
INVOLVEMENT AND EMPLOYEE PERFORMANCE IN PUBLIC UNIVERSITIES IN UGANDA

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ABSTRACT: *The study sought to establish the effect of involvement on employee performance in public universities in Uganda. Performance in the study was measured in terms of efficiency, effectiveness, quality and productivity. The target population in focus included: top University administrators teaching and non-teaching staff members, making a total of 2236. This study adopted a descriptive cross-sectional survey research design using both quantitative and qualitative research methods to address the research questions and objectives.. The study used three sampling techniques, that is, purposive, stratified sampling and simple random sampling. The data collection instruments included interview and questionnaires; the method of data analysis and presentation was descriptive and inferential. Findings revealed that involvement contributes to variation in Employees' performance in public Universities. It is expected that the study will benefit academicians, and managers of institutions of higher learning in Uganda and beyond. It is recommended that universities are better adapting the culture of involvement of employment to enhance employee output and overall growth and sustainable development of Universities to ably compete locally and globally.*

KEYWORDS: Employee, involvement, Employee performance

INTRODUCTION

No organization can exist without a culture and so for universities to thrive, they have to adapt to cultures that will enable them to positively contribute to the growth and sustainable development of the human capital who are their major clients. Among the many dimensions of culture to be focused on the one very vital one is the aspect of involvement of the employees. Involvement of employee is a vital aspect that business minded organizations should focus on because of its ability to enhance employee performance and organization effectiveness in the long run. Employee involvement has been related to diverse management, political science, psychology concepts and also actions like participation, empowerment, and capacity development (Mahfuzjudeh, 2011). Involvement is related to empowerment, engagement and participation of employees so as to utilize the workers inputs in order to achieve maximum output from them. Involvement facilitates participation of employees in the management of the affairs of the organization, particularly in decision making, problem solving and allowing them more authority in work procedures (Alaa, 2016; Sofijanova & Zabijakin Chatleska, 2013). Many scholars (Alaa, 2016; Carson *et al.*, 1995;

Cohen, 1995) agree that employee involvement leads to a positive attitude, job satisfaction and dedication to ones career paths in the organization (Alaa, 2016; Carson et al., 1995; Cohen, 1995).

Due to change in environmental dynamics the university education globally has gone through swift transformation. In the entire East African region university education has greatly expanded in the last ten years resulting from this transformation amidst the challenges being faced (Mathooko, 2013). The expansion and the pressure that comes along has lead the universities to adopt new approaches of management such as employee participation in order to spur employee performance considering that human capital is the greatest resource that any organization has to attain competitive advantage. Universities have a record of employing society's academic cream of the cream. This however requires that they should be maximally utilized and their potential harnessed. Academic and non-academic staffs prefer to all be involved in the strategic planning process (Wairimu and Theuri, 2014). This involvement is crucial especially during the implementation of the organization strategies to avoid being alienated from organizational reality and for ownership of strategies (Johnson & Scholes, 2002 and Henry, 2008).

Statement of the Problem

The twenty first century has observed various industrial actions and employee confrontations with management in both local and global institutions. During these confrontations, the employees are involved in counterproductive behavior affects the organizations performance and rating. The ineffective employee performance attributes observed among many employees in public universities are late reporting at work and early departures, non-assessment of student assignments, rampart students strikes, irregular lecture and office attendance, failure to meet deadlines and high staff turnover, hence low productivity (Malinga 2004; Kasozi, 2005; Idabu and Ijeoma, 2014). This study has been crafted to offer answers to the identified counterproductive tendencies in Public Universities in Uganda through the analysis of employee involvement. It has been urged that culture of involvement is key in getting the best out of employees in any organization and public universities are no exception.

Purpose of the Study

The research aimed at establishing the effect of involvement on performance of employees in selected public universities.

Specific objectives of the study

- i. To analyze the effect of involvement on employee performance in public universities.

Research Hypothesis

Involvement of employees has no relationship with employee performance in public universities in Uganda?

