

Gender, Working Conditions and Productivity among Employees of Coca-Cola Uganda,
Century Bottling Company Limited

Eva Luyiga

19/U/ 5417/PS

1900705417

A Dissertation Submitted in Partial Fulfilment of the Requirement for the Award of the
Degree of Bachelor of Arts in Social Science of Makerere University

September, 2022.

Declaration

I Eva Luyiga, declare that this dissertation is my origin work. It has never been submitted partially or in full to any university for any award.

Signature.....

Date.....15/11/22

Eva Luyiga

19/U/ 5417/PS

1900705417

Approval

This dissertation has been submitted with the approval of my supervisor

Signature.......... Date.....06/02/2023.....

Dr. Richard Balikoowa

Dedication

To my Parents Mr and Mrs. Magala Kavuma Charles, My grandfather Mr. Salongo Lubowa, my grandmother Mrs. Nalongo Lubowa and my Auntie Miss. Nalubowa Robinah you will always be my pride and the only ones who sincerely love me.

You are the reason I did this work.

Acknowledgement

I thank God Almighty for his wisdom, guidance, inspiration, provision and protection, which saw me through this programme. I would like to appreciate the following people for their invaluable input in making this dissertation a reality. First, I would like to appreciate all my lecturers in the School of Social Science, Makerere University and more especially my supervisor Dr. Richard Balikoowa, for being such a friendly and wonderful mentor. You made me look at things differently as they unfold each day and to put analysis on life's dimensions as things are never plain as portrayed. I thank my father Mr. Magala Kavuma Charles for having endeavoured to sustain my studies right from childhood up to and still financially support me throughout my Bachelor's Degree programme. May God bless him all his heart desires. I thank my grandfather Mr. Salongo Lubowa, for financially supporting me in case of any shortages in all aspects in my academic journey. I thank my grandmother Mrs. Nalongo Lubowa, for the various advises she instilled in me which literally guided me to avoid messing up and gave me direction in my entire academic journey. I thank my Auntie Miss. Nalubowa Robinah, for the zealous messages that kept me pushing and pursuing my goals and dreams regardless of the challenges I encountered in my academic journey. I thank my friends at the School of Social Science, Makerere University for always putting necessary pressure on me since you always wanted to know my progress, thank you for the academic support, emotional support, for you made my academic journey both interesting and fulfilling. May God richly bless you all.

Table of Content

Declaration.....	i
Approval	ii
Dedication.....	ii
Acknowledgement	iv
Table of Content	v
List of Table.....	viii
Acronyms.....	ix
Abstract.....	x
Chapter One: Introduction	1
Introduction.....	1
Background to the Study.....	1
Problem Statement	4
Purpose of the Study	5
Specific Objective	5
Scope of the Study	5
Significance of the Study	6
Conceptual Framework.....	7
Chapter Two: Literature Review	11
Introduction.....	11
Theoretical Review	11
Gender Discrimination and Inequality.....	13
Concepts, Ideas and Opinions from Authors / experts	14
The extent of Working Conditions at Coca-Cola Uganda.....	14

Productivity.....	27
Other Factors Affecting Employee productivity.....	31
Chapter Three: Methodology	39
Introduction.....	39
Research Design.....	39
Area of study.....	39
Study Population.....	40
Sampling Techniques.....	40
Sample Size.....	41
Sources of Data.....	41
Data Collection Method and Tools	41
Questionnaire	41
Interviews.....	41
Observation.....	42
Data analysis	42
Validity of the Research Instruments.....	42
Reliability of Research instruments	42
Ethical Considerations	43
Conclusion	43
Chapter Four: Presentation, Interpretation And Discussion	44
Introduction.....	44
Response rate	44
Characteristic of the respondents	45

Production at Coca-Cola Uganda, Century Bottling Company Limited	46
Gender in the organization at Coca-Cola Uganda	47
Maternity Leave	47
Paternity Leave	47
Equity and Equality of opportunity.....	48
Gender and Sexual Harassment	48
The Current Working Conditions at Coca-Cola Uganda.....	48
The system of communication adopted by the company.....	49
Employees satisfaction and Productivity	49
Chapter Five: Findings, Conclusions And Recommendations	50
Introduction.....	50
Discussions of Findings	50
Conclusions.....	51
Recommendations.....	52
References.....	54
Appendices.....	56
Appendix 1: Questionnaires For Respondents.....	56
Objectives of the Study.....	56

List of Table

Table 1: Response rate	44
Table 2: Education level of respondents	45
Table 3: Years of service of respondents	46

Acronyms

BCC	Behavior Change Communication
HR	Human Resource
IEC	Information Education Communication
M &E	Monitoring and Evaluation
MDGs	Millennium Development Goals
MHSW	Ministry of Health and Social Welfare
NGOs	Non-Government Organizations
OPRAS	Open Performance Review and Appraisal System
PIF	Performance Improvement Fund
PIM	Performance Improvement Model
PRIM	Productivity Improvement Model
RBM	Result Based Management

Abstract

This study focused on Gender working conditions and productivity among employees of Coca-Cola Uganda, Century Bottling Company Limited. This was guided by specific objectives which include; i). to establish the profile of the respondents in terms of age, gender, educational qualification and length of service in the company. ii). to determine the extent of working conditions in Coca-Cola Uganda, Century Bottling Company Limited. iii). to determine if there is a significant relationship between the extent of working conditions and productivity among employees in Coca-Cola Uganda, Century Bottling Company Limited. iv). to determine the effect of work incentives on productivity among employees in Coca-Cola Uganda, Century Bottling Company Limited.

Interviews were used to collect qualitative data. And the researcher intend to have a sample size of 10 staff, whereby 2 staff was picked from each department, which will include; Heads of department, section Heads, senior managers, supre-tenders, supervisors and skilled manpower of Coca-Cola Uganda, Century Bottling Company Limited.

As observed by Wehrich et al (1990) shows how the working conditions have negative impact because they de-motivate or increase stress levels of employees towards work and hence productivity is compromised.

Chapter One

Introduction

Introduction

This study focused on Gender working conditions and productivity among employees of Coca-Cola Uganda, Century Bottling Company Limited. In determining whether male or female perform significantly different, working conditions and the employee productivity. This chapter consist of the background, problem statement, and purpose of the study, research objective, scope and significance of the study.

Background to the Study

Historically the workplace has been a major factor in determining productivity among employees. Women appear to be particularly under-represented in the in supervisory jobs categories, accounting for a quarter of total employment and they are more strongly represented in unskilled jobs. As result employers pay workers different wages to women than their male counter parts affecting labour and productivity at the work place Becker (1957).

As far as women are concerned, the employer's assumptions would be less dedication to the job and a stronger likelihood of career breaks. As a result, women get relegated to "mummy-track" jobs in order to carry out gender roles like child rearing that can make them leave the labour market altogether to look after their families which affects productivity among employees.

Becker (1957) continues to argue about how gender affects productivity among employees and says that; women specialize in fields that pay less than men; women enter the wok-force later than men, women work on average fewer hours than men, women are less competitive than men, women ask for less money when getting a new job than men do,

women are less likely to ask for a raise than men, women do not typically prioritize earnings as high as men do. Typically by nature women care more about family, relationships and the relationships they have with co-workers than men do. Women take maternity leave / leave more than men do; women are more likely to leave work to take care of their family because family is more important to women than men. And after the first child is born women scale back on work more than men do. Women choose to dedicate more time than men do to the child after they are born. Women retire on average earlier than men do from their workforce. Women typically work less dangerous jobs and men are more likely to die during their jobs. Men are over dominating workplaces where human life could be in danger like military and this translate to higher pay as well. Since women are the child bearers and actively take care of the child afterwards, they are directly impacted by the by the financial constraints since the state / organization does not offer paid maternity leave. And also gender discrimination is a real thing which affects productivity among employees.

In the 1990's, the factors working conditions had changed due to the changes in several factors such as the social environment, information technology and the flexible ways of organizing work processes (Hasun & Makhbul, 2015). It is believed that when employees are physically and emotionally fit they will have the desire to work and their productivity outcomes shall be increased. Moreover, a proper working conditions help in reducing the number of absenteeism and thus can increase the employees' performance which leads to increased productivity at the workplace (Boles Ct al. 2004).

Working conditions play an important role towards productivity among employees. Working conditions is argued to effect immensely on employees' productivity either towards negative or the positive outcomes (Chandrashekar, 2011). In the world, there are international organizations who debate the rights of employee. Most people spend fifty percent of their lives within indoor environments, which greatly influence their mental status, actions,

abilities and performance (Dorgan, 2014). Better outcomes and increased productivity among employees is assumed to be a result of better working conditions. Better physical environment of the office will boost the employees and ultimately increase their productivity.

The factors such as dissatisfaction, cluttered workplaces and the poor working conditions are playing a major role in the loss of productivity among employees (Carnevale, 2012; Clements Croome, 2013).

As the Economic and Social Council reported in 2007, global economic growth is increasingly failing to create the kinds of new and better jobs that can lead to a reduction in poverty as a result of poor working conditions. Despite high and sustained economic growth in many developing countries, unemployment is rising, a large proportion of the labour force is working below poverty level wages, and the majority of non-agricultural employment is situated in the informal economy. It is of little surprise that in recent years, there has been a shift of focus from a singular interest in economic growth to an enlarged concern with improving the quality of work.

In competitive business environment like for Coca-Cola Uganda, Century Bottling Company Limited, Companies, organizations can no longer afford to waste the competitiveness of their work force, There are key factors in employee work place environment that effect generally on their motivation and productivity.

The work place working conditions that are set in place affects employee morale, productivity and engagement both positively and negatively. In an effort to motivate workers, companies have put in place a number of practices such as performance based pay, employee security agreement, practices to help balance family and job, as well as various forms of information sharing. In addition to motivation, workers need the skill and ability to do their

job effectively and for many firms, training the workers has become a necessary input into the production process.

