The conceptual model suggests that both supervisor support, and internal networking are significantly and positively related to employee productivity. It is also proposed that the combined effect of supervisor support and internal networking positively associates with employee productivity.

CHAPTER TWO

LITERATURE RIVIEW

2.0 Introduction

This chapter provides a review of literature relating to supervisor support, internal networking and employee productivity. The chapter begins with the theoretical underpinning and goes on to explain the study variables and the relationships between them in accordance with the objectives of the study.

2.1 Social exchange theory

The study will be underpinned by the social exchange theory of management. Social exchange theory refers to the extent of any social form of exchange, including tangible/intangible and material/non-material goods exchanged between individuals (Cortez & Johnston, 2020). This theory posits that individuals engage in social interactions with the expectation of receiving benefits and avoiding costs. These benefits and costs can be tangible or intangible, and may include things like emotional support, financial resources, or simply the satisfaction of feeling valued and appreciated. At the core of social exchange theory is the idea that individuals are rational actors who make decisions based on a cost-benefit analysis (Zhu et al., 2023). When individuals enter into a social exchange, they weigh the potential benefits and costs of the interaction, and make a decision based on whether the benefits outweigh the costs. For example, if a person is considering entering into a romantic relationship with someone, they may weigh the potential benefits of companionship, intimacy, and emotional support against the potential costs of loss of personal freedom, emotional vulnerability, and the risk of rejection or heartbreak.

According to social exchange theory, social interactions are most successful when there is a sense of fairness and reciprocity (Ahmad et al., 2023). This means that individuals are more likely to

engage in social exchanges when they feel that they are receiving fair compensation for their efforts. In other words, individuals are more likely to engage in social interactions when they feel that they are getting what they deserve (Ahmad et al., 2023). One of the key implications of social exchange theory is that relationships are dynamic and constantly evolving. As individuals engage in social exchanges, they are constantly adjusting their expectations and evaluating the benefits and costs of the relationship. This means that relationships can be strengthened or weakened over time depending on the quality and fairness of the social exchanges that take place.

2.2 Employee productivity.

The success factor of an entity comes from their employees, one of the key issues that most organizations face nowadays is the need to improve employee productivity (Hanaysha, 2016; Sutrisno et al., 2023), If service productivity is high, it can support the entity in reaching organizational goals. Productivity is concerned with overall effectiveness of employees' ability to generate profit with the utilization of time (Ye & King, 2016). Nielsen et al., (2023) also posit that productivity is a performance measure encompassing both efficiency and effectiveness. According to Hanaysha (2016), productivity becomes one of the major issues for companies to handle. Therefore, companies need to address such issues to know how to maintain high productivity.

Employee productivity is an assessment of the efficiency of a worker or group of workers. In actual terms, productivity is a component which directly affects the company's profits (Ndudi et al., 2023). Employee productivity' refers to the time spent by an employee actively executing the job he or she was hired to do, in order to produce the desired outcomes expected from the employees' job description (Esther Mwituria.2015). Therefore, this research will define employee productivity as the ability of an employee or group of employees to timely and actively execute

their job he or she was hired to do, in order to produce the desired outcomes expected from the employees' job description.

Many studies have focused on one or two ways to measure productivity and since many different approaches are taken, it can be challenging to compare the results (Hanaysha, 2016; Ndudi et al.,2023; Nielsen et al., 2023). Overall, there is a lack of an effective and standardized way to assess productivity. For example, Sharma & Sharma (2014) measured employee productivity basing on the amount of time that an employee is physically present at his/ her job, besides the extent to which he/ she is "mentally present" or efficiently working during the presence at the job. Companies should address such issues in order to ensure high worker productivity. Tarigan et al., (2022) measured employee productivity interms of employee work load and work conditions. Hanaysha (2016) conceptalised using task accomplishment, work load,work quality outcomes and meeting targets on time and efficiently whereas Pradhan & Jena (2017) found that performance has three dimensions, namely: task performance, adaptive performance and contextual performance.

Many scholars have conceptualized employee productivity (Mwituria.2015; Hanaysha, 2016; Ye & King, 2016; Pradhan & Jena, 2017; Adam et al., 2020; Tarigan et al., 2022; Mulyati et al., 2022). Forexample Ye & King (2016) and Tarigan et al (2022) noted that employee productivity is crucial for all companies, if employees are not working and completing tasks in concert with the company's strategic objectives the company will shutter. Additionally, Tarigan et al., (2022) posited that efficiency is also another crucial factor for companies to consider, since they expect a good return from the 'investment' which comes in the form of pay, incentives and rewards. Therefore, it is important to maintain and enhance the productivity of employees (Tarigan et al., 2022). As Agustian et al., (2023). asserted that highly productive workforces provide a competitive advantage to companies distinguishing them from their competitors. Lastly as

Mulyati et al (2022) emphasized that productivity at workplace is an important aspect of every company and when top management understands this concept, success is just around the corner.