Conceptual framework

To advance and present the perspective for researching on the study problem, a conceptual frame is the instrument planned to support the investigator achieve this and it also serves as the drawing

for appreciating the association between the variables in the research and to talk about the relationship (Kombo & Tromp, 2006; Mazaki, 2015). This study was based on the conceptual framework as illustrated below.

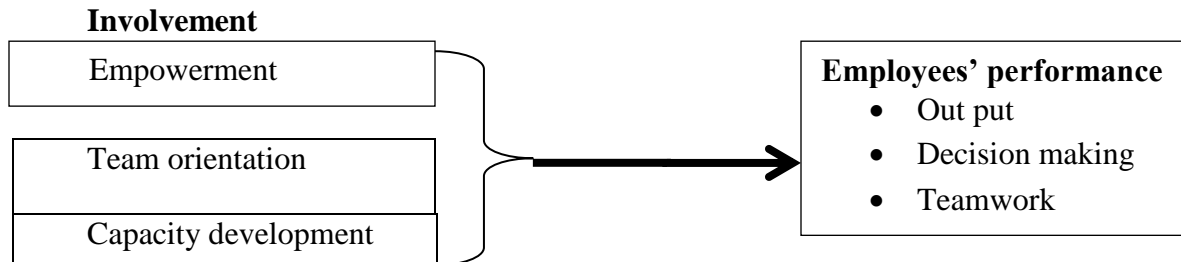


Figure 1.1 Conceptual Framework. Source: Adapted from Denison (2006)

The conceptual frame describes the significant variables of the research, and the association between dependent and independent variables. The dependent variable referred to herein as employee performance includes; quality, effectiveness, efficiency, timeliness and productivity. On the other hand, involvement herein referred to as the independent is constituted as empowerment, team orientation and capacity development.

LITERATURE REVIEW

Involvement

The term Involvement in this research refers to the regular participation of staff in an organization in making decisions concerning their work, how it should be accomplished, offering ideas for work enhancement, planning, setting work targets and supervising of work output (Macleod and Brady, 2008). Zhang, Li and Pan (2009), state that institutions which value a culture of involvement give emphasis to the participation of its stakeholders. Such institutions enable their stakeholders to become highly concerned about institutions urgent interests and enhance the unity, in order to quickly arrive at a compromise in any problem that may arise. Involvement is viewed as one of the ways of enhancing the employees output through engagement in the institution's decision making to a reasonable extent (Dobre, 2013; Manyoni 2012). It is normal to exclude employees from confidential matters or decisions however they should be involved in other institutional issues that concern them. Such decisions, Manyoni (2012) advises, should be made with the participation of the people they affect; this means consulting them or having a discussion in order to get their views and generate new ideas.

An institution having a culture that involves its staff members is always successful because the employees will own the decision, and, therefore, hold themselves responsible in case of any failure. Managers easily get swept away trying to find ways of solving the institutions problems in the boardroom forgetting to consult from the most important persons who are staff members (Bakker, Schaufeli, Leiter, and Taris, 2008). The outcomes are amazing when employees are consulted.

Anderson (2012) revealed that in the recent past, one company asked its call centre staff about the issues that motivate them at the workplace. One idea they put forward was taking leave in two-hour blocks and buying for them coffee cups with lids, so as to enable them have their coffee while working at their desks minus cutting into their breaks. These suggestions are uncomplicated but are not likely emerge from of board meetings from the top leadership. Orpen (1995) opines that, the empowerment of staff members is an integral element of organization culture change in that it represents the concepts of “intrinsic motivation, internal justification for decision-making, shared responsibilities, and integration” for solution finding.