Problem Statement

There was poor productivity among employees in Coca-Cola Uganda, Century Bottling Company Limited. Since the onset of the COVID-19 Pandemic, lockdown all companies were challenged and within a period of 2 years, 23 employees have been dismissed on performance related issues. The reasons for the dismissal were highly attributed to failure to meet deadlines, poor relation with other staff members, resource wasting and consistent mistakes.

According to Keith (2014), poor productivity among employees is often times attributed to inadequate training and skills-set gap, low support from management, poor communication system in the organization, and poor motivation mechanisms.

The poor productivity among employees for this period of 2 years has greatly affected the company's performance resulting into loss due to mismanagement; the company was also not able to meet some of its goals due to employee turnover after the COVID-19 Pandemic and lockdown.

Coca-Cola Uganda, Century Bottling Company Limited in an attempt to address poor productivity among employees initiated training programs which included: workshops, in-service education, seminars, and symposiums. However, the situation does not seem to be arrested 100%. This study against this background investigated the Gender, Working Conditions and productivity among employees in Coca-Cola Uganda, Century Bottling Company Limited.

Purpose of the Study

The purpose of the study was to determine and describe the nature of relationship between gender, working conditions and productivity among employees in Managerial offices and subordinate staff in Coca-Cola Uganda, Century Bottling Company Limited. In particular the study determined and described the effect of remuneration, compensation performance appraisal, and other conditions on the ability of staff to increase productivity among employees, change attitude towards work, reduce turnover rate and absenteeism.

Specific Objective

1. To establish the profile of the respondents in terms of age, gender, educational qualification and length of service in the company.
2. To determine the extent of working conditions in Coca-Cola Uganda, Century Bottling Company Limited.
3. To determine if there is a significant relationship between the extent of working conditions and level of productivity among employees in Coca-Cola Uganda, Century Bottling Company Limited.
4. To determine the effect of work incentives on productivity among employees in Coca-Cola Uganda, Century Bottling Company Limited.

Scope of the Study

The study was conducted in Coca-Cola Uganda, Century Bottling Company Limited geographically located in Namanve Industrial Area, Jinja road.

Content Scope

Data was collected by the researcher using questionnaires. The researcher specifically sought to determine and describe the relationship between remuneration, compensation, performance appraisal as well as other conditions and turnover rates, stress levels, absenteeism, and productivity among employees of Coca-Cola Uganda, Century Bottling Company Limited.

Significance of the Study

The findings of this study will help manufacturing companies in Uganda and the rest of the world to understand the working conditions factors that promote productivity among employees and adopt it for better company's productivity.

The results of this study will enable the company's policy makers evaluate the impact of working conditions. The management will appreciate both the positive and the negative effects that working conditions can have on productivity among employees.

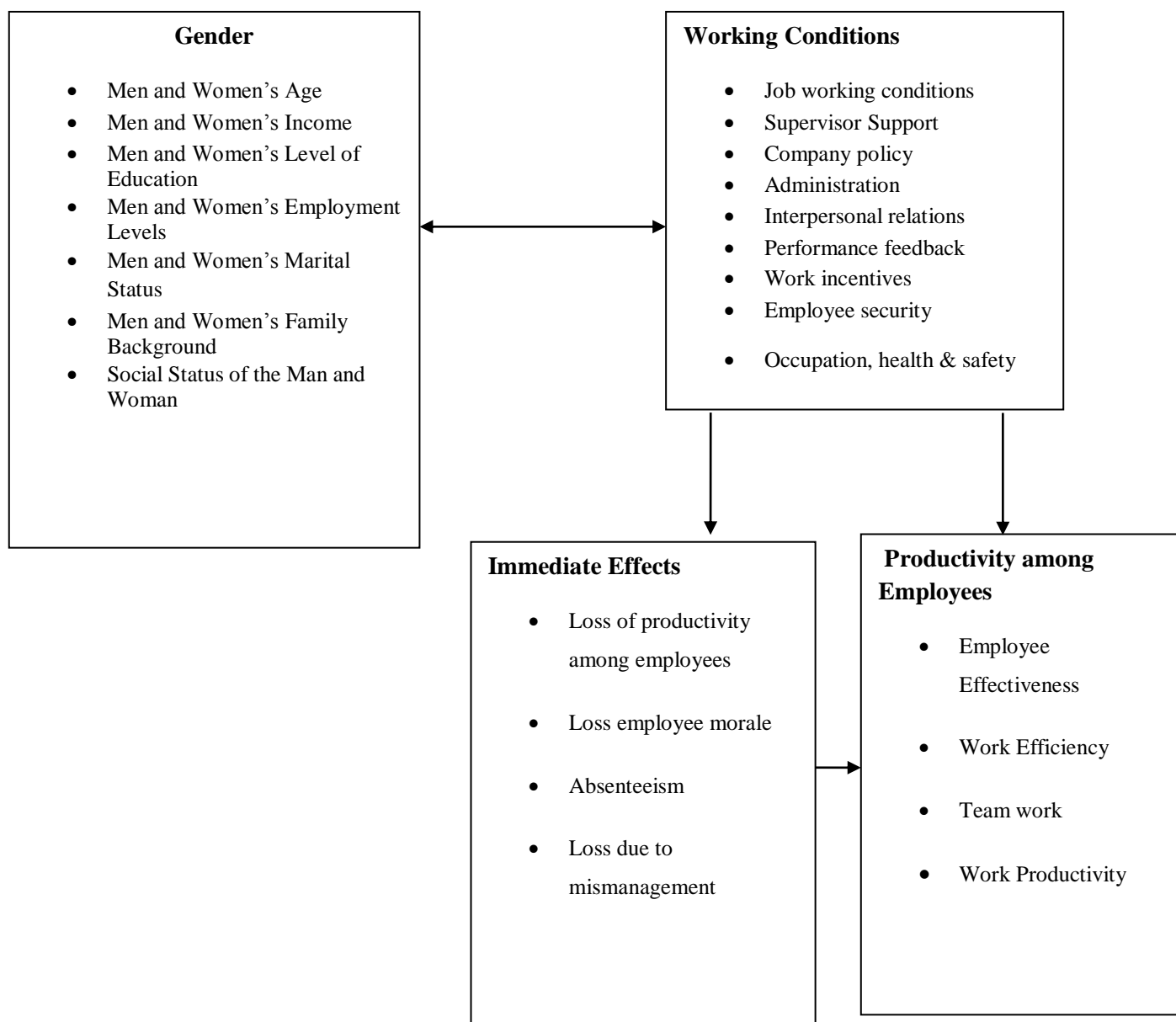
The findings and the recommendations of the study would also be useful to the managers and administrators of Coca-Cola Uganda, Century Bottling Company Limited. Hence forth, they would not rely on haphazard personal experiences or subjective expert judgments, or on tradition or fashion in their management tasks, but base their methods, decisions and actions on concrete knowledge of issues of the working conditions supported by research findings. This would improve the productivity among employees.

The study would help employees find ways of adjusting on their productivity as the purpose of quality work life which is to develop jobs that are excellent for people as well as for production. The employees would get to know that their working conditions, reasons for productivity have been exposed and are to be addressed.

It was also hoped that the findings of this study will add new knowledge in the academia and serve as reference material for future researches in this area

Conceptual Framework

Conceptual Framework on Gender, Working Conditions and Productivity among Employees of Coca-Cola Uganda, Century Bottling Company Limited



This study is guided by the two-factor theory / hygiene theory. Its founder, Fredrick Herzberg was concerned about the satisfiers and dissatisfiers for employees at work. In the theory there are two sets of needs i.e. there basic needs and motivational needs. The basic needs are the hygiene factors. Khanka (2003), according to Hertzberg's motivational hygiene theory; He looked at hygiene factors as extrinsic to job environment and motivation factors as intrinsic to the job itself. The hygiene factors in the job environment include company policy and administration, interpersonal relations, supervision (leadership and management, including perception which people receive while on the job), working conditions (including Ergonomics which is the study of working conditions in order to improve people's effeciency), salary, status and security were related to the motivation factors like achievement, recognition for accomplishment, challenging work, increased work and growth in a way that if they were not satisfied employees performance would change. Intrinsic factors are related to job satisfaction while extrinsic factors are associated with dissatisfaction. Hertzterg devised his theory on the question: "What do people want from their jobs?" He asked people to describe in detail, such situations when they felt exceptionally good or exceptionally bad.

Gender

Workplace has been a major factor in determining productivity among employees. Women appear to be particularly under-represented in the in supervisory jobs categories, accounting for a quarter of total employment and they are more strongly represented in unskilled jobs. As result employers pay workers different wages to women than their male counter parts affecting labour and productivity at the work place.

Working Conditions

The quality of the workplace working conditions impacts on productivity among employees and subsequently influences the organization competitiveness.

Humphries (2011) argues that an effective workplace working conditions entails making the work environment attractive, comfortable, satisfactory and motivating to employees so as to give employees a sense of pride and purpose in what they do. Employees will and are always contented when they feel their immediate environment; both physical sensations and emotional states are in tandem with their obligations (Farh, 2012) and how well employees connect with their organization's immediate workplace working conditions, influences increased productivity among employees.

Working conditions are the independent variables measured using supervisor support, performance feedback, team work, work incentives and employee security; while the dependent variables are employee performance measured using employee effectiveness, work efficiency, and work productivity. The effect of the independent variable on the dependent variable is that when there is support from the supervisor such as consultation, team work etc. there was better employee effectiveness. Similarly, if performance feedback is readily and properly presented to the employee, he / she will improve areas of weaknesses hence leading to work efficiency; and lastly, providing employees with work incentives such as financial and non-financial rewards is a motivational factor to employees which can promote improvement and productivity among employees.

Productivity among Employees

According to Chandrasekhar (2011), the type of workplace working conditions in which employees operate determines whether or not such organization will prosper. Better

physical workplace working conditions will boost employees' performance and ultimately improve the productivity among employees.

Immediate Effects

According to Keith (2014), poor productivity among employees is often times attributed to inadequate training and skills-set gap, low support from management, poor communication system in the organization, and poor motivation mechanisms. And this may result into loss of productivity among employees, loss employee morale, absenteeism and loss due to mismanagement etc. hence affecting productivity among employees.

