

**AN ASSESSMENT OF THE ROLE OF EMPLOYEE EMPOWERMENT ON THE
PERFORMANCE OF EMPLOYEES AT NATIONAL SOCIAL
SECURITY FUND MBALE BRANCH, UGANDA
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ABSTRACT

The study was an assessment of the role of employee empowerment on employee performance at NSSF Mbale branch. The study was guided by the following objectives: To establish the role of information sharing on employee performance at NSSF Mbale branch, to analyze the role of training on employee performance at NSSF Mbale branch, to examine the role of employee involvement on employee performance at NSSF Mbale branch and to assess the role of task autonomy on employee performance at NSSF Mbale branch. A cross section survey design was used in this study. This was because the study constituted different categories of respondents that were appropriately chosen. The study employed both purposive and simple random sampling techniques. Purposive sampling method was used to collect information from specified respondents while simple random sampling technique was used to select respondents from a big population. Both primary and secondary data was collected. The findings revealed that empowerment of employees through the use of information sharing, training, employee involvement and task autonomy as dimensions were not effectively implemented at the branch. Sharing of adequate and relevant information amongst employees and clients was not satisfactory and IT was not effectively used to disseminate information there by leaving the majority of clients at NSSF unaware of the procedures, policies governing the fund and access to their benefits. It was established that employees at NSSF were helped to enhance their skills and knowledge mainly through OJT approach which was however, proved insufficient to impart the intended skills to the employees. Employees were involved in development activities appropriate to their levels such as executing their prescribed duties. However, the level at which they were involved in decision making was still low because of the bureaucratic systems at NSSF. Employees had substantial freedom to execute tasks; however there existed standard operating procedures which guided their operation hence limiting their levels of creativity and innovation. Basing on the above findings, the researcher recommended that there is need to intensively use IT with all its related accessories for improving information dissemination amongst employees and clients which will result into automation of services which is intended to allow easy access to information thereby increasing the awareness of both employees and clients. In addition to in house training which is offered to the employees at NSSF Mbale branch, there is need to also adopt off the job training method as it results into a wider range of skills or qualifications because trainees can learn from outside expertise or specialist. For effective management and employee performance, there is need for coordinated teams through participative management which will enable employees participate in managerial decision-making and improvement activities appropriate to their levels at NSSF as an organization and there is need for the government of Uganda in general to give substantial powers to NSSF to manage the fund without their intrusion coupled with NSSF headquarter granting branch autonomy which will further result into employee substantial freedom, independence and discretion in executing duties / tasks which is aimed at achieving higher levels of innovation and creativity, timeliness and

promptness in processing clients benefits which are indicators of improved employee performance