In organizations, as employees mature, they acquire more knowledge, internalize justification for their actions/inactions and are naturally motivated. As staff members are given power they are inspired to perform since there isn't anything holding them back as they appreciate the organizations expectation of them and are experienced in their roles. The more open the type of participative management the more the staff members are given authority to make decisions concerning their spheres of influence (Dobre, 2013; Macey 2009). Organizations begin the process of empowering their employees by shifting to more open forms of participative management. Kurstedt, Harold and Larry Mallak, (1996) assert that the degree of authority given to staff members in an institution is linked to the institutions culture. Empowerment according to Bennis (1989) is referred to as approach to management or leadership that empowers the employees as key players as further as organizational effectiveness is concerned. The empowerment process is held up by a well built culture in many ways. Institutions offer continuity and clarity once their cultures are well built regarding their missions, they minimize mixed signals due to low uncertainty in the sharing of information sending and receiving and management is united in their communication. Thirdly they have an essential core of steadiness which drives the basic process of making decisions in the entire institution (Onyango, 2014).

This essential core advances steadiness/consistency regarding the fundamental principles, yet allowing for personal explanations and replies for elements outside the central core. Fourthly, they assist employees build social capital founded on knowledge, reputation and network of associations. This social capital creates communiqués, confidence and offers the authority to cause things to happen free of formal designations and influence. Manyonyi (2012) stresses when institutions rightly pass on information to the staff members, they become attached to the institution. In turn the staff will desire to maximally perform for the institution not only aiming at their salary. The kind of messages passed on to the staff members includes, the institutions strategy, including the planned growth/expansions, opportunities, problems or challenges, threats of the organization.

Denison and Mishra, (2011) submit that involvement is concerned with the personal engagement of individuals in the organizations. This creates a feeling of possession and accountability as well as increasing capacity and autonomy (Imam, Muneer and Qadri, 2013). Imam *et al.*, (2013) opines that involvement also helps with the implementation of resolutions made within the institution as it provides for all stakeholder enclosure. This trait is reflected by three indices in an organization

which include: empowerment, team orientation and capability development (Denison and Mishra, 1995; Halim *et al.*, 2014; Imam *et al.*, 2013).

Empowerment looks at employees having authority, initiative, and ability to manage their own work. It creates feelings of possession and accountability by the employees towards the organization. The questions to ask here are; whether the staff members have a sense being educated and concerned in the organization whether they feel that they can have a constructive influence on the institution. Meanwhile team orientation is where value significance is emphasized on team work for whereby all stakeholders in the organization are accountable to each other. The organization relies on group endeavors for tasks to be accomplished. The questions asked here are; whether teamwork is promoted and experienced in the institution and whether the staff members see the worth of group effort and experience joint responsibility for shared aims.

For capability development, there is ongoing investment in the building of their staff members' proficiency so as to remain competitive thereby meeting ongoing business needs. The questions to ask here is whether employees believe that they are being invested in and that their skills are improving or whether the institutions' bench might is improving and if the institution has the skillfulness required be aggressive currently and in the years to come.

Successful organizations usually empower the employees, build the organizations through teamwork, and build up peoples competence at all stages (Becker, 1964; Likert, 1961, Lawler, 1996; Denison, 2011). In such organizations, all members right from the Directors, Chief Executive, managers and employees are dedicated to their jobs and have a feeling of possession. All stakeholders at different stages believe that they have made a contribution to the resolutions touching their roles and that their work is linked to the organizations' mission (Spreitzer, 1995). This agrees with the one of the parameters of institution culture which is employee involvement in decision making as advanced by Denison (1990, 2011). The tradition of Involvement in an institution can be developed by incentivizing staff members so as to increase their productivity. This may achieved through communicating to employees about the organizations stand financially and distribution of the profits to staff if possible. Case (1996) shows that Pharmaceutical Sourcing Solutions (PSS), based in the USA, has a culture of sharing the wealth/information which is seldom found in businesses. At PSS, Staff members are trustees whereby some have more than "two million dollars" and nothing is hidden about this, as all employees know the daily sales, and the performance of the branch on a weekly/monthly basis against planned sales.