Chapter Two

Literature Review

Introduction

This literature review attempts to discuss the various literature related to Gender, Working Conditions and Productivity among Employees. The discussion also identifies gaps left by other researchers of similar studies. However, this study attempts to fill those gaps so that the write-up can contribute to a new body of knowledge in the academic world.

Theoretical Review

The theory framework adopted for this study is derived from the two-factor theory /hygiene theory. Its founder, Fredrick Herzberg was concerned about the satisfiers and dissatisfiers for employees at work. In the theory there are two sets of needs i.e. there basic needs and motivational needs. The basic needs are the hygiene factors. Khanka (2003), according to Hertzberg's motivational hygiene theory; He looked at hygiene factors as extrinsic to job environment and motivation factors as intrinsic to the job itself. The hygiene factors in the job working conditions including company policy and administration, interpersonal relations, supervision (leadership and management, including perception which people receive while on the job), working conditions (including Ergonomics which is the study of working conditions in order to improve people's effeciency), salary, status and security were related to the motivation factors like achievement, recognition for accomplishment, challenging work, increased work and growth in a way that if they were not satisfied employees performance would change. Intrinsic factors are related to job satisfaction while extrinsic factors are associated with dissatisfaction. Hertzterg devised his theory on the

question: “What do people want from their jobs?” He asked people to describe in detail, such situations when they felt exceptionally good or exceptionally bad.

The researcher chose the theory for her study because the second component in Herzberg’s theory involves what people actually do on the job and should be engineered into jobs employees do in order to develop intrinsic motivation with the workplace. The motivators are achievement recognition growth advancement to higher level tasks and interest in the job and responsibility for enlarged task.

As adopted in this study the 2 factor theory holds the view that working conditions influence the productivity among employees at Coca-Cola Uganda, Century Bottling Company Limited, and that Occupational Health and Safety, remuneration, Compensation, Welfare services, influence turnover rates absenteeism, productivity, attitude towards work and stress in the company. In application of the two factor theory to this study on working conditions and productivity among employees, the variables was defined as: Working Conditions are all existing circumstances affecting labour in the work place including job hours, physical aspect, legal rights and responsibilities (Cynthia et al, 1993). Productivity among employees is the contribution made by an employee to make an organization lead to its goal attainment. However in adopting the two factor theory for this study, the researcher is not ignorant of its short comings. The job satisfaction explained by the theory is not measured on an overall basis.

It’s unlikely that a person, who may dislike part of his / her job, still thinks the job acceptable. The theory neglects situational variable to motivate the individual.

People generally tend to credit themselves when things go well. They blame failure on the external working conditions (Khanka, 2003).

Expectancy theory by Vroom is yet another competing theory but the two factory theory is more appropriate for the study because it covers the working conditions as well as the motivational intrinsic factors. The expectancy theory only attributes productivity among employees such as personality skill, knowledge, experience and abilities ignoring the working conditions (Khanka, 2003).

Gender Discrimination and Inequality

Female discrimination remains the most common form of inequality. Women continue to be discriminated against in almost all aspects of employment. The data of official documents Buribayev YA, Khamzina ZA (2019) show that gender-differentiated differences in wages, occupational and vertical segregation, difficulties associated with a combination of production and family responsibilities, the disproportionate predominance of women in part time, informal temporary employment, and discrimination due to maternity or marital status continue to exist despite legislative and programmatic initiatives. Gender discrimination inhibits economic growth. Because of its influence on the unequal distribution of power between men and women in the family, in the economic sphere, and in public life, discriminatory social institutions limit women's economic opportunities Buribayev YA, Khamzina ZA (2019).

Gender gaps in wages and domestic work create obstacles for women to fully participate in economics of life. Waiting for gender balance to equalize on its own is unacceptable. Organizations / companies are not only losing the opportunities for economic development but also the most important value of human capital. Women should be given equal opportunity at the workplace and this will help increase their decision-making power, participation and productivity among employees at the workplace. Women make up the majority employees at the workplace but women are in the minority among the managerial

positions and entire administration. Buribayev YA, Khamzina ZA (2019) highlights the propensity of highly educated women refusing the labor force at motherhood. Given the limited supply of places at top educational institutions, many of these reports include an implicit and at times explicit contention that these women are squandering society's investment in their education. Others have countered that these women are being "pushed out" of workplaces that remain structured for men with stay-at-home wives Buribayev YA, Khamzina ZA (2019).

In addition, the lack of employment of women in highly qualified jobs with the appropriate education indicates the waste of high human capital, the inefficiency of returns from female education. These issues are very relevant and should be addressed especially protection of employment during pregnancy, maternity/parental leave, equal remuneration for work of equal value and equal access to professions; gender equality in access to social protection systems.

Concepts, Ideas and Opinions from Authors / experts

The extent of Working Conditions at Coca-Cola Uganda, Century Bottling Company Limited

Working Conditions are all existing circumstances affecting labour in the workplace including job hours, physical aspect, legal rights and responsibility (Cynthia et al, 1993). Among the working conditions in companies for employees, there are welfare services. These include employee services and benefits, compensation (monetary and non-monetary), remuneration, performance standards, occupational health and safety policies and maintaining effective employer employee relationships. Maintaining effective employer — employee relationship is important to companies as an aspect of Human Resource Management (Wendell, 2003).

Compensation is the human resource management function that deals with every type of reward individuals receive in exchange for performing organizational tasks (Cevich, 2001). Performance Appraisal is the specific and formal evaluation of an employee in order to determine the degree to which she / he is performing his / her job effectively (Angelos, 2001). Occupational health and safety policies and programs are the policies concerned with protecting employees and other people affected by what the company produces and does against the hazards arising from their employment or their links with the company (Armstrong 2006). Remuneration is the value of cash payments (total earnings) and benefits received by employees (Armstrong 2006).

Compensation

Compensation as earlier defined by Cevich (2001), is the human resource management function that deals with every type of reward individuals receive in exchange for performing organization tasks. This differs from other scholars like Milkovich & Boudreau (1991) who excluded promotions, recognition for outstanding work, feelings accomplishment and choice officer locations but included all financial returns, tangible services and benefits an employee received as part of employment relationship. To them the factors excluded, could be thought of as part of an organization's total reward system. From the worker's guide to the workers compensation Act 2000 point of view, compensation refers to paying for the losses incurred by a worker as a result of a disease or any other form of loss in the course of his/her employment. However, the administration of all these rewards is to be co-ordinated with compensation whenever possible.

The 3 key objective compensation systems are to attract high quality workers from the labour market, retain best employees company already has and initiate employees to work harder and help the company achieve its strategic goals (Milkovich, 1991). Elements of a total compensation system include; Non-Monetary Compensation which includes employment security, flexible work, work arrangements, recognition and development opportunities. Direct monetary compensation includes wages and salary, overtime pay, bonuses and incentives and skill based pay. Indirect monetary compensation includes required and voluntary assurance, vacation and time off, family care, tuition reimbursement and health and wellness programs (Hellrieger, Jackson & Slocum, 2001). Raymond, (1995) talked about managerial and executive pay. Because of their significant ability to influence organization performance, top managers and executives is strategically an important group whose compensation warrants special attention. Top executives pay was said to be high regardless of profitability or stock market performance, and this gave a relationship which was interpreted to mean that the compensation of top executives is virtually independent of corporate performance.

Performance appraisal is also another working condition which affects employee performance. Angelos (2001), defined performance appraisal as the specific and formal evaluation of an employee in order to determine the degree to which he / she is performing his or her job effectively. According to Cynthia et al (1993), performance appraisal is the process by which an employee's contribution to the organization during a specific period of time is assessed. Other scholars with ideas of performance appraisal like Ivancevich (2001) have defined the term as the activity used to determine the extent to which an employee performs work effectively. Other terms for performance appraisal are merit rating, performance evaluation, employee appraisal employee evaluation and annual review.

Hellriegel et al, (2001) say performance appraisal is a formal structure system for measuring, evaluating, and influencing an employee's job related attributes, behaviours and outcomes. Performance appraisal is covered under performance management which is the process by which executives, managers and supervisors work to align employee performance with the firm's goals (Ivancevich, 2001), From a strategic and competitive advantage perspective it is important to integrate productivity among employees with organizational performance goals.

Just as there can be different performance evaluators depending on the job, several appraisal systems can be used. Some of the popular appraisal methods include (1) ranking of all employees in a group (2) Using rating scales to define above average, average and below average performances (3) recording favourable and known as critical incidents and (4) managing by objectives. Productivity among employees is important in the general model because it serves as a crucial outcome variable in evaluating P/HR Management. Before performance can be used for managerial decisions however, it must first be measured and that is why assessing outcome is a human resource activity in the overall model (Heneman et al, 1986).

Traditionally organizations have used performance disbursements primarily to make administrative decision about employees. Performance appraisal serves several purposes including (1) guiding human resource actions such as hiring and promoting (2) rewarding employees through bonuses, promotion and so on (3) providing feedback and noting areas of improvement (4) identifying training and development needs in order to improve the individuals performance on the job and (5) producing job related data useful in human resource planning. Anyone responsible for such decisions will need to obtain and use measures of productivity among employees (Henman et al, 1986).

Performance management refers; to the more general set of activities carried out by the company to improve productivity among employees. It is a broader and more encompassing process and is the ultimate goal of performance appraisal activities. Performance gap is the disparity between existing and desired performance. One way managers sense there is need for change is when there is a performance gap (Richard, 2003).