2.3 Supervisor support

Employees' perception that the work organization values their contributions and cares about their well-being (perceived organizational support) has been found to be associated with their positive orientation toward the organization, increased psychological wellbeing, and improved job performance (Kim et al.,2022). Supervisory support is the positive work interaction between a supervisor and his/her subordinate (Zhang et al., 2023).

Accordingly, Hammer et al., (2009) noted that support from the supervisor can come in three forms, emotional support (showing empathy, acceptance, and care); informative support (giving feedback or guidance in work), and material support (preparing budget, aids, resources, and tangible assistance that are related to work to improve the subordinate's motivation, performance, and effectiveness). A good working relationship with your supervisor is essential since, at every stage, you need his or her professional input, constructive criticism, and general understanding (Kim et al.,2022).

Supervisor support is crucial for employees to complete the job. Supervisors' interpersonal role is important to encourage positive relations and increase self-confidence of the employee (Zeb et al., 2023). As Azmy (2019) noted that support from skilled and respected people are available to employees to help them to perform better in their current role and to assist them develop further into a future role (Zeb et al., 2023). Time and material resources should be available to employees, enabling them to perform to the best of their ability (Susanto et al., 2023). Individual workloads and organizational systems and processes do not hinder employees from applying established skills or from practicing newly learned skills (Susanto et al., 2023). Thus, the employees should be provided opportunity to apply (Azmy, 2019).

The work environment is set up so that templates, guides, models, checklists and other such workplace aids are readily available to help minimize error rates and customer dissatisfaction thus increasing productivity in terms of efficiency and effectiveness (Leblebici, 2013; Kim et al.,2022).The organizational support theory (Eisenberger et al., 2012) further stipulates that supervisor support facilitates changes in employees' levels of affective commitment because it involves analyzing views concerning the degree to which supervisors value employees' contributions and care about their well-being (Sadiya & Maimunah, 2015; Kim et al.,2022).

2.4 Internal networking.

Networking refers to activities by individuals attempting to develop and maintain relationships with those with or perceived to have the potential to assist them in their work or career (Milward & Provan, 2023). The term internal networking is also defined as the systematic establishment and use of internal links (Communication, interaction and coordination) between people and teams within an organization in order to improve performance (Men & Yue 2019). Effective internal networkers are those who are always trying to reach out to help others with information, advice, a connection, and opportunity (Gamze et al.,2020).

Bengesi & Le Roux (2014) conceptualized networking as ability to people's capacity to build and draw on interpersonal relations in a work setting. Communication promotes trust and loyalty among the employees and encourages better team work and relationship shows communication system at the workplace (Song et al., 2019) and this may be particularly important in settings in which job descriptions are not characterized by rule-based behaviour. Thus, in environments where job discretion and communication are required, networking ability is essential for success. In this setting, interpersonal skills in relations with client firms, managers and co-workers are crucial workplace (Maffie 2023). It's also notable that business leaders acknowledge that internal communications and cooperation between teams are critical

to most business growth strategies (Zaumane & Leščevica, 2023). Consistently Torstein et al., (2017) further noted that internal networks enhance frequent communication and information flows as well as reduce costs. The manager's ability to network is the strongest attribute for managerial success in addition to their ability to undertake traditional management activities routine communication and human resource management (Leblebici, 2013; Milward & Provan, 2023).

2.5 Supervisor support and employee productivity

In organizations where perceived supervisor support is less, it is more likely to encounter factors such as burnout syndrome, job stress and intention of quitting the job, which may have negative effects on labour force of the organization (Gamze et al.,2020). Supervisors can treat employees fairly and respectfully through supervisor praising their employees and handling problems faced by the employees in the process of completing the work and providing feedback to employees in the performance evaluation can motivate the employees thus leading to productivity (Azmy, 2019). Democratic leaders promote friendship, respect and warmth relationship among the employees thus improving their productivity (Sageer et al.2012; Alkharabsheh, 2023).

On contrary, employees working under authoritarian and dictatorial leaders express low level of employee satisfaction thus affecting productivity (Sageer, Rafat, & Agarwal, 2012). Moreover, Tuzun & Kalemci (2011) suggested that supervisor support leads to high commitment from employees through job satisfaction and motivation. It is highly notable that employees who believe that their superiors are considerate leaders will perform better than those who do not perceive that their managers as being supportive (Dysvik & Kuvaas, 2012). In organizational relations, Eisenberger *et al.*, (2012), suggested that understanding perceived supervisor support can be analyzed through aspects of emotional support and work- family balance. One the same note Gokul & Srinivasan (2012) revealed that supervisor support is relevant in promoting employee productivity because it eliminates role ambiguity, streamlines work processes at the work place

and provides the necessary skills and techniques required to perform an assignment. Similarly, the social exchange theory suggests that workers who consider their supervisors more supportive at the work place reciprocate their efforts to increase their productivity and are more affective and emotionally attached to their organization (Eisenberger, et al., 2020).