A good number of organization directors or business owners think that increasing the staff members' salary will automatically increase their productivity although most often this is false. Staff members often times appreciate the fact that the institution values them and their input. Merely increasing their pay cheque alone, according to Anderson (2012), doesn't necessarily prove to the staff members that they matter, and usually this method is the most unsuccessful technique enhance staff members output yet it requires the biggest amount of resources. Some small acknowledgment actions applied by some institutions are more effective in enhancing staff output like in some international organizations a global map is put up on the wall of the staff cafeteria

such that when new employees are recruited they are required to put a pin on their country which makes them feel welcomed by the team and it's good for communication. Organizations with cultures of celebrating birthdays, get-togethers, joint sports sessions, dinners in the staff room at the end of the month, supporting charity is an additional way of giving workers a common purpose and a good feeling usually record high employee performance (Macleod & Brady, 2008). DeWitt (2010) asserts that organizations with cultures of recognizing staff for their every effort helps to boost up the self-esteem gives a feeling of great accomplishment. When the staff members feel esteemed and that their input matters way above the take home salary, the work output automatically rises. When staff members are often recognized in simple but creative styles it enable them realize that the institution values them and consequently enhances their work output. Teamwork or joint effort is one more powerful trait of the organizations culture that enhances output of the staff members in an institution. Mostashari, (2009) argues that culture in institutions which promote joint effort, involvement and collaboration, enhance output due to their ability to smoothen the progress of group synergy and coordination of differing assets of the business.

In a nutshell from the above discussion, we have expressed that organizations which uphold a culture of involvement stress input and participation of its members; by so doing they treat them with dignity and respect, grant them greater autonomy, involve them in decision-making, and celebrate individual and team achievements. When employees are involved in the organizations affairs, they tend to perform because then, they own the decisions, and therefore hold themselves responsible when there is any disappointment. Similarly empowered employees feel that they are motivated to work as nothing holds them back since they know are aware of expectations of the organization. Finally, we have observed that another way of establishing a culture of involvement in an organization is by incentivizing staff so as to boost their performance. An organization with a culture of involvement is normally open to its employees concerning its financial position and shares with them the profits. The reviewed literature shows that not much is covered in this aspect so this study examined that as well.

Employee performance

Individual employee performance is linked to effectiveness of completed work, quality and in time, presence at work and efficiency the work output. Output is measured against prior set targets accuracy and cost/speed defines performance. The output of staff members is viewed by way of work output. It can, however, also be looked at in terms of behavior. According to Rath and Conchie (2009) employee performance is connected an employee's level of achievement of their set targets. Yusuf, Mohammed & Kazeem, (2014), define employee performance as "the ability to achieve the set objectives within the required timelines and parameters. Having regards to employee performance Sundi (2013) submitted five criterion that can be applied in the measurement of employee performance, that is; quantity, quality, independence, timeliness and individual relationships. To measure employees' performance the organization usually sets performance standards. Numerous measures have been considered in measuring performance such as, the use of competence, efficacy, superiority, and productivity computations (Nassazi, 2013). Competence is the universities capability to deliver required results with limited resources well and effectiveness looks at the employees' ability of to meet the set standards (Stoner, 1996).

Productivity is the output ratio against input (Stoner *et al.*, 1995). The attribute of products bearing the capacity to gratify the outstanding needs is referred to as Quality.

For public universities to offer excellent services to the clientele, the employees should have skill, know their work, organized, sociable, compassionate, and experienced equipped with communication abilities/skills. Providing quality services helps to improve their output and much sought after graduates of public universities by employers. Interest in the application of the BSC (Balanced Score Card) in most organizations in Ethiopia has risen with government support (Tessema, 2005). In bid to enhance employee performance, many organizations in Kenya, have adopted the application of the BSC (Malinga, 2004). In the recent past tertiary institutions in Uganda have suffered employee performance issues (Kagaari *et al.*, 2013), with many employees both teaching and nonteaching resorting to industrial action during the semesters to settle their grievances which affects work output.