Occupation & health and safety is another working condition; The Oxford Advanced Learner's Dictionary of current English (1995, P.800) defined occupational as what is caused by or connected with a person's job. Occupational hazard is a risk or danger connected with a particular job. A hazard is anything that can cause harm (e.g. electricity defective plants, poor-housekeeping) and a risk is the chance, large or small, of harm actually being done by the hazard (Armstrong, 2006). The World Health Organization (WHO) has defined health as a state of complete physical, mental and social well-being and not merely the absence of disease or illness or infirmity (Khanka, 2003). The term health is a positive and dynamic concept. In common parlance health implies absence of disease. As regards the industrial health, it refers to a system of public health and preventive medicine which is applicable to industrial concerns. ILO / WHO committee on health is worth quoting, prevention among workers of ill-health caused by the working conditions. Safety means freedom from the occurrence or risk of injury or loss. As regards industrial safety means the protection of employees / workers from the danger or risk of industrial accidents (Khanka, 2003). According to Munabi,

OHS encompasses the social, mental and physical well-being of workers that is the "whole person".

Occupational health and safety therefore aims at protecting workers from health hazards associated with work and the working environment, promoting their health and providing a safe and health working environment (OHS Trainers manual). The Williams Steiger occupational safety and health Act of 1970 was enacted to ensure safe and healthful working conditions. This act requires that employers conduct programs that protect workers from occupational illness, injuries and death. It requires that employers provide workers with a safe and healthful work environment in which recognized hazards have been eliminated or controlled (Gary & Lane, 1988, P127). Munabi says working conditions of any type have the potential to affect a worker's health and safety. Unhealthy and unsafe working conditions can be found anywhere whether the workplace is indoors for example factories or out doors for example agricultural workers.

Agriculture is a hazardous occupation carried out in difficult and sometimes dangerous working conditions. The specific hazards facing plantation workers vary from one plantation to another. The main areas of concern include injuries from machinery and equipment, unsafe handling of and exposure to chemicals for crop protection, and injuries from the crops themselves, especially during harvesting. Other common hazards include long daily and weekly hours of physically strenuous work, and repeated — shouldering of heavy loads, falls, insect and snake bites and adverse weather conditions including harsh sunshine, heavy rains, morning dew and cold. A recent study of occupational hazards on team estates found that almost two-thirds of employees had suffered from work-related illness or injury.

Safety is primarily the responsibility of the management. This responsibility should rest on the shoulders of all cadres of management, such as plant manager, production manager, chief engineer, personnel manager, maintenance Engineer, individual foreman, safety officer or Director (Rao, 2008). However Munabi says OHS is everyone's

responsibility i.e. every employee must protect himself or herself and those he / she works with. It is not just the responsibility of one's manager or safety officer. He goes ahead to say successful occupational health and safety practice requires the collaboration and participation of both employers and workers in health and safety programs i.e. teamwork.

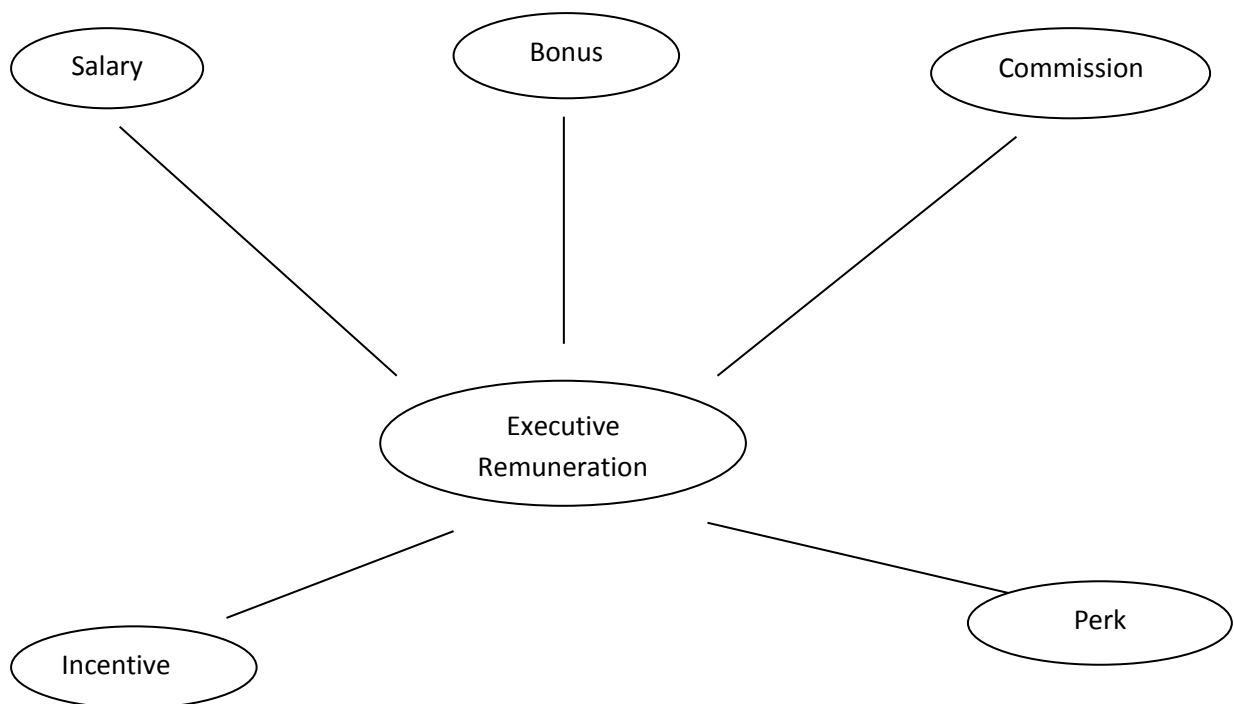
Remuneration as earlier defined in the third paragraph of chapter two was supported by Rao (2008) who says “employee's first preference is money-nothing could change it so far”. According to Oso & Onen (2008), remuneration involves the basic salary, housing i.e. staff houses and house allowances, health scheme reinstatement doctor, sickbay facility and pension scheme i.e. retirement packages and contributory retirement scheme. A swathappa (2008) defined remuneration in a broader perspective covering employees, employers and HRM.

For the employee, remuneration is the compensation an employee receives in return for his or her contribution to the organization. Remuneration occupies an important place in the life of an employee because it determines his/her standard of living, status in the society, motivation, loyalty, and productivity. For the employer, the remuneration is significant because of its contribution to the cost of production besides, many battles (in the form of strikes and lock outs) are fought between the employer and the employees on issues relating to wages or bonus. For the HRM employee remuneration is a major function in a way that the HR specialist has a difficult task of fixing wages and wage differentials acceptable to employees and their leaders. Aswathappa further gave the specific components of remuneration as wages and salary, incentives fringe benefits, perquisites and non— monetary benefits.

- Wages and salaries represent hourly rates of pay and salary refers to the monthly rate of pay, irrespective of the number of hours put in by an employee. They depend on the nature of job, seniority and merit.
- Incentives also called payment by results are paid in addition to wages and salaries. Incentives depend on productivity, sales, profit or cost reduction efforts.
- Fringe benefits include employee benefits and provident fund, gratuity, medical care, hospitalization accidents relief, health and group insurance, canteen, uniforms and recreation.
- Perquisites, these are allowed to executives and include company car, club membership, paid holidays, furnished house stock option schemes, perquisites are offered to retain competent executives.
- Non-monetary benefits; these include challenging job responsibilities, recognition of merit, growth prospects, competent supervision, comfortable working conditions, job sharing and flexitime.

Aswathappa clarified on the remuneration of the top brass by highlighting the five elements as salary, bonus, commission, long-term incentives and perquisites. When considering remuneration, an executive is considered to be an individual who is in a management position at the highest levels. Specifically the categories include Presidents, Vice Presidents, Managing Directors and General Manager.

Below is a summary of the components of executive remuneration



Source: Aswathappa (2008) Human Resource Management P. 345, India: Tata Mc Graw Hill Education Private Ltd.

Employee Benefits and Services

Before World War II, employers offered a few benefits and services because they had the employees' welfare at heart or because they wanted to keep a union out. But most benefit programs began in earnest during the war, when wages were strictly regulated (Ivancevich, 2001). Similarly the terms benefits and services are often used interchangeably by some writers, but some maintain the distinction for the two.

Employee benefits and services include any benefit that the employee receives in addition to direct remuneration. (Aswathappa, 2008) benefits and services, however, are indirect compensation because they are usually extended as a condition of employment and are not directly related to performance. Employee benefits and services are alternatively known as fringes, services programs, employee benefits or hidden payroll (Aswathappa,

2008). According to Rao (2008), different terms are used to denote fringe benefits. They are welfare measures, social charges; social security measures supplements, sub-wages and employee benefits. The term covers bonus, social security measures, retirement benefits like provident fund, gratuity, pension, work men's compensation, housing, medical, canteen, cooperative credit consumer stores, educational facilities, recreational facilities, financial advice and so on. Thus fringe benefits cover a number of employee services and facilities provided by an employer to his employees and in some cases to their family members also. Armstrong (2006) also gave more light on employee benefits. According to him they include pension, sick pay, insurance cover, company cars and a number of other "Perks". Perks are benefits to which an employee is entitled. They comprise elements of remuneration additional to the various forms of cash pay and also include provisions for employees that are not strictly remuneration such as annual holidays.

Employee services include employee counselling and welfare services. The argument for employee services at work was well put by Martin, 1967. Staff spend at least a half (1/2) their working time at work / in getting to it. They know they contribute to the organization when they are reasonably free from worry and they feel, perhaps in articulating that when they are in trouble they are due to get something back from the organization. People are entitled to be treated as full human beings with personal needs, hopes and anxieties. They are employed as people, they bring themselves to work and they cannot readily leave their troubles at home. The social argument for employees' welfare services is the most compelling one but there is also an economic argument by Martin (1967).

“Increases in morale or loyalty may result

In commensurate or indeed many increases

In productivity but undue anxiety can result

In reduced effectiveness”

Even if welfare services cannot increase individual productivity, they can help to minimize decreases. A further practical argument in favour of employee welfare services is that reputation for showing concern helps to improve image of the firm as a good employer and thus assist in recruitment. Welfare may not directly increase productivity among employees, but it may increase commitment and help in the retention of key employees (Martin, 1967). Employee counselling is also a condition in the work environment. Many firms provide individualized counselling for all employees beyond that experience in the give and take of training and development programs. This helps to overcome the anxiety and stress associated with family, legal, financial and other off the job problems that can prevent anyone from performing up to his or her abilities. (Wendell, 2003)

There are employee satisfaction measures where the degree to which employees are satisfied with human resources policies and practices can be measured by attitude survey. These can obtain opinions on matters such as their work, their views about their managers, how they are treated, their pay, how they are kept informed, opportunities for learning and career development and their working conditions and facilities (Wendell, 2003).

