

**EFFECTS OF MANAGER'S SOFT SKILLS ON EMPLOYEE PERFORMANCE: A
CASE OF MALABA BORDER IMMIGRATION CLUSTER**

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**A DISSERTATION SUBMITTED TO SCHOOL OF BUSINESS IN PARTIAL FULFILLMENT OF
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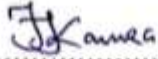


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DECLARATION

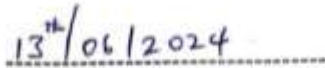
I, **Kaguruka Jessy**, declare that, the work presented in this dissertation is original. It has never been presented to any other university or institution. Where other people's works have been used, references have been provided. It is in this regard that I declare this work as originally mine


.....

Signature

Name:


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Date

APPROVAL PAGE

This research project has been submitted for examination with my approval as University supervisor:

Signature: 

Date: 15.06.2024

Name: Henry Omache

DEDICATION

This research project is dedicated with great affection to both my parents my father **Mr. Rutandaro Geoffrey** and my late mama **Mrs. Margret Rutandaro (R.I.P)** who toiled to make sure I attain a bachelor's degree without which I couldn't have enrolled for this master's programme. Am highly indebted.

I also dedicated this work to my dear wife **Nyamwiza Jolly** who has always encouraged, supported me emotionally and to my son **Ariho Noble** and my daughter **Kwera Noma** who missed my full time attention and company during the fieldwork period.

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ABSTRACT

The study examined the effect of manager's soft skills on employee performance of Malaba immigration border post in Tororo District in Eastern Uganda. The study was guided by the following specific objectives; to determine the effect of manager's work ethics on employee performance, to examine the effects of manager's communication skills on employee performance and to analyze the effect of manager's Leadership skills on employee performance. The study used qualitative and quantitative approaches and a case study design. Questionnaires were used to collect data from 51 respondents. Descriptive statistics, and linear regression analysis were used to analyze data. The study findings indicated that manager's work ethic was insignificant to employee performance with Beta values of .036 at $P=0.674$, while manger's communication skills with Beta value of 0.717 at $P=0.000$ and manager's leadership skills with Beta value of 0.249 at $P=0.000$ were found to be positively and significantly related to employee performance. The study recommends that managers should be more proactive in ethics and integrity and also maintain communication skills and practice good leadership skills.

Keywords: Soft skills, Ethics, communication skills, leadership skills, and employee performance

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CHAPTER ONE: INTRODUCTION

1.0. Chapter Overview

This Chapter provides information on the subject, the historical background, theoretical perspective, conceptual perspective, problem statement, the research objective, the research questions, scope of study, problem statement, significance of the study, conceptual framework of the study and chapter summary.

1.1 Background of the Study

In today's world of work, hard skills appear not to be the only determining success factors as workspaces have become more global. Employees' ability to function well in the global workplace also requires knowledge of soft skills. As highlighted by Manullang, (2017), soft skills are qualities that aid workers to relate with others, making it possible for workplace success. These skills include communication skills, leadership skills, creative and critical thinking, active learning, time management, emotional intelligence, work ethics, teamwork, and adaptability among others. Scholars posit that soft skills have been viewed in varied ways. To Balcar, (2014), soft skills are closely connected to an individual's attitude. According to Cimatti (2016), soft skills designate all those competencies not connected to a specific task but overbearing in all positions given that they are centered on how individuals involved in an institution relate. Laura *et al.* (2015), view soft skills to be a collection of varied skills, competencies, qualities, and characteristics in individuals that strengthen them to work together with others in achieving organizational pre-stated goals.

Any organization's goal is to improve performance in order to not only survive, but also to thrive. In order to fulfill the demands of increasingly competitive marketplaces, businesses must constantly enhance their performance (Arslan & Staub, 2013). Many businesses have learned that adopting projects is the most effective approach to achieve this. One of the most essential success elements for managers is the development of soft skills (Troukens, 2013). Troukens also discusses how soft skills act as the glue that ties the organization team together and fosters a healthy working atmosphere. Even with the best technologies, systems, procedures, and mechanisms in place, immigrations operations like Malaba Boarder require the soft talents of a managers to succeed.