Benefits of employee involvement

It is expected that if employees are well informed about issues regarding their work and organization and are allowed to effectively participate in the planning, strategizing and decisions in line with their work, then there will be benefits for both the organization and the individual (Owolabi LK & Abdul-Hameed AS, 2011; Shadur *et al.*, 1999). The following are some of the effects of involvement by employees in the affairs of the organization:

1. Employee work morale, job satisfaction, productivity are enhanced (Chang & Lorenzi, 1983).
2. It gives employees a chance to apply their confidential data/information, leading to improved output by the organization particularly product quality, and productivity as a result of the inclusion of their ideas and increased flexibility (Preuss & Lautsch, 2002; Williamson, 2008).
3. The employees' trust and a sense of control are enhanced hence creating a feeling of ownership, increased employees' dedication and embracing of organization decisions (Owolabi & Abdul-Hameed 2011; Sashkin, 1976; Chang & Lorenzi, 1983).
4. When employees are involved by the management in the affairs of the organization, there is cost cutting since resources previously required for closely supervising and monitoring employees are minimized, hence reducing costs (Owolabi & Abdul-Hameed 2011; Arthur, 1994; Spreitzer & Mishra, 1999).
5. Once the employees are allowed to contribute their views, ideas and suggestions, there will be increased organization performance which subsequently results in an enriched organization with diverse viewpoints and a diversity of perspectives (Owolabi & Abdul-Hameed 2011; Kemelgor, 2002). This according to Sashkin (1976) leads to quality improvement due to better information flow- and use- thus helping in clarifying duties aims and bring about qualitatively better decisions.
6. Enhanced adaptability of the organization with development of shared norms and values which leads to more effective use of inter-dependency relations by the stakeholders in an organization based on a team spirit with less win-lose conflict (Sashkin, 1976). It's worth noting that, any potential positive outcomes of the culture of involvement demands that the interests of the employees match with those of the organization (Harcourt *et.*, al, 2018; Owolabi & Abdul-Hameed, 2011).

Theoretical Framework

In this study, Involvement was analyzed in light of its relationship with employee performance. The theoretical analysis of Involvement was informed by McGregor (1960), Theory X and Y.

Theory X and Y

In his book “the human side of enterprise”, McGregor (1960), established Theory X and Y as a management design. Initiating the fundamental notions and different postulations concerning human nature in organizations on the doctrine of Theory X and Theory Y methods of management he further stated that managers steered by Theory Y functioned beneath a set of beliefs that were referred to as “classical management” and further presumed that human beings naturally fancy being restricted, slow at fulfilling their work obligations, avoid accountability, look for ways of avoiding work so as to use as little effort as possible and are without aspiration. That is why leaders hardly give their subordinates authority in the work situations. It is an authoritarian management method in which “output, is hinged on the idea work done and restriction of performance, on rewards for performance” (Tim Hindle 2003) is emphasized. However in the recent past Theory X has been perceived negatively. In trying to deter employees’ attempts in avoiding their duties a strict control and monitoring of behavior is adapted by management keeping close watch for sabotaging effects by selfish employees and find the cause of disruptions, handing out penalties in the belief that a sincere wish to avoid responsibility is the root cause for the majority of trouble (Ramesh & Che, 2013).

Theory Y is a participative management approach which presupposes that employees always exercise self drive and self-discipline while pursuing the attainment of organizational targets to the level that they are dedicated to the set goals. It is duty of the organizational leaders to ensure that dedication is maximized (Tim Hindle 2003). Theory X is the opposite of Theory Y in many ways because instead of adapting the belief that employees are to be coerced to obey the wishes of management and that they won’t, in any way, do anything beneficial for the institution on their own, Theory Y views employees as more industrious under conditions of trust and delegated authority. For Theory Y, people are more eager to work, productive and work in itself a powerful motivator and the employee’s always look out for responsibilities and avenues of being productive, once allowed to do so. Carson, (2005), submits that McGregor’s theory Y represents a distinct position in history of management and hence campaigned for increased knowledge of role of leaders for the human touch in the relations between employers and employee.

In a nutshell, according to McGregor: “Man is a wanting animal” with insatiable needs with satisfaction of one need opening way for another. McGregor’s (1960) theory X and Y is built on Maslow's hierarchy of needs (1954), assembling different levels of needs into "lower order" (Theory X) and "higher order" (Theory Y). Theory Y is the most advocated for as it is believed, it motivates employees to their highest levels of achievement and hence ably applies to this research due to the fact that it encourages involvement of employees and leaders who use it always involve employees in organization matters, decision making, and don’t only value output but relationships (Sergiovanni, 1975). While Theory X simply satisfies the lower physical needs and so doesn’t encourage much had work or output.