There are many benefits plans which Gary, (1988) classified into four types: supplemental pay benefits (unemployment insurance) insurance benefits (such as worker's compensation) retirement benefits (such as pensions), employee services (dining facilities). Gary explains that employee's preferences for different benefits vary with employee's age,

marital status and therefore it's important to customize the benefits package to ensure that it contributes to improving productivity among employees at work.

In an attempt to attract and retain superior personnel, employers offer employees a range of benefits that generally are not required to be offered such as dental, medical, pension and profit-sharing plans. (Bannet & Hartman, 2004). The Employee Retirement Income Security Act of 1974 (ERISA) was enacted to protect employee benefit plan participants. From retirement plan abuses by administrators; and the fair labour standards, Act of 1938 (FLSA) was enacted to establish standards for minimum wages, overtime pay, employer, record keeping, and child labour (Bannet & Hartman, 2004).

Turnover

Employee job turnover is the rate at which employees leave the organization. According to Armstrong, (2006), the definition of labour turnover is the analysis of the numbers of people leaving the organization. The causes were summed up into three; Lower performance, lack of reward contingencies for performance, and better external job opportunities (Sackett et al, (2006). Armstrong (2006) says turnover may be a function of negative job attitudes, low job satisfaction, combined with an ability to secure employment elsewhere, i.e. the state of the labour market. He goes on to support turnover on the other hand as a normal part of organizational functioning although excessively high turnover may be dysfunctional, a certain level of turnover is to be expected and can be beneficial to an organization.

Circumstances under which turnover can be good versus bad for the organizations

Turnover is good when	Turnover is bad when
<ol style="list-style-type: none"> 1. Poor performance leaves 2. New employees with innovative hiring replacements ideas can be hired 3. New employees can be hired at money training replacements lower wages and benefits 4. Remaining employees become 	<ol style="list-style-type: none"> 1. Company must spend money 2. Company must spend time and 3. Remaining employees have new demoralized promotion opportunities 4. Former employee takes business away from company.

Source: Adapted from Harris M. A practical Approach, Human Resource Management (a division of Harcourt College Publishers, USA, 2000)

Absenteeism

Absenteeism is the frequent absence from work especially without good reason. Absent means not present or the state of being away. Sackett et al (2006) says that absenteeism is typically measured by time lost measures and frequency measures it is weakly linked to affective predictors such as job satisfaction and commitment. Job satisfaction as defined by Harris (2000) refers to how pleased an employee is with his/her job and

organization. But other organizations view employee satisfaction as important only because it can affect other factors such as turnover and unionized interest.

If the absenteeism becomes more frequent, the superior or manager may have to take time from work to counsel the employee. On the other hand absenteeism sometimes serves legitimate personnel needs and may help reduce job —related stress and tension. There are two basic factors which determine whether an employee will have an unplanned absence. These are motivation to attend work and ability to attend work. Motivation to attend work means the willingness to exert high levels of efforts towards organizational goals, conditioned by the effort ability to satisfy some individual need (Robbins, 1996) according to Khanka (2003) Motivation is the willingness to exert efforts towards the accomplishment of goal or need and ability means the power to do something. An organization that has a high absenteeism rate may change its disciplinary procedures (Harris, 2000).

Productivity

Personal productivity refers to the amount of resources including the time one consumes to achieve a certain level of output (Dubrin, 2001). Today many organizations are implementing improvement programs, often with major implications for jobs and workers. Harris (2000) further listed the common work constraints that affect productivity as insufficient information, inappropriate tools and equipment, missing materials or supplies limited budget, insufficient support from others insufficient task preparations, limited time, poor physical conditions, poor scheduling.

Productivity is also affected by counter-productive behaviour. Counter-productive behaviour is the employee behaviour that goes against the goals of an organization (Sackett et al, 2006) for example murder violent assault, theft of company property and encouraging

malicious rumours, claiming credit for others, work and attempting to derail others' careers. Employees are likely to engage in counterproductive behaviours when they feel that they have received an unfair outcome. However it is not enough for an employee to feel he/she has received unfair outcome. The employee generally must also believe that the organization used unfair procedures to make the decision (Harris, 2000).

While productivity can be measured in terms of any one of the several factors such as capital equipment, materials, fuel and labour what matters is labour productivity. It is the relationship between the input of labour measured in man hours and the output of the entire economy or of a particular industry or plant measured in terms of money or in physical terms (Aswathappa, 2008).

Accidents

The ever increasing mechanization, electrification, chemicalisation and sophistication have made industrial jobs more and more complex and intricate. This has led to increased dangers to human life in industries through accidents and injuries. In fact the same underlines the need for and importance of industrial safety. An industrial accident is a sudden and unexpected occurrence in the industry which interrupts the orderly progress of the work (Khanka, 2003). According to the factories Act 1948; "it is an occurrence in an industrial establishment causing bodily injury to a person which makes him unfit to resume his duties in the next 48 hours". Rao, (2008), also in line with Khanka defines an accident as an occurrence which interrupts or interferes with orderly progress of work in an industrial establishment.

In other words, an accident is an unexpected event in the course of employment which is neither anticipated nor designed to occur. However Khanka (2003) gave a clarification on the distinction of an accident and injury. He says it is important to note that self —inflicted injuries cannot be regarded as accidents. And defines an industrial injury as” a personal injury to an employee which has been caused by an accident or an occupational disease and which arises out of or in the course of unemployment and which could entitle such employee to compensation under worker’s compensation Act 1923”. Rao also supported Khanka’s view on an industrial injury. According to Wanzige & Kitonsa an injury includes an accident caused by any of the occupational diseases. Whereas Rao (2008) says occupational diseases are the results of physical conditions and the presence of industrial poisonous and non-poisonous dust in the atmosphere. These include lead, poisoning, lead tetra-ethyl poisoning, phosphorous poisoning, manganese poisoning or its sequel, mercury poisoning, arsenic, anthrax, silicosis, chrome alteration. Khanka (2003), supported him by saying occupied diseases are these which are caused by working conditions prevalent in industries.

Accidents may be of different types depending upon the severity, durability, degree in injury. An accident causing death or permanent or prolonged disability to the injured employee is called a major accident. A cut that does not render the employee disabled is termed as minor accident. Accident when an employee gets injury with external signs of it, it is external injury. Injury without showing external signs such as fractured bone is called an internal one. When an injury renders an injured employee disabled for a short period, say a day or a week, it is a temporary accident. On the contrary making injured employee disabled for ever is called permanent accident. Disability caused by accident may be partial or total, fatal or non-fatal, (Khanka, 2003). According to safety experts, there are three basic causes /

factors that contribute to accidents in organizations. These are chance occurrences, unsafe conditions and unsafe acts on the part of employees (Rao, 2008).

Unsafe conditions (work related cause) are one sort or another biggest cause of accidents; such causes are associated with defective plant, equipment materials, buildings those can be termed “as technical causes” which arise when there are improper / inadequate safety guards on machines, when machines break down, when protection equipment is installed improperly, when mechanical or construction designs are defective and when control devices which have been installed to make the operation of machines that are accident free are lacking or defective, or when there is an absence of proper maintenance supervision of these devices. Other work related causes of accidents are the job itself, work schedules, psychological climate of the workplace.

Unsafe Acts, these may result from lack of knowledge or skill on the part of the employee, certain physical defects and wrong attitudes. These acts include operating without authority, lifting improperly, cleaning, adjusting, oiling or moving dangerous equipment. Personality characteristics also influence accident behaviours of individuals e.g. characteristics like personality and motivation serve as a basis for certain behaviour tendencies.

Other causes; these causes arise out of unsafe situational and climate conditions and variations — such as bad working conditions, rough and slippery floors, heat, humidity, dust, fume-laden atmosphere, very long hours of work, unsatisfactory behaviour of domineering supervisors, excessive noise and carelessness in handling of such inflammable materials such as oil, grease and explosives (Rao, 2008) adequate safety measures and precaution can avoid accidents.

Other Factors Affecting Employee productivity

According to Vroom's Expectancy theory, employee performance at work is based on individual factors such as personality, skills, knowledge, experience and abilities. Armstrong (2006), says people's worries and the resulting stress may well arise from work like their concerns about security money, health and relationship with others. But they also bring their personal problems like family issues, personal economic problems and inherent personality characteristics (Robbins, 1996) to work and many of these cannot be solved without reference to the situation. They may require time off to deal with sick children / partners or care for relatives or advice on how to solve their problems and so minimize interference with their work.

According to Gary & Lane, (1988) personal affairs also affect employee productivity. They support the given views by saying having one's personal affairs in order, maintaining financial independence and security are important health practices. This involves the ability to maintain employment, to budget one's income and live with in one's means then keep legal document current. Problems with personal affairs are a major cause of emotional disturbances. Individual differences have been divided into five variables to be the relevant moderators. These are perception, job experience, social support, belief in locus of control and hostility.

Social Support involves meaningful interpersonal relationships, communication skills and the ability to share affection. People who maintain intimate relationships experience less illness have shorter convalescence periods and tend to live longer (Gary & Lane, 1988). According to Robbins, (1996) for individuals whose work associates are unhelpful or even actively hostile, social support may be found outside the job. Involvement

with family friends and community can provide the support especially for those with a high social need that is missing at work. This can make job stressors more tolerable.

Perception refers to a person's interpretation of reality. In the process you select organize and interpret all environmental stimuli through your senses (Lussier, 2002).

Locus of control; Employees with an internal locus of control believe they control their own destiny. Those with an external locus of control believe their lives are controlled by the outside forces. Evidence indicates that internals perceive their jobs to less stressful than do the externals. When the two groups confront similar stressful situations, the internals are likely to believe they can have a significant effect on the results (Robbins, 1996). Externals who are more likely to feel helpless in stressful situations are also more likely to experience stress hence affecting productivity.