In border immigration and most field areas, both soft and hard talents are essential to perform good management jobs. According to the literature, the required percentage of soft and hard talents vary, but both types of abilities must be present. Zachary's (2011) work emphasizes the link between technical talents and the leadership skills required to run an organization. The overarching purpose of managers, according to him, should be to foster team dynamics and professional relationships so that everyone is willing to work and the organization goals are completed effectively (Zachary, 2011).

Many businesses used to think of management as the practice of overseeing teams through the use of technical means. However, more companies are recognizing that successful managers have a diverse set of leadership qualities. Furthermore, managers are ideal prospects for executive positions because of their combination of technical and soft abilities, as well as their continual growth of leadership traits (Hildebrand, 2019).

Decker (2014), asserts that it is vital that businesses have the skills they need to complete successful initiatives. Decker's work emphasizes the value of time and care. Malaba Border immigration cluster needs put a lot of effort into interviewing and employing managers that have a good technical background, a lot of experience, and, more lately, soft skills.

According to Silva (2018), the list of other abilities and attributes that contribute to organization success is seemingly endless. She also lists a variety of personal and interpersonal soft skills, such as delegating and flexibility, as well as an understanding of employee motivation and team behavior. Soft skills are important, according to the Association of Project Management (APM) (2006), and include the following factors: Among the themes covered are communication, teamwork, leadership, conflict resolution, negotiation, human resource management, behavioral characteristics, learning and development, and professionalism and ethics. The author was clearly interested in the qualities that organization managers use when engaging with others, as evidenced by the accompanying list.

Every organization in Uganda, like every other country, is designed to fulfill one or more objectives, and its success is therefore crucial for developing countries. Continuous

performance is the emphasis through which organizations can grow and progress, and as a result, they must always look for acceptable ways to analyze their performance.

Although researchers have reported that soft skills are playing a positive role in employee performance, it is not clear whether this holds in all sectors. In the immigration sector in Uganda is still seemingly poorly structured, with most operators operating informally. Further, in the surveyed area, demand for quality services is often greater than supply, and this may make soft skills less of a serious performance factors. Given that there exist weak functional structures and the nature of their activities pulls customers to go to them often, this study seeks to examine the effect managers' soft skills and employee performance at Malaba immigration border cluster

Globally, it has been reported that often candidates seeking employment lack the sufficient soft skill sets needed by employers (Manpower Group, 2013; Sharvari & Kulkarni, 2019). For sure, in the 21st-century marketplace, technical skills void of soft skills are not sufficient for employees (Lazarus, 2013). Hence the high need for blending (Griffith & Hoppner, 2013; Seetha, 2014). Apparently, soft skills are extremely vital for employee success (Kautz et al., 2014). They are instrumental in building better human relationships (Alabdulkareem et al., 2018), and strengthening staff capacity which leads to improvements in organizational performance (Massaro, Bardy, & Garlatti, 2016).

Every organization in Uganda, like every other country, is designed to fulfill one or more objectives, and its success is therefore crucial for developing countries. Continuous performance is the emphasis through which projects can grow and progress, and as a result, they must always look for acceptable ways to analyze their performance. this study therefore was to examine the effect of manager's soft skills on employee performance at Malaba immigration border post

1.1.2 Theoretical perspective

The study used two theories namely; control theory and contingency theories.

Control theory

Control theory is the first theory that comes to mind when considering soft skills assessment (Carver & Scheier, 1982). Ramaprasad (1983) defined control theory as a theory that characterizes and explains behavior in terms of systems and control loops,

as well as the self-regulation required for these to function properly. The key to a successful self-regulation process is feedback loops. In this approach, feedback is defined as information concerning the difference between the reference and actual levels of a system parameter

The theory's strength is that, in accordance with it, the key to effective soft assessment is to explicitly identify the system parameters, or, in other words, to specify in great detail what soft talents are. The flaw is that identifying soft skills in great detail and providing learners with highly comprehensive feedback on them may not inspire or even discourage learners from engaging in soft skill development.