METHODOLOGY

This investigation applied a “descriptive cross-sectional” (Amin, 2005) whereby both measurable and immeasurable inquiry techniques were applied to search for answers the study objects and questions. The research target population was obtained from four public universities each selected with consideration to regional representation with special interest in those that had existed for more than seven years and the total population was 2236 (MUST 2016; KYU 2016; BU, 2016; GU 2015; NCHE, 2014). The study sample size of 333 was selected using the Solvins formula. The researcher came up with the sample size by applying Kombo and Tromp (2006) guidance that a sample size of more than 10% can suffice as a representative of the population. Different methods were used to sample, and they were proportionate, multistage, simple random, purposive and stratified sample methods (Babbie, 2011; Mugenda & Mugenda, 2005) to decide on the exact sample size. This study applied both secondary and primary data. To collect data close ended questionnaires, interviews and observation checklists were applied considering that these instruments are straightforward and less costly time and money wise for both the investigator and the participants. Data collected was organized, processed and scrutinized through the “Statistical Package for Social Science” (SPSS) Version 20. Data was examined quantitatively by use of descriptive statistics like mean, frequencies, standard deviation, percentages and inferential statistics like regression and Pearson correlation analysis.

DISCUSSIONS

Response Rate

Out of the 333 administered questionnaires, 296 respondents made positive returns which placed the response rate at 89%. The study population as demonstrated in chapter three was 2236 respondents. The respondents’ response rate was based on the sampled population of 333 respondents. Out of the 333 questionnaires, 296 respondents made positive returns which placed the response rate at 89%. A survey response rate that is above 80% is good and useful in ensuring that the results obtained are representative of a target population hence accuracy (Cassell & Symon, 2004).

Descriptive statistics results.

The research aimed at establishing the effect of involvement and employee performance in public universities in Uganda. This was on a “five (5) point Likert scale” (where 1= strongly disagree 2= Disagree, 3= Neutral, 4= Agree and 5= Strongly agree).

Organization Involvement and employee performance

This section is a presentation, analysis and discussion of the findings from the opinions derived from responses on the effect of Organization Involvement and Employee performance in public universities. It is composed of nine (9) constructs derived from the study objective. Findings show variations in opinions as seen in the table 4.1 below.

Table 4.1: Showing the respondents' opinions on Involvement and Employee Performance

S/n	Statement	SD	D	N	A	SA	Mean	S.D	Comment
D1	Management ensures staff participation at all levels of decision making	1.7	1.0	0.7	85.8	10.8	4.03	0.555	Very high
D2	Employees have authority and are able to manage their own work	4.1	14.2	-	58.8	23	3.82	1.065	High
D3	Employees take initiative as they carry out their duties	1.0	17.6	2.0	55.7	23.6	3.83	1.013	High
D4	The staff regularly make suggestions to the management for program improvement	8.1	11.1	3.4	48.3	29.1	3.79	1.209	High
D5	The staff participate in the planning for the institution	9.8	12.5	2.4	47.3	28.2	3.71	1.268	High
D6	The staff are involved in setting goals for the institution	8.8	17.9	1.0	55.4	16.9	3.54	1.215	High
D7	I feel part of the outcomes of the decisions made by management	1.4	6.4	2.0	56.4	33.8	4.15	0.847	Very high
D8	The university has a system in place that encourages teamwork.	1.7	3.4	1.0	49.3	44.6	4.32	0.803	Very high
D9	The university invests in development of employee skills in order to stay competitive.	2.4	5.1	0.3	64.2	28.0	4.10	0.831	Very high
	Average Mean						3.92	0.978	Very High

Source (Field Data, 2018)