Consequently, organizations that ensure supervisor support to their workers are believed to have competitive advantage compared to those that are not supportive to their workers. Ahmadi, & Heidary (2014) emphasized that when employees are supported, they find joy in what they are offering to the organization and this makes them more dedicated, vigorous and enthusiastic as well as reduced dissenting views from employees.

Interestingly, in line with the organizational support theory (Eisenberger *et al.*, 2007; Eisenberger, et al., 2020), supervisor support facilitates changes in employees' levels of affective commitment, value employees' contribution to the organization and care about their wellbeing (Sadiya, 2015). Ashfaq et al., (2023) also found that there is a positive relationship between organization support and employee productivity. If employees feel that the organization cares less about them and their contribution, their productivity drastically reduces. Therefore, flexible working methodology, working for more hours a day and work schedule of employee choice tend to increase employee productivity at great level work life balance and employee productivity are positively related to the great extent Ansari et al., (2015).

2.5.1 Internal networking and employee productivity

Networking refers to activities by individuals attempting to develop and maintain relationships with those with or perceived to have the potential to assist them in their work or career (Brass et al.,2004). The term internal networking would also refer to the systematic establishment and use of internal links (Communication, interaction and coordination) between people and teams within an organization in order to improve employee productivity (van Aalst, 2003). Internal networking

is a powerful way to help shift an organization away from individualism to a more collaborative way of working (Torstein et al.,2017).

When Individualism happens in an organization, employees get disconnected from other parts of the organization. The resulting mentality means that these groups don't share information or goals with others in the same company (Kylie 2012) and this can cause an enterprise to deteriorate into a group of isolated camps with organizational power-struggles, blocked collaboration, unhealthy corporate culture and ultimately limited productivity in the organization

Additionally, Torstein et al., (2017) posit that networking ability is an important skill for employees. Networking ability can be both taught and developed (Torstein et al.,2017), and in combination with autonomy, it may benefit work performance. Therefore, managers should invest in a training program for employees, focusing on how to build and leverage networks. This could facilitate work performance by making employees moreable to communicate, cooperate and share knowledge. There is a natural desire of human beings to interact with others and so existence of group in organization is a common observable fact. These characteristics result in formation of work group at the work place because isolated workers dislike their job (Sageer et al.2012). The work groups make use of a remarkable influence on the satisfaction of employees through relationships with the group members, group dynamics, group cohesiveness and need for affiliation (Sageer, Rafat & Agarwal, 2012). Koontz & Weihrich (2012) explain that misunderstandings increase when communication is in different languages. Employees are a key group of any organization and their knowledge of the brand and organization determines the performance of the organization (Koontz & Weihrich, 2012). In summary, internal networking can be a powerful way to have a positive collaborative influence within the organization and thus making it easy to achieve goals (Gamze et al.,2020).

2.5.2 Supervisor support, internal networking and employee productivity

Employees who perceive that they are supported by their organization, believe that they are encouraged more, which increases the positive atmosphere in the workplace. Thus, employees may increase work performance by committing to the organization more effectively (Gamze et al.,2020). However, even though employees know what to do, they may not be able to accomplish their task unless their supervisors provide them with the environment and conditions required for their works (Eisenberger, 2006).

A study by Eisenberger et al, (2012) revealed that supervisor support and Internal networking are capable of defining the aggressiveness of employees when executing tasks and responsibilities. Moreover, behavioral tendencies of employee turnover, dissatisfaction and commitment are highly defined by the perception of employees. Employees who perceive that their supervisors support them, have an increased performance, internal communication, job satisfaction and organizational commitment. increase work performance by committing to the organization more effectively (Gamze et al.,2020). Furthermore, Bond & Galinsky (2006) revealed that it is important to boost supervisor support since it drives employees to work more and seek additional tasks and responsibilities in appreciation of the treatment by their immediate supervisors.

Employees want to associate with supervisors who are willing to listen to their concerns and employees who are willing to offer support whenever employees fail to achieve targets as expected. More still, Kassing (2010) ascertained that internal networking prompts employees to support their fellow team members to ensure that they become more productive. Additionally, Kalidass &Bahron (2015) postulated that supportive supervisors create a conducive environment for employees which boost their personal drive at the work place. Employees become more attached to and more focused towards attaining organizational goals and responsibilities. Additionally, Dysik & Kuvaas (2012) highlighted that for employees to become productive, they need to be satisfied with the way their supervisor values them. Once valued, employees would

regard the organization as the best employer and therefore direct all their efforts towards achieving such objectives (Payne (2014).