Hostility; Attention was directed at the type A personality. The type is characterized by feeling a chronic sense of time urgency and by an excessive competitive drive. A type A individual is aggressively involved in a chronic incessant struggle to achieve more and more in less and less time if required to do so, against the opposing efforts of other things or persons. Recent researchers believed Type 'A's were more likely to experience stress on and off the job (Robbins, 1996).

Job Experience; Experience is said to be a great teacher. It can also be a great stress reducer in work situations. Senior members of the organization are more likely to be fully adapted to working conditions than the new members. Hence the varying changes in employee performance.

Environmental Factors; This covers Environmental Safety. Safety means freedom from the occurrence of risk injury or loss. Environmental safety incorporates self- protection and risk reduction. The use of protective equipment, driving practices, accident prevention and fire protection are some of the lifestyle behaviours to consider (Gary & Lane, 1988). The typical individual only works about 40 to 50 hours a week. The experiences and problems that people encounter in those other 120 plus non work hours each week can spill over to the job. (Robbins, 1996) Under environmental factors employees are also stressed by the political instability and economic uncertainty.

Working Conditions and Employee Productivity

According to Armstrong, the achievement of the highest standards of health and safety in the workplace is important because there's the elimination or at least minimization of health and safety hazards and risks. He gave an example of research by health and safety executive such as Astrazeneca, severn trent water and Transco which established that the tangible benefits from better health and safety management include higher productivity, lower absence, avoiding the cost of accidents and litigation, meeting client demand and improved staff morale and employee relations. These organizations have managed to overcome the common perception that health and safety is a compliance or staff welfare issue and use initiatives in this area to add value to the business. Employers in the study made a number of headline savings from investing on occupational health and safety (Armstrong, 2006).

Just as environmental uncertainty influences the design of an organization structure, the organizational structure also influences stress levels among employees in that organization (Robbins, 1996). Stress is an emotional / physical reaction to environmental activities and events (Lussier, 2002). Likewise Dubrin, (2001) notes that stress refers to

reaction to the situation, not the situation or force itself. He defines stress as an adaptive response that is the consequence of any action, situation or event that places special demands on a person. There are four common stressors related to work and these include personality type, organizational climate, management behaviour and degree of satisfaction (Lussier, 2002). Individuals differ in their responses to situations of strategies which management would like to consider like improved personnel selection and job placement, use of realistic goal setting, redesigning of jobs, increased employee involvement, improved organizational communication and establishment of corporate wellness program (Robbins, 1996).

Wehrich et al (1990), went ahead to give other working conditions which increase stress levels of employees and also defined the term stress as an adaptive response, mediated by individual differences or physiological processes, say a sequence of any external action situation that places excessive physiological or physical demands on a person. There are many physical sources of stress such as a work overload, irregular work hours, loss of sleep, loud noises, these may to be due to a particular situation such as boring job, inability to socialize, lack of autonomy, responsibility for results without sufficient authority, unrealistic objective and role ambiguity or role conflict. Stress will lead to low performances as it results in psychological symptoms (Anxiety, Depression, Decrease job satisfaction). Prolonged stress may lead to burnout, a condition of emotional, mental and physical exhaustion in response to long term stressors. Burned out people are often cynical. Burnout is a complex phenomenon, but it often occurs when one feels out of control.

Remuneration is another factor which affects employee productivity in one way or the other. In order to understand which components of remuneration are more effective, there is need to understand the conceptual framework or theories of remuneration. Three such theories are reinforcement and expectancy, equity theory and agency theory.

Reinforcement theory postulates that a behaviour which has a rewarding experience is likely to be repeated, Vroom's Expectancy theory focuses on the link between rewards and behaviour and Equity theory posits that an employee who receives inequity in his or her rewards seeks to restore equity. Agency theory focuses on the divergent interests and goals of the organization's stakeholders and the way employee remuneration can be used to align these interests and goals. The implication for remuneration is that high employee performance followed by a monetary reward will make future employee performance more likely. By the same token, a high performance not followed by a reward will make its recurrence unlikely in future (Aswathappa, 2008).

The desired outcome for health enhancement programs is increased productivity capability. The benefits of programs that provide a knowledge base, positive attitudes, behaviour change and enhance health result in increased productivity capability. The rewards to workers and employers include increased availability at work, decreased absenteeism and health care utilization and increased energy, strength, stamina concentration emotional stability and self- confidence. All these benefits to individual employees are likely to generate increased productivity among employees for the company (Gary & Lane, 1988, p. 133).

Heneman et al, (1986) points out the effect of performance appraisal on productivity among employees. Performance appraisal meets administrative challenges which in turn affect productivity among employees. The line managers are usually responsible for actually conducting the appraisals once the instrumentation is developed (Performance measures, uses and measurement procedures involving performance appraisal).

Unfortunately the results of their efforts often prove problematical. The greatest difficulty stems from the fact that the individuals must conduct performance appraisal and individuals are prone to many errors of judgment. The scholars give a scenario of a task of confronting the manager who must do the appraisal:-

- She / he must select the information to be obtained about employees to be evaluated.
- Observe that information on the employees.
- Organize and store the information often over a fairly long period of time (as much as a year to 18 months).
- Combine and integrate the information in what ultimately becomes the performance appraisal.

Clearly there are many opportunities for the appraiser to misjudge the performance of employees. For example the highest performing employees may not receive the highest evaluations. As a consequence, human resource management is often called on to improve the results of appraisals (Heneman et al, 1986).

Compensation as well has effects on productivity among employees Rao (2008), Managerial compensation which is dealt with differently from that of other employees has yielded greater results. Managers are live wires of the organization and that's why their compensation packages are designed following the managerial compensation policy. The policy should contain the following components. Basic pay plus allowances, Fringe benefits, retirement benefits, sample to administer, establish parity with other companies externally, establish parity with other managerial positions internally, establish rational basis with positions and grades and pay benefits level should attract and retain talent.

Among the benefits are the child care programs and there's some indication that parents feel positively about employer supported child care programs. As a small part of the national Employer supported child care project, the author surveyed 691 parents using 19-employer-supported centers and compared their expressed satisfaction responses to a group of parents using non- employer services. Parents using employer services expressed significantly higher satisfaction with all aspects of care. In addition the parents said that child care affected their job performance positively In terms of recruitment (38%), less turnover (69%), better performance (41%), and positive morale (63%), reduced absenteeism (47%) and recommending their employer to potential employees because of the child care program (53%) (Gary & Lane 1988).

Among the poor working conditions is the payment of low wages! salaries which results in differing levels of interests creating an atmosphere of opposing forces that inhibits desirable co-operative efforts. In organized industrial life ways must be sought to minimize tensions and promote bargaining. This is when collective bargaining initiated by Trade Unions bodies comes in for example NUPAW (U). Collective bargaining is a method by which trade unions protect and improve the conditions of their members working lives. This is coined by Sydney and Beatrice according to Rao, (2008)

The ILO defined collective bargaining as negotiations about working conditions and terms of employment between an employer and a group of employees or one or more employees' organizations with a view to come to an agreement wherein the terms serve as a code of defining the rights and obligations of each party in their employment, relations with one another; Fix a large number of detailed conditions of employment; and during its validity, none of the matters it deals with can in normal circumstances be given as a ground for a dispute concerning an individual worker (Rao, 2008). Poor employer- employee

relations can create many problems for the company. Seeking a union to represent employees is a move that most companies would oppose (Harris, 2000).

However collective bargaining remains the cornerstone of congenial industrial relations and of constructive peace. It helps to bring the unreserved co-operation between employees and employer by minimizing the Lacuna (a gap or missing portion) between the varying interests of union and management (Rao, 2008).

Chapter Three

Methodology

Introduction

This chapter presents the procedure which was used to conduct the study. It includes the research design, area of study, study population, sample size and sampling procedure, instruments for data collection, validity and procedures for data collection, data analysis and ethical considerations.

Research Design

The study employed descriptive correlation research design to describe Gender, working conditions and productivity among employees of Coca-Cola Uganda, Century Bottling Company Limited.

Area of study

The study was carried out in Coca-Cola Uganda, Century Bottling Company Limited geographically located in Namanve Industrial Area, Jinja road.

This is because they have high rates of reported cases of dismissal of employees. The current available information stipulates that since the onset of the COVID-19 Pandemic, lockdown all companies were challenged and within a period of 2 years, 23 employees were dismissed on performance related issues. And the reasons for the dismissal were highly attributed to failure to meet deadlines, poor relation with other staff members, resource wasting and consistent mistakes.

Study Population

In the consultation with the administration of the company, the researchers shall be introduced to at least 7 respondents. The researcher will use purposive sampling technique to determine which staff to interview from the departments given with an intention of maximizing the number of respondents. By selecting typical and useful cases only, purposive sampling was used because there are 7 significant grades that the researcher is interested in getting the primary data from. And these are the General management, Heads of department, section Heads, senior managers, supre-tenders, supervisors and skilled manpower of Coca-Cola Uganda, Century Bottling Company Limited.

Sampling Techniques

Sampling techniques refers to the name or any other identification of the specific process by which the entities of the sample size as been selected. It's a method that allows researchers to infer information about a population based on results from the subset of the population, without having to investigate every individual.

According to Marshall & Rossman, (2001), valuable information is gained from people selected on the basis of positions they hold in administrative levels of their institutions. Etikan & Bala (2017). State that when carrying out research, it is impractical to survey every member of a particular population because the sheer number of people is simply too large. The researchers will therefore employ the purposive sampling technique to collect data and information from the different subgroups of the organisation categorised on departmental level. These departments will include General management, Heads of department, section Heads, senior managers, supre-tenders, supervisors and skilled manpower of Coca-Cola Uganda, Century Bottling Company Limited.

Sample Size

Sample size refers to the number of participants or observations included in the study. The researchers intend to have a sample size of 10 staff, whereby 2 staff was picked from each department.