Contingency Theories and Leadership

Fiedler was the one who came up with the concept of contingency theories (1958). The success of a leader is defined by the interaction between his or her traits, conduct, and the situation in which he or she is operating, according to contingency theories (Charkrabarti, 2014). A group's performance is determined by the leader's leadership style and the situation's favorableness, according to the Fieldler (1958) contingency model. In different situations, different leadership styles are more effective. Task oriented leaders, for example, excel in both extraordinarily favorable and extremely negative situations, whereas association-oriented leaders thrive in the middle. Effective leadership is determined by a leader's style and influence over the situation, according to Fiedler's contingency theory. Solid relationships between organizational leaders and organizational staff, as well as activities with clear processes and goals, and the competence of the leader to apply rewards and punishments, are all essential, according to the theory. A lack of these three in the right combination and backdrop causes leadership failure. This theory is pertinent to this study since it discusses the importance of leadership style, which is one of the factors under investigation

1.1.3. Conceptual context

Chen et. al., (2018) view soft skills as individual knowledge, expressed in qualities visible in interactions (Vasanthakumari, 2019), making an employee to be good at what he/she does and compatible with where he/she works .This implies that an individual's experience builds and improves personal soft skills and they influence how people interact with others in organizations. Soft skills, namely communication skills, emotional intelligence, teamwork, and/or work ethics are thus an essential component of business success. As highlighted by the research, effective communication as a soft skill is essential for business success at all levels of the organization (Jay, 2004). For sure, leadership success may depend on effectively using

both verbal and nonverbal means of communication. Therefore, poor communication skills can lead to misunderstandings and conflicts, as such negatively influencing individual performance and hence organizational performance. Apparently, effective communication skills help individuals know when, how, and what to communicate especially within teams as such enhancing cohesion and togetherness among employees. Therefore, through good communication skills, managers can create an environment within their teams that encourages creativity and innovation. According to Succi and Canovi (2020), listening and observing to appropriately comprehend, deliberate, and transmit opinions and ideas either in oral or written form is what constitutes communication skills. Similarly, Jelphe (2006) opines that communication skills make the interaction between associates of the working team possible. For sure, through careful and effective communication, managers can create bridges for better collaboration among team members in an organization (Bucăța and Rizescu, 2017)

According to Heckman and Kautz (2012). Soft skills are a set of personality traits, actions, and social attitudes that enable people to effectively interact, collaborate, and resolve conflict. People with good soft skills have strong situational awareness and emotional intelligence, which allows them to navigate difficult work situations while still obtaining positive outcomes. This is especially important in leadership jobs, as good leadership is more about managing people and directing their efforts toward a common goal than it is about bringing specialist technical skills to bear.

Work Ethics

Generally, work ethics as a soft skill refers to acceptable behaviors and beliefs based on setout standards at a workplace. This implies that work ethics may only be viewed as poor or good based on pre-established standards for a particular work environment. Andrew (2018) defines work ethics as the belief that work and conscientiousness have a moral advantage and an intrinsic ability, virtue, or value to reinforce character and individual aptitudes. For sure, respect for work ethics may enhance the character of employees, leading to better job performance

Work ethics can be both individual and organizational. On an organizational level, “organizational ethics is a company’s adoption of desired ethical standards and business practices” (Valentine & Fleischman, 2018). On individual level, ethics refers to the individual behavior characteristics, such as values and moral issues that influence ethical conduct of an employee at place of work. For example, the individual set of values that prevent them from

using company property for personal use, not to cheat and not to involve in corruption tendencies.

Geren (2011) Even if you have a manager, bear in mind that companies don't want to micromanage their employees. They expect you to be responsible and do the job for which you were employed, which include being on time, meeting deadlines, and producing error-free work. Going the extra mile indicates your commitment to performing a good job.

Communication Skills

Another soft skills component utilized in this study is emotional intelligence which has been defined varyingly by different scholars. To Segal and Jaffe (2022), emotional intelligence is all about individuals' ways of discerning and managing their emotions positively to get rid of stress and be able to communicate empathetically with others and handle challenging situations. This implies that emotional intelligence helps to build resilient connections at work sites, helping employees to attain professional and individual goals. Serrate (2017) describes emotional intelligence as the aptitude, to appropriately manage not just one's emotions but also those of peers working in teams.