Through effective communication systems, information is timely and improves the performance and execution of respective duties for both supervisors and their subordinates. It is also clear that the employees who are able to receive instructions and support from their seniors which help in improving their performance (Atambo & Momanyi, 2016). Similarly, Atambo & Momanyi, (2016) noted that downward communication affects employee performance through downward communication to understand what their seniors expect from them and thus helping them perform better. Mohamed & Ali (2016) concluded that Internal networking and supervisor support influences the willingness of employees to work. Employees with a positive perception towards their supervisor feel satisfied to work with the organization and therefore engage relatively more extra-time to ensure that they achieve objectives as planned (Mohamed & Ali, 2016).

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter provides the methodology that guided the study. The research methodology contains the research design, population of the study, sampling procedure, sources of data, measurement of variables, ethical considerations and the challenges faced during the study.

3.1 Research Design

Research design refers to the conceptual frame within which research is conduced (Zikmund et al, 2010). It is the blue print that guides the research study. This research study adopted a cross-sectional survey design of quantitative nature. A cross sectional research design is the design where data is collected at one point in time (Tabachnich & Fidel, 2010). According to Creswell (2004), a cross sectional research design enables the gathering of significant amounts of data at a given point in time.

3.2 Study population and sample size

3.2.1 Study population

According to Tabachnick and Fidell (2010), population refers to the total number of elements that the study seeks to draw conclusion about and infer the study findings.

The study population comprised of 2069 staff under different departments of administration, education, finance, procurement, health unit, audit, planning unit production and works (Human Resource staff records, 2021).

3.2.2 Sample size

Sample size is the number of respondents to participate in the study. The sample size for this study comprised of 324 employees from the different departments of Kamuli district local government. The population was scientifically derived using Krejcie and Morgan's (1970) for sample size determination formula.

3.3. Sampling technique

Sampling refers to the process of choosing members from the population to participate in the study (Zikmund et al., 2010). The study used simple random sampling to reach the targeted sample size. This is because it gives each element in the population an equal chance of being selected in a generalized form (Walliman, 2017). All employees identified within Kamuli district local government formed one sampling frame. By way of picking without replacing, the researcher selected employee after another until 324 were separated from the population.

3.4 Unit of analysis and inquiry

Unit of analysis refers to actual respondents from which data is collected. The unit of analysis for this study was the individual employees from the different departments of Kamuli district local government. Also, the unit of analysis doubled as unit of inquiry and these included; the Chief Administrative officer, the procurement officers, production staff, environment officers, human resource officers etc.

3.5 Data collection instrument

Data was collected using a self-administered close ended questionnaire, rated using a 5-Point Likert scale ranging from; 5-strongly agree, 4-agree, 3-Not sure, 2-disagree and 1-strongly disagree. The scale was selected to provide respondents with the extent to which they agree with

the different notions (Likert, 1961). The questionnaire was divided into key sections to address precisely each variable. The questionnaire instrument was embraced because it enables obtaining data from a large sample, and it is the most appropriate tool for collecting quantitative data (Saunders et al., 2007).

3.6 Measurement of study variables

The study variables were measured by already established items. Perceived supervisor support was measured by a 11-item scale developed and validated by Hammer et al (2009). Internal networking was measured by a 13-item questionnaire developed and validated by Bengesi & Le Roux (2014). Employee productivity was measured by a 17-item questionnaire adapted from Tarigan et al., (2022) & Hanaysha, (2016).

3.7 Validity and reliability of the research-instrument

3.7.1 Validity

Validity refers to the degree by which the research instrument measures what it is purported to measure (Kimberlin & Winterstein 2008). The study used content validity index to measure the validity of the research instruments. The questionnaire items were given to experts in the field to rate the validity. The expert rating was used to compute the content validity index and a CVI coefficient of above 0.7 was considered valid. The findings in table 1 reveal that the CVI for the study constructs were above 0.7 and therefore the study instrument was valid.

Table 1. Content Validity

Study variables	CVI 1	No of Items
Supervisor support	.721	11
Internal Networking	.752	13
Employee Productivity	.701	17

Source: Primary Data

3.7.2 Reliability

Reliability of the research instrument refers to the ability of the instrument to yield consistent results after repeated trials (Creswell, 2004). Reliability of the research instruments was determined using Cronbach Alpha and a Cronbach Alpha coefficient of above 0.7 was targeted. As seen in table 2, the results for Cronbach Alpha show that all the coefficients were above the 0.7 threshold.

Table 2. Cronbach alpha

Study variables	Cronbach's Alpha	No of Items
Supervisor support	.832	11
Internal Networking	.703	13
Employee Productivity	.792	17

3.8 Data processing, analysis and presentation

The data collected was compiled, sorted, classified and entered into the computer and analyzed using the Statistical Package for Social Scientists (SPSS version 25). Descriptive statistics and inferential statistics were used. Pearson correlation analysis was applied to establish the relationship between study variables. Regression analysis was used to determine the degree to which supervisor support and internal networking predict employee productivity.