Sources of Data

This section describes where the researcher will acquire the information from. It is categorised into two that is to say the primary and the secondary sources of information.

Data Collection Method and Tools

Three methods of data collection were used in the study. These include: questionnaires, interviews and observation.

Questionnaire

Questionnaires was administered to the selected respondents who are in the following category General management, Heads of department, section Heads, senior managers, supervisors, tenders, supervisors and skilled manpower of Coca-Cola Uganda, Century Bottling Company Limited. This method was chosen because it allows all the responses to be collected in a short period of time. According to Sekaran (2003), questionnaires method is less expensive and consumes less time. Questionnaires can also be analyzed more scientifically and easily to generate quantitative data.

Interviews

Interviews were used to collect qualitative data. This involved using an interview guide in a face to face conversation between the researcher and the heads of departments who were the key respondents in the study. This was used to complement the data collected by

structured questionnaires and also assisted to capture in-depth information and allowed for probing by the researcher.

Observation

Observation method was used to complement data collected. Observation was used in following procedures in documentation of cases of dismissal of employees. Observation was useful in helping the researcher distance herself from influencing the outcome in the procedures being followed.

Data analysis

Data was analysed quantitatively to give meaning to the study and inferential analysis to draw conclusions concerning differences in research results. Statistical package for social science (SPSS) was used for data analysis because it makes research more scientific, and allows for graphs to be drawn and interpreted.

Validity of the Research Instruments

While testing the validity of the research instruments, the researcher formulated research questions according to the study objectives, questions and significance. The questionnaire undergo went a pilot study as well as the interview guide so that the study was effective.

Reliability of Research instruments

The researcher carried out a pilot study of both the questionnaires and the interview guide to assess their effectiveness, at least 10 people for each instrument were used.

Ethical Considerations

The researcher ensured that she attain an introductory letter from the School of Social Sciences (CHUSS) at Makerere University that introduced her to the field of data collection and that was Coca-Cola Uganda, Century Bottling Company Limited. It was then handed to the authorities at Coca-Cola Uganda, Century Bottling Company Limited seeking for acceptance to collect data. To access information from respondents, the researcher obtained permission from Coca-Cola Uganda, Century Bottling Company Limited. She also got permission from respondents to be interviewed and assured the respondents that whatever kind of information they provided will solely be for academic purpose and therefore kept it confidential. Moreover, none of them was victimized.

Conclusion

This chapter has exhaustibly discussed the methods the researcher employed to collect data and information during the study. The methodologies that were used were both the qualitative and the quantitative research design.

Chapter Four

Presentation, Interpretation And Discussion

Introduction

This chapter describes, discusses, analyses and interprets the information or data collected during the research study at Coca-Cola Uganda, Century Bottling Company Limited. Tables were used to present some of the data findings of the research study and some responses were quoted verbatim. The primary data was collected or obtained through the use of an interview guide and observation. The study was successful due to the full cooperation of the respondents. The researcher interviewed the staff and also used observation methods as the data collection techniques. Here the frequency distribution was done according to gender, age bracket, rate of positions, and work experience of the study population.

Response rate

The study targeted 10 respondents, whereby at least 2 respondents (staff) were picked from each department and the researcher managed to obtain responses from the 8 respondents making the response rate 100% as shown in table one below.

Table 1: Response rate

Departments at Coca-Cola	Number of respondents	Percentage (%)
General Manager	1	12
Human Resources Department	1	12
Finance and Accounting Department	1	12
Production Department	1	12
Industrial Relation Department	1	12
Sales and Marketing department	1	12
Employees	2	28
Total	8	100

Source: Primary data 2022

Characteristic of the respondents

The interview guide helped the researcher to obtain authentic information about respondents. The researcher was able interview 8 respondents. Coca-Cola Company is headed by the General Manager. There are a total of five mainly departments at Coca-Cola Company which are Production department, Industrial Relation department, Sales and Marketing department, Human Resources department, and Finance and Accounting department. And below are their education level and years of service.

As indicated in table 1 above, the researcher managed to interview 8 respondents.

Table 2: Education level of respondents

Departments at Coca-Cola	Frequency	Education level
General Manager	1	Masters
Human Resources Department	1	Bachelors
Finance and Accounting Department	1	Bachelors
Production Department	1	Bachelors
Industrial Relation Department	1	Bachelors
Sales and Marketing department	1	Bachelors
Employees	2	Diploma
Total	8	100

Source: Primary data 2022

Table 3: Years of service of respondents

Departments at Coca-Cola	Frequency	Years of service	Percentage (%)
General Manager	1	6	12
Human Resources Department	1	4	14
Finance and Accounting Department	1	4	12
Production Department	1	3	16
Industrial Relation Department	1	3	14
Sales and Marketing department	1	3	16
Employees	2	2	16
Total	8	25	100

Source: Primary data 2022

Production at Coca-Cola Uganda, Century Bottling Company Limited

The Coca-Cola Company is a total beverage company, offering over 500 brands in more than 200 countries and territories. The Coca-Cola Company does not own, manage or control most local bottling companies. The Coca-Cola Company typically generates net operating revenues by selling concentrates and syrups to authorized bottling partners like Coca-Cola Uganda, Century Bottling Company Limited.

Coca-Cola Uganda, Century Bottling Company Limited products include carbonated soft drinks (sodas), juices under the Minute Maid brand, Rwenzori Pure Natural Mineral Water, and Predator and Power Play Energy drinks. Coke aggressively markets its product lines through advertising across multiple mediums and channels, including TV, Newspapers, magazines, internet, television, cinema, radio, posters, billboards, online ads, sponsorships,

etc. This Coca-Cola Company production strategy has also increased Productivity among Employees of Coca-Cola Uganda, Century Bottling Company Limited.

Gender in the organization at Coca-Cola Uganda

Gender can be defined as the social relationship between men and women. The relationships include the different attributes, statuses, roles, responsibilities, opportunities and privileges accorded to men and women.

Most of the employees are women occupying managerial positions and also a good number of male employees. Coca-Cola Uganda, Century Bottling Company Limited strives for a gender-equality at the workplace. We believe that investing in and empowering women not only directly benefits them, but also our business and our communities. Coca-Cola Uganda, Century Bottling Company Limited has a great understanding of gender and it has been very supportive to the women in so many aspects of life. For example;

Maternity Leave

- a) Maternity leave shall be sixty (60) working days.

- b) Where a female employee is absent from her work or remains absent for a longer period as a result of illness, certified by a qualified medical practitioner, arising out of pregnancy or confinement and rendering her unfit for work, the provisions under sick leave shall apply.

Paternity Leave

This shall be the leave given to a male employee whose spouse has given birth and it shall be 4 (four) working days yearly.

Equity and Equality of opportunity

All the above priorities was influenced by an understanding of good practice in the area of equal opportunities; and, training and development providers in the Coca-Cola Uganda will have a key role to play in enabling employees to interpret, appreciate and apply the principles that have been established in this area in recent years.

Gender and Sexual Harassment (refer also to Sexual Harassment Policy)

In line with the Constitution of the Republic of Uganda that guarantees all Ugandans equality, dignity and non-discrimination, Coca-Cola Uganda, Century Bottling Company Limited reaffirms its policy of zero-tolerance to sexual harassment and is committed to creating an environment that respects and protects the rights of all its employees, male and female.

The Current Working Conditions at Coca-Cola Uganda

On the factory floor at the Coca Cola, there is an autocratic system of the management where the employees are controlled by the managers and follow their procedures. There are also the elements of the democracy by the team work and uniform.

The findings also revealed that supervisors of Coca-Cola Uganda are very instrumental to their employees. They have created good supervisor-employee relationship which makes the employees to look up to them for approval or guidance. This kind of relationship motivates employees to work even harder and perform better. It also follows that the employees having good support from their supervisors, view their employers as being generally caring about their well-being, that type of attitude will influence their Productivity in a positive way. In other words, it can be argued that supervisor support leads increased Productivity among Employees of Coca-Cola Uganda, Century Bottling Company Limited.

The system of communication adopted by the company

The findings indicate that the management of the company provide their employees with Productivity feedback so as to help them improve in areas of weakness and also motivate them to perform better. Productivity feedback establishes reward system that will combine the effort of leaders and the worker of organization to the common goals of their organizations. In order to support communication and Productivity among Employees of Coca-Cola Uganda, Century Bottling Company Limited. The company makes use social network system that ensures a free exchange of information. And in order to achieve the Productivity goal of the organization the company relies on media extensively which includes newspapers, magazines, internet, television, cinema, radio, posters and billboards to conduct its integrated marketing and drive sales hence increasing the Productivity among Employees of Coca-Cola Uganda, Century Bottling Company Limited.

Employees satisfaction and Productivity

The findings revealed that Coca-Cola Uganda, Century Bottling Company Limited offers monetary incentive to hardworking employees as a reward approach. Bonuses, raises in pay, airline tickets, and scholarships for the employees' children are among the financial benefits. Employees who perform poorly are not fairly compensated.

Coca-Cola Uganda, also treated their employees with respect and the organization provided the employees with a rewarding work life. By having this good working condition, the company's employees can perform better; develop their skills to improve themselves to reach the company's goals hence increasing the Productivity among Employees of Coca-Cola Uganda, Century Bottling Company Limited.

Chapter Five

Findings, Conclusions And Recommendations

Introduction

This chapter presents the discussion of the study guided by the study objectives. The discussion of this study findings were done by reviewing related literature, and comparing and contrasting with other previous studies. The study was later concluded and appropriate recommendations accruing from the findings were made.

Discussions of Findings

This section discussed the findings according to the specific study objectives.

The study found that supervisor support significant affects Productivity among Employees. The finding was attributed to the fact that supervisors provided employees with clear responsibilities and allowed them to decide how to accomplish tasks, included them in major decision making process, and guided them in finding their areas of interests and passion.

This kind of supervisor-employee relationship contributes to employee productivity because a supervisor acts as advocate for employees by gathering and distributing the resources needed by the employees which provide positive encouragement for a job well done. As the working condition factor, supervisor interpersonal role is important to encourage positive relations and increase self-confidence of the employee and in return improve productivity among Employees.