Presentation, interpretation, analysis and discussion of findings

The organizational culture trait of involvement mainly focuses on the extent of staff members commit to their jobs, experience a sense of ownership, and how much they contribute to the decisions that affect their work. Effective organizations empower their staff members, use teamwork, and continuously develop the capacity of the staff (Peters and Waterman, 1982). According to table 4.1 Sub construct D1 “Management ensures staff participation at all levels of decision making” 10.8% strongly agreed, 85.8% agreed. Sub construct D2 “Employees have authority and are able to manage their own work” 23.0% strongly agreed, 58.8% agreed. For sub construct D3, “Employees take initiative as they carry out their duties” 23.6% strongly agreed, 55.7% agreed. D4 “The staff regularly makes suggestions to the management for program improvement” 29.1% strongly agreed, 48.3% agreed. D5 states that: “The staff participates in the planning for the institution” 26.7% strongly agreed, 49.5% agreed. In D6 stated as, “The staff are involved in setting goals for the institution” 16.9% strongly agreed, 55.4% agreed. When it came to sub construct D7, “I feel part of the outcomes of the decisions made by management” 33.8% strongly agreed, 56.4% agreed. D8 that is, “The University has a system in place that encourages teamwork”. 44.6% strongly agreed, 49.3% agreed. For D9 stated as, “The University invests in development of employee skills in order to stay competitive”. 28.0% strongly agreed, 64.2% agreed. The average mean for this sub-constructs is therefore 3.92, meaning that it is very high while the SD was 0.978 meaning that there was much variation between respondents.

Regression analysis

In determining the influence of Involvement and employee output in government funded institutions of higher learning in Uganda a regression analysis was done (Table 4.16). The outcome shows that organization Involvement improves 24.7% to Employee Performance. The results further show that Involvement affects Employee performance by 6.1%. This practically means that a unit increase in the involvement of staff in the affairs of the organization contributes to performance by 6.1% and the significance level of (P= 0.000) highlights that the variable is a significant determinant of employee performance in government funded universities in Uganda.

Table 4.16. Showing the association between Involvement and Employee

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.247 ^a	.061	.058	.55062	.061	19.060	1	294	.000

a. Predictors: (Constant), Involve

Source (Field Data, 2018)

From both measurable and immeasurable data it is observed that organizational Involvement is a major factor in determining staff members' performance in government funded universities in Uganda. From the above discussion it is concluded that, if an institution is to prosper in implementing the set targets, there is need to design a strategic plan which acts a work plan to the comprehension of the aims which should be properly passed on and clarified to all workers at different levels in the institution. The Correlation analysis measured the association between organization involvement and employee performance and the results imply significantly moderate association at 24.7%. This indicates that agreement on responses on parameters of organization involvement increases linearly with responses under employee performance.

CONCLUSION

This research grasped a statistically positive and significant relationship between staff members' involvement and employee performance amongst employees in selected government aided universities in Uganda. The regression analysis showed that 6.1% of the staff members' performance can be attributed by involvement (R squared = 0.061). The null hypotheses stating that no relationship exists between involvement and employee performance in selected public universities in Uganda is therefore rejected. This research contributes to the existing scholarly literature by highlighting the key role of involvement in enhancing the output of staff members in public universities.

RECOMMENDATIONS

Public universities need to embrace a culture of employee involvement so as to improve employee performance, growth and competitiveness locally, regionally and globally. More still to achieve a greater degree of employee involvement, university management needs to empower all its employees by availing timely information, ensures that staff participates at all levels of decision making, puts in place systems and structures that enable employees to have authority and are able to manage their own work, and also give them an opportunity to make remarkable contributions.

Areas for further inquiry

The current investigation only covered four universities public universities. These findings may ably be applied universally to other universities especially the private ones therefore the same research should be replicated in other universities included the privately funded ones. This study was employees who were well educated; a further study needs to be done considering all employees like causal staff members. Another study done covering other sectors like factories and industries will help in validating the outcome of this research since the current research only dealt with universities. Further, future researchers should concern themselves with other aspects of culture soft, hard, weak and strong cultures and managements role in enhancing involvement.

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