3.9 Ethical considerations

The researcher got an introductory letter from MUBS that was presented to the respondents. The researcher asked permission from the administrators in charge before the questionnaires were administered to the respective respondents. The respondents were assured of anonymity. After data collection and analysis, the questionnaires were destroyed by burning or shredding to ensure confidentiality.

3.10 Data processing, analysis and presentation

The data collected was compiled, sorted, classified and entered into the computer and analyzed using the Statistical Package for Social Scientists (SPSS version 25). Descriptive statistics and inferential statistics were used. Descriptive statistics was used to get insights into the nature of respondents. Pearson correlation analysis was applied to establish the relationship between study variables. Regression analysis was used to determine the degree to which supervisor support and internal networking predict employee productivity.

CHAPTER FOUR

ANALYSIS, PRESENTATION AND INTERPRETATION OF RESULTS

4.0 Introduction

This chapter contains analysis and the interpretation of the survey findings in line with the study objectives. The chapter entails the demographic profile of the respondents and descriptive statistics of the study variables.

4.1 Response rate

The study was analyzed for response rate to determine the percentage of respondents who participated in the study. Out 322 questionnaires distributed to the respondents, 290 (90%) of the questionnaires were returned. According to Creswell (2004), a response rate of 50% is good,90 % and above is excellent. Therefore, the response rate for this study was excellent.

Table 3: Response rate

Targeted responses	Attained responses	Response Rate (%)
324	**290**	**90%**

Source: Survey data (2022)

A frequency table was used to indicate obtained results in relation to respondents' characteristics of gender, age, education and working experience. These results are presented in Table 4.2.

4.2 Demographic profile of the respondents

The study was analyzed for the demographic profile of the respondents to get insights into the nature of the respondents who participated in the study. The demographic characteristics included age, gender, education, tenure, and the department in which the respondent works.

Table 4: Respondents' demographic characteristics

Demographic variable	Description	Frequency	Percent
Gender of respondents	Male	187	64.5
	Female	103	35.5
	Total	**290**	**100.0**
Age of respondents	Below 25 years	58	20
	26 - 35 Years	140	48.3
	36 - 45 Years	42	14.5
	46 years and above	50	17.2
	Total	**290**	**100.0**
Respondents' level of education	Bachelors' degree	105	36.2
	Diploma	145	50
	Masters' degree	40	13.8
	Total	**290**	**100.0**
Respondents' Position	Senior management	30	10.3
	Middle level management	115	39.7
	Supervisory staff	85	29.3
	Support staff	60	20.7
	Total	**290**	**100**
Respondents' Experience	Less than a year	20	6.9
	2 - 5 years	50	17.2
	6 – 10 years	105	36.2

	11 – 15 years	70	24.1
	16 years and above	45	15.5
	Total	**290**	**100**
Respondent's Department	Education	69	23.8
	Accounts	52	17.9
	Health	79	27.2
	Administration	90	31
	Total	**290**	**100**

Regarding the respondents' gender, majority 187 (64.5%) of the respondents were males compared to their counterparts, the female who were 103 (35.5%). This gave the researcher an opportunity to interact and discuss different views with both men and women concerning Supervisor Support, Internal networking and employee productivity at different levels hence comprehensiveness of the study. The results of descriptive analysis on age reveal that most of respondents 140 (48.3%) are aged between 26 to 35years, followed by those aged below 25 years 58 (20%), then 50 years (17.2%) were above 46 years and lastly 42 (14.5%) were between 36 – 45 years. This meant that the employees with over 5 years' experience could be relied on to provide credible data on employee productivity.

Also, in regard to education level, 145 (50%) of the respondents were diploma holders and these were followed by Bachelor's holders 105 (36.2%), certificate holders were 40 (16%), 33 (13%) had not attained Ordinary while a few of them 13 (5%) and 4 (2%) had attained a Master's degree and other additional qualifications on the other mentioned ones respectively. This is an indication that majority of the respondents are able to read, understand and interpret the questionnaires thus being able to give valid information. As regards to respondent's department, majority of the respondents were from administration department that is 90 (31%), 79 (27.2%) respondents were

from the health department, 69 (23.8%) respondents were from the education department and 52 (17.9%) respondents were from the accounts department.

4.3 Correlation Analysis

The Pearson (r) correlations coefficient was employed to examine the relationship between variables to answer research questions. The Pearson correlation coefficients only range between -1.0 and +1.0. A Correlation coefficient value of .10 is considered weak, while that between .30 - .50 is considered as being moderate. Those values which are above .50 are rated as large (Cohen, 1988), as presented below in table 5;

Table 5: The relationship between the study variables.