The study found a significant effect of performance feedback on productivity among employees. The supervisor can help guide the employee on the path to corporate

advancement and the employee gets a clearer understanding of what is expected from him or her in a daily job duties. However, if the supervisor is unskilled or cannot give accurate feedback, then the performance feedback will have only a negative effect. However, in the event that negative feedback is delivered in an effective and persuasive manner, employees will take it seriously and will focus on eliminating the negative aspects in their performance. This is because; performance feedback is a motivator to improve productivity among Employees.

The working conditions at the company, since they are generally not good enough and it was deduced are liable for improvement. This is consistent with Wendell's (2003) submission that highlighted the significance of maintaining effectiveness of institutional work condition an aspect of human resource management in companies. In this study, it was realized that relevant conditions would be more impressive if at all they are enhanced otherwise; in their current status most of the working conditions at Coca-Cola Uganda, Century Bottling Company Limited are contestable. Particularly more attention is needed for improvement of some working conditions so as to improve productivity among Employees.

Conclusions

From the findings in chapter four, following conclusions basing on the objectives of the study have been derived;

Supervisor support significantly affects the productivity among employees at Coca-Cola Uganda, Century Bottling Company Limited.

Performance feedback significantly affects the productivity among employees at Coca-Cola Uganda, Century Bottling Company Limited.

Work incentive significantly affects the productivity among employees at Coca-Cola Uganda, Century Bottling Company Limited.

Overall conclusion, work conditions affects the level of productivity among employees. This implies that better supervisor support, improvement in the provision of performance feedback and work incentive, significantly causes an improvement in the productivity among employees. However, the reverse is also true.

Recommendations

Basing on the findings in the previous chapter, this study proposes the following recommendations on the Gender, Working Conditions and Productivity among Employees of Coca-Cola Uganda, Century Bottling Company Limited;

Coca-Cola Uganda, Century Bottling Company Limited should train supervisors on proper management and leadership skills. This will help them to know how to handle different employee's challenges and guide them in achieving better productivity.

Coca-Cola Uganda, Century Bottling Company Limited should design a performance feedback that provides daily results. This will help in early identification of weaknesses and improvement of productivity.

Furthermore, the institution should encourage supervisor-employee relationship through role sharing, interactive meetings, delegation, etc. This will help employees to respect and yet value their supervisors as their superiors hence will enhance their productivity at work.

Coca-Cola Uganda, Century Bottling Company Limited Management should design good employee incentives schemes to include a mix of both financial and non-financial

incentives. Incentive type would influence productivity differently when applied to the employee. Managers will therefore need to strategically identify incentives that lead to high productivity among employees. Non-financial incentives are key in employee incentive schemes, financial incentives supplement the same. Incentive schemes would be more effective when implemented consistently and with equity. This would work with organizational policies and structures supported by the top management.

References

- Abugabah, A., & Sanzogni, L. (2010). Enterprise resource planning (ERP) system in higher education: A literature review and implications. *International Journal of Human and Social Sciences*, 5(6), 395-399.
- Armstrong, M. (2008) A Handbook of Human Resource Management Practice Edition *International Student Edition*
- Aswathappa, K. (2008). Human Resource Management Text and Cases (5th ed).
- Becker, Gary Stanley. 1957. *The economics of discrimination*. Chicago, University of Chicago Press.
- Buribayev YA, Khamzina ZA (2019) Gender equality in employment: the experience of Kazakhstan. *International Journal of Discrimination and the Law* 19(2): 110–124.
- Chandrasekhar, K. (2011). Workplace environment and its impact on organizational Performance, *International Journal of Business Systems*, 1(7), 17-18
- Cynthia, Fisher, Lyle & James B shaw. (1993). Human Resource Management (Y7d ed.). USA: Houghton Mifflin Company.
- Gould, G. M. (1988). *Social work in the workplace: Practice and principles* (Vol. 10). Springer Publishing Company.
- Huang, Y. H., Robertson, M. M., & Chang, K. I. (2004). The role of environmental control on environmental satisfaction, communication, and psychological stress: effects of office ergonomics training. *Environment and Behavior*, 36(5), 617-637.
- Johari, J., Yean, T. F., Adnan, Z. U. R. I. N. A., Yahya, K. K., & Ahmad, M. N. (2012). Promoting employee intention to stay: Do human resource management practices matter. *International Journal of Economics and Management*, 6(2), 396-416.
- Jonathan. (Ed). (1995). *The Oxford Advance Learner's Dictionary of Current English* (5th ed). New York. Oxford University Press

- Khanka s.s (2003). Human Resource Management India: S Chanda & companies Ltd.
- Kohun, K. (2012). Workplace Environment and its impact on organizational performance in
- Lydia, K. (2011). *Working conditions and employee performance of Kinyara Sugar Works Limited in Masindi district, Uganda* (Doctoral dissertation, Kampala International University, College of Economics and Management).
- Maduka, C. E., & Okafor, O. (2014). Effect of motivation on employee productivity: A study of manufacturing companies in Nnewi. *International Journal of Managerial Studies and Research*, 2(7), 137-147.
- Mlikovich G.T & Banderl 1W (1991) Human Resource Management (6th ed.)
- Raymond, A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2003). *Human resource management: gaining a Competitive Advantage*. Irwin/McGraw-Hill.
- Richard L. Daft (2003). Management (6th ed.) USA: Thomson south western.
- Subba Rao. (2008) Essentials of Human Resource Management Industrial Relations Text, Cases and Games (3ft ed). India: Himalaya Pulishing House. PVT Wanzige L.S & Kitonsa S. B. The Worker Guide to the workers Compensation
- Wendell. F. (2003). Human Resources management New York: Houghton Mifflin cornpany.
- Willis Yuko Oso & Onen David (2008) A General Guide to writing Research

Appendices

Appendix 1: Questionnaires For Respondents

Introduction

Dear Respondent,

I am Luyiga Eva, a student of Makerere University pursuing a Bachelor's Degree in Social Science at the School of Social Science, Makerere University. I am currently conducting my research on Gender, Working Conditions and Employee Productivity: A Case Study Of Coca-Cola Uganda, Century Bottling Company Limited. I am kindly requesting you to assist me by completing the following Questions. The interview will take only 30 minutes. Before we go further, I would like to assure you that your responses was treated confidentially and used for academic purposes only. Thank you.

Objectives of the Study

1. To establish the profile of the respondents in terms of age, gender, educational qualification and length of service in the company.
2. To determine the extent of working conditions in Coca-Cola Uganda, Century Bottling Company Limited.
3. To determine if there is a significant relationship between the extent of working conditions and level of employee performance in Coca-Cola Uganda, Century Bottling Company Limited.
4. To determine the effect of work incentives on employees' Productivity in Coca-Cola Uganda, Century Bottling Company Limited.

Section A: Back Ground Information.

1. Sex

a) Female b) Male

2. Age of the respondent

a) 20-30 b) 31-40 c) 41-50

3. What is your religion?

a) Catholic b) protestant c) Muslim d) Adventist e) Traditional

f) Others specify.....

4. What is your Educational level?

a) Primary b) Secondary c) Tertiary d) None

5. What is your marital status?

a) Married b) Widowed c) Separated d) None

6. Do you have any income earning activity?

a) Yes

b) No

7. Main income generating activity of the male / female?

.....

Section B:

5. Years of Service

a) Less than a year

b) 1-3 years 3. 4-7 years

c) 8-11 years

d) 12-15 years

6. The current Working Conditions at Coca-Cola Uganda, Century Bottling Company Limited.

Employees are satisfied with the current Working Conditions at Coca-Cola Uganda, Century Bottling Company Limited.	Strongly Agree	Agree	Strongly Disagree	Disagree
a) The remuneration package?				
b) Benefits offered				
c) Occupational safety				
d) System of communication				
e) Employer- employee relationship				
f) Grievances handling procedure				
g) Performance appraisal system				
h) Your job in general				

7. The system of communication adopted by the company is favourable to the employees?

a) Strongly Agree

b) Agree

c) Strongly Disagree

d) Disagree

8. As a staff member are I am contented with the performance standards that I follow when executing my duties?

a) Strongly Agree

b) Agree

c) Strongly Disagree

d) Disagree

9. All the working Conditions are good enough to the employees?

a) Strongly Agree

b) Agree

c) Strongly Disagree

d) Disagree

10. The relationship between the management relationship and employee productivity is very strong?

a) Strongly Agree

b) Agree

c) Strongly Disagree

d) Disagree

12. The most unfavourable working conditions to employee productivity in the company are

	Strongly Agree	Agree	Strongly Disagree	Disagree
Remuneration				
Management Relationships				
Occupation				
Safety				
Grievance Management				

**QUESTIONNAIRE FOR SUBORDINATE STAFF SHOWING THE LEVEL OF
EMPLOYEE PRODUCTIVITY**

1. The following are the non-institutional factors affecting employee productivity

	Strongly Agree	Agree	Strongly Disagree	Disagree
i) Work relationships				
ii) Employee perception				
iii) Employee receptivity				
iv) Employee confidence				
v) Employee job experience				
vi) Off work employee safety				

2. The following employee inconsistencies were common in the financial year 2021 / 2022

	Strongly Agree	Agree	Strongly Disagree	Disagree
i) Employee Turn Over				
ii) Absenteeism				
iii) Occupational Accidents				

3. Employee productivity can improve with improved working conditions in your company to a greater extent?

a) Strongly Agree

b) Agree

c) Strongly Disagree

d) Disagree

4. The following factors are common among the employees in the company?

	Strongly Agree	Agree	Strongly Disagree	Disagree
Poor work relationships				
Poor employee perception				
Employees Lack of Confidence				
Less Employee Job Experience				
Off-Work Employee insecurity				

5. The Working Conditions are favourable to job performance and productivity

	Strongly Agree	Agree	Strongly Disagree	Disagree
a) Job performance or satisfaction				
b) Productivity				