		1	2	3
Supervisor Support	(1)	1.00		
Internal Networking	(2)	.377**	1.00	
Employee Productivity	(3)	.588**	.349**	1.00

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

Source: Primary data

4.3.1 The relationship between supervisor support and employee productivity

The results indicate that there is a significant positive (r= .588, p<.01) relationship between Supervisor Support and Employee Productivity. This implies that organisations that enhance supervisor support in their operations are likely to improve on their employee productivity through supervisors acting as role models, helping their subordinates to balance work with family related issues among others.

4.3.2 The relationship between internal networking and employee productivity

Results indicate that there is a significant positive (r= .349, p<.01) relationship between Internal Networking and Employee Productivity. This implies that when Internal Networking associates

with Employee Productivity, the degree of association will be positive. This implies that organisations that enhance internal networking in their operations are likely to improve on their employee productivity through developing networks that enables them to interact.

4.4 Regressions analysis

In order to examine the combined effect of supervisor support, internal networking on employee productivity of district local governments in Eastern Uganda. The regression model was employed; the findings are shown in table 6 below;

Table 6: Regression analysis

Model 1		**Unstandardized Coefficients**		**Standardized Coefficients**	**T**	**Sig.**	**Collinearity**	
		B	**Std. Error**	**Beta**			Tolerance	VIF
1	(Constant)	1.985	.144		13.826	.000		
	Internal Networking	.322	.031	.539	10.465	.000	.874	1.145
	Supervisor Support	.114	.039	.149	2.926	.001	.880	1.136
a. Employee Productivity								
R = .604			**F Statistic = 62.265**					
R Square = .364			**Sig. =.000**					
Adjusted R Square = .360								

The results in table above reveal that Internal Networking and Employee Productivity Influences Employee Productivity (β= 0.539, p <0.05), (β= 0.149, p <0.05), respectively. Thus, any improvement in internal networking and Supervisor support will bring about a change of 0.322, and 0.114 respectively in levels Employee Productivity. Further still, the model was found to be well specified and the model's predictive power is 36%, an implication that Employee

Productivity and Internal Networking can explain Employee Productivity by 36%. Furthermore, results indicate that, Internal Networking is most influential at explaining Employee Productivity ($\beta = .322$, $p < 0.05$). The regression model was statistically significant ($p < 0.05$).

CHAPTER FIVE

DISCUSSION OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter focuses on the discussion of the findings. The discussion follows the objectives of study are made to relate the findings to the literature reviewed in chapter two. This chapter is divided into four sections; Summary and Discussion of findings, Conclusions, Recommendations and Areas for further study.

5.1 Discussions of the findings

5.1.1 Supervisor support and employee productivity

Objective one sought to establish the relationship between supervisor support and employee productivity. The findings revealed that supervisor support significantly enhances employee productivity of district local governments in Eastern Uganda positively. This implies that changes in Supervisor support will have an effect on the degree to which Employee Productivity can be attained. This shows that if district local governments in Eastern Uganda properly enhance supervisor support, it will greatly improve on Employee Productivity. These findings are in agreement with Hanaysha (2016) who pointed out that, employee productivity through task accomplishment, work load, work quality outcomes, meeting targets on time and efficiently can be attained by improving supervisor support and other related aspects.

The study findings confirm the assertion of the organizational support theory (Eisenberger *et al.*, 2012) which stipulates that supervisor support facilitates changes in employees' levels of affective commitment because it involves analyzing views concerning the degree to which supervisors value employees' contributions and care about their well-being.

5.2.2 Internal networking and employee productivity

The second objective of the study was to determine the relationship between internal networking and employee productivity. The findings of the study reveal a positive relationship between Internal Networking and Employee Productivity in district local governments in Eastern Uganda. It is on this note that when district local governments in Eastern Uganda set and implement a good Internal Network system, a high level of employee productivity attained. In this case therefore, district local governments in Eastern Uganda can increase on Employee productivity when they properly enhance good relation skills, coordination and communication all relevant stake holders. These findings are confirmed by Leblebici, (2013) who pointed out that; the manager's ability to network is the strongest attribute for managerial success and productivity of any worker in addition to their ability to undertake traditional management activities routine communication and human resource management

In environments where job discretion and communication are required, networking ability is essential for success. In this setting, interpersonal skills in relations with client firms, managers and co-workers are crucial workplace (Leblebici, 2013).

5.2.3 Supervisor support and internal networking on employee productivity

In addressing this objective, a multiple regression model was run and it indicated that a reliable influence of Supervisor Support and Internal Networking on Employee Productivity of district local governments in Eastern Uganda. This signifies that such district local governments in Eastern Uganda can improve on Employee Productivity by streamlining Supervisor Support (emotional support, role model and work family balance) and Internal Networking (relational skills, communication and coordination).

The combined influence of these findings is in agreement with the conclusions of Dysik & Kuvaas (2012) who highlighted that for employees to become productive, they need to be satisfied with

the way their supervisor values them. Once valued, employees would regard the organization as the best employer and therefore direct all their efforts towards achieving such objectives (Payne (2014).

5.2 Conclusions

The study found a significant relationship between Supervisor Support, Internal networking and Employee productivity in district local governments in Eastern Uganda. This implies that district local governments in Eastern Uganda have an opportunity to grow, with a significant contribution from Supervisor Support and Internal networking. In addition, since there was a positive correlation between supervisor support, internal networking and employee productivity, the study concluded that the government should put more effort to increase the level of employee productivity in district local governments in Eastern Uganda by improving on supervisor's support and internal networking facilities.

5.3 Recommendations

In light of the study findings discussed in the previous section, the following recommendations are provided;

i. Managers of local governments should have continuous improvements in employee networks through providing social relations, building relationships among employees since well-built internal networks greatly improve on employee productivity
ii. Supervisors at Kamuli district should enhance supervisor support through helping their employees balance work and family issues, sense of humor, feel empathy about them thus improving on productivity of their employees.

5.4 Limitations of the study

i. Since this study employed cross sectional research design, results need to be taken with caution as the behaviors of the variables over a long time could not be completely analyzed which

restricts the applicability of the findings as a longitudinal study may give different results from the ones that will be obtained.

ii. The study context was limited to Local Governments and the generalizability of the study findings may be limited to local governments.

iii. Supervisor Support and Internal Networking only accounted for 36% of the variables affecting Employee productivity meaning that, there are many other factors that affect Employee productivity that the researcher did not consider such renumeration system, organizational policies among others.

5.5 Areas of further study

i. This research concentrated on district local governments in eastern Uganda yet similar research could be carried out on other government institutions to establish the effect of Supervisor support and internal networking systems in achieving employee productivity.

ii. There is a need also to find out other factors affecting Employee productivity given Supervisor support and internal networking systems explain only 36% of the factors affecting Employee productivity

iii. The study recommend that further research should be done on other supervisor support and internal networking systems to see how it influence the level of employee productivity in district local governments in Eastern Uganda.

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Questionnaire

MAKERERE UNIVERSITY

MAKERERE UNIVERSITY BUSINESS SCHOOL

Dear Respondent,

I am **Karuhanga Samuel**, carrying out a research study on **supervisor support, internal networking and employee productivity of Local Governments in Eastern Uganda,** which is an academic requirement for the award of a degree of Master of Human Resource Management of Makerere University. You have been selected to participate in this survey questionnaire because of your knowledge in this area. There is no right and wrong answer, but your opinion is important. The data being collected is only for academic purpose and will highly remain confidential. Your participation is highly appreciated.

SECTION A: Background Information (Individual /institutional).

Please tick appropriate box for the items below;

1. **Age**

Below 25yrs	26-35yrs	36-45yrs	46yrs and above
1	2	3	4

2. **Level of Education**

Diploma	Degree	Masters	PhD	Others(specify)
1	2	3	4	5

3. **What is your position in the firm?**

Senior management	Middle-level management	Supervisory staff	Support Staff	Other (Specify)
1	2	3	4	

4. **How long have you been in this position**?

Less than a year	2-5 years	6- 10 years	11-15 years	16 and above
1	2	3	4	5

5. **What is your current department?**

Education	Accounts	Health	Administration	Other
1	2	3	4	5

These following sections focus your responses towards the stated study statements and your response will be guided as below;

Strongly Disagree (SD) =1, Disagree (D) =2, Not sure (NS) =3, Agree (A) =4, strongly agree (SA) =5.

Please indicate by ticking in the appropriate box to what extent you agree/ disagree to the given statement below;

	SECTION B: SUPERVISOR SUPPORT	**Strongly Disagree**	**Disagree**	**Not Sure**	**Agree**	**Strongly Agree**
ES	**Emotional support**					
ES1	My supervisor is willing to listen to my problems in rearranging work and non-work life	**1**	**2**	**3**	**4**	**5**
ES2	My supervisor takes the time to learn about my personal needs.	**1**	**2**	**3**	**4**	**5**
ES3	My supervisor makes me feel comfortable talking to him or her about my conflicts between work and non-work	**1**	**2**	**3**	**4**	**5**
ES4	My supervisor and I can talk effectively to solve conflicts between work and non-work issues.	**1**	**2**	**3**	**4**	**5**
RM	**Role model**					
RM1	My supervisor is a good role model for work and non-work balance.	**1**	**2**	**3**	**4**	**5**
RM2	My supervisor demonstrates effective behaviors in how to juggle work and non-work balance.	**1**	**2**	**3**	**4**	**5**
RM3	My supervisor demonstrates how a person can jointly be successful on and off the job.	**1**	**2**	**3**	**4**	**5**
WFM	**Work-family management**					
WFM1	My supervisor thinks about how the work in my department can be organized to jointly benefit employees and the company.	**1**	**2**	**3**	**4**	**5**
WFM2	My supervisor asks for suggestions to make it easier for employees to balance work and non-work demands.	**1**	**2**	**3**	**4**	**5**

WFM3	My supervisor is creative in reallocating job duties to help my department work better as a team.	**1**	**2**	**3**	**4**	**5**
WFM4	My supervisor is able to manage the department as a whole team to enable everyone's needs to be met.	**1**	**2**	**3**	**4**	**5**

Adapted from Hammer et al, (2009)

SECTION C: INTERNAL NETWORKING		**Strongly**	**Disagree**	**Not Sure**	**Agree**	**Strongly Agree**
RS	**Relational skills**					
RS1	Our employees match the use of resources (e.g. personnel, finances) to other colleagues.	**1**	**2**	**3**	**4**	**5**
RS2	Our employees analyze what it would like and desire to achieve with colleagues.	**1**	**2**	**3**	**4**	**5**
RS3	In our firm, employees discuss regularly with colleagues on how to support each other for their success.	**1**	**2**	**3**	**4**	**5**
RS4	In our firm, employees judge in advance possible colleagues to talk to about building up relationships.	**1**	**2**	**3**	**4**	**5**
COM	**Communication**					
COM1	Employees hold regular meetings for every department or workers to develop business plan.	**1**	**2**	**3**	**4**	**5**
COM2	Employees hold regular meetings for every department / all workers to assess business progress.	**1**	**2**	**3**	**4**	**5**
COM3	In our firm, information is often communicated across departments / all workers.	**1**	**2**	**3**	**4**	**5**
COM4	Supervisors and employees do give intensive feedback to each other.	**1**	**2**	**3**	**4**	**5**
COM5	In our firm, staff members are informed of partners' goals, potential and strategies.	**1**	**2**	**3**	**4**	**5**
COO	**Coordination**					

COO1	In our firm, employees can deal flexibly with colleagues.	**1**	**2**	**3**	**4**	**5**
COO2	In our firm, employees have the ability to build good inter-personal relationships with their colleagues.	**1**	**2**	**3**	**4**	**5**
COO3	In our firm, we solve problems constructively with our colleagues.	**1**	**2**	**3**	**4**	**5**
COO4	In our firm, our supervisors can put themselves in their subordinate's position.	**1**	**2**	**3**	**4**	**5**

Adapted from Bengesi & Le Roux (2014).

	SECTION D: EMPLOYEE PRODUCTIVITY	**Strongly Disagree**	**Disagree**	**Not Sure**	**Agree**	**Strongly Agree**
EE	**Efficiency & Effectiveness**					
EE1	Am able to meet all my work targets periodically	**1**	**2**	**3**	**4**	**5**
EE2	I have faced disciplinary action several times for failing to meet my targets	**1**	**2**	**3**	**4**	**5**
EE3	I face big challenges in my line of work	**1**	**2**	**3**	**4**	**5**
EE4	My supervisor and clients give me positive feedback from time to time about my work	**1**	**2**	**3**	**4**	**5**
EE5	I never miss work on all working days unless otherwise.	**1**	**2**	**3**	**4**	**5**
EE6	I can ably work in all mandatory hours at my work place.	**1**	**2**	**3**	**4**	**5**
EE7	Am able to work for extra hours to finish all my assignments without pay.	**1**	**2**	**3**	**4**	**5**
EE8	I do large amount of work each day	**1**	**2**	**3**	**4**	**5**
EE9	I accomplish tasks quickly and efficiently.	**1**	**2**	**3**	**4**	**5**

EE10	I have a high standard of task accomplishment.	**1**	**2**	**3**	**4**	**5**
EE11	My work outcomes are of high quality.	**1**	**2**	**3**	**4**	**5**
EE12	I work hard to increase my productivity on the job.	**1**	**2**	**3**	**4**	**5**
EE13	I pride myself on being very productive in my job activities	**1**	**2**	**3**	**4**	**5**
EE14	I enjoy using time wisely on the job	**1**	**2**	**3**	**4**	**5**
WC	**Work condition**					
WC1	I hate to waste time on the job	**1**	**2**	**3**	**4**	**5**
WC2	My working environment is pleasant and conducing to boost my work.	**1**	**2**	**3**	**4**	**5**
WC3	Good working relationship with my workmates boosts my performance and makes me a better employee.	**1**	**2**	**3**	**4**	**5**

Adapted from Tarigan et al.,(2022) & Hanaysha, (2016)

Thank you for your time.