Effective communication consists of five elements. Verbal communication refers to your ability to speak effectively and concisely. Nonverbal communication includes the ability to use positive body language and facial emotions.

According to Salmon and Young (2011), written communication relates to your capacity to produce text messages, reports, and other types of documents. Visual communication refers to your capacity to communicate information using pictures and other visual aids. Active listening should be regarded a crucial communication soft skill because it allows you to listen to and actually understand what others are saying. A listener must be able to listen in order to understand how to communicate effectively with someone. If you don't have adequate listening skills, any communication efforts will be one-way and unsuccessful.

Leadership Skills

Companies seek personnel that can oversee and direct other workers, according to Mumford, Zaccaro, Connelly, and Marks (2000). Employees that can create relationships at all levels of the company are in high demand. Leaders must assess, motivate, encourage, and discipline

personnel, as well as develop teams, deal with challenges, and establish the company's intended culture. Understanding how to influence others and meet their needs is a crucial aspect of leadership. When someone with the most technical expertise is placed in a position of power, far too many firms disregard this. Leadership development frequently includes the development of soft skills.

Soft Skills employee performance

Employee performance is defined by Thamrin (2012) as the quantity and quality of output against inputs by an employee. According to Thamrin, a well-directed employee is a focused employee in terms of expectations and organizational goals, such individual tend to understand product knowledge, procedures and processes, give their best to the organization hence increased performance. Pattanayak (2015) defines employee performance as the contribution made by an individual in the accomplishment of organizational goals. Employee performance in the context of this study is conceptualized as meeting of deadlines, regular attendance to work, quality of work, productivity and achieving set targets.

The evolving role of management experts and how they are expected to execute duties outside the traditional scope of organization management have been established by existing studies on the immigration sector. Immigration management experts, according to Edum-Fotwe and McCaffer (2000), should learn a broad variety of knowledge and skill aspects. These skills can be divided into two types: specific and generic. Leading, communicating, work ethics, negotiating, and problem solving are just a few of the general talents that can help you improve management skills. Specific abilities are knowledge-based and connect directly to management of organizations. Acadia et al. (2008) stated, on the other hand, that behavioral measures can help management experts contribute more successfully to employee performance. Task performance behaviors and contextual performance behaviors are the two basic forms of behavioral skills. While the former is job-specific and adds to technical duties, the latter refers to job-related activities that aid in organizational success.

1.1.4 Employee performance

Employee performance has been defined by Rose (2022) as the collective tasks/activities executed by the employee in line with the set organizational goals including the unique behaviours exhibited by those employees when solving particular situations. According to Mangkunegara and Octorend (2015) performance of individual employee is indicated by the

quality (the ability to produce results of that work done close to perfect) and quantity (the amount of activities/tasks completed) of output and timely execution of duties (finishing the work on time maximizing the time available for other activities)

The term performance determines how established goals and objectives are realized. Performance is either in financial or non-financial aspects. Financial performance can be quantified and represents the core objective of most firms. To determine financial performance of the firm, most information is usually obtained from the financial statements. Non-financial performance cover measures like customer satisfaction, efficiency and effectiveness and flexibility. The development of the BSC –balanced scorecard has transformed the manner in which performance is determined and measured in an organization (Lai, Saridakis &Johnstone, 2017)

Employee performance refers to the value an organization expects from an employee in terms of discrete behaviors performed over time (Bakker, Times, & Darks, 2012). Employee performance has been further defined as the art of completing a task within the defined boundaries (Aliya, Maiya, Farah, & Hina, 2015; Thao & Hwang, 2015). Employee performance is considered a crucial factor in determining an organization’s performance; this is so because it assists the organization in achieving its strategic goals, leading to greater competitive advantage (Harrison, 2010).

Employees who perform well assist in the creation of outstanding organizations (Harrison, 2010; Kaliannana and Adjovub, 2014; Aliya et al., 2015; Tahir et al., 2014). Hafiza, Shah, Jamsheed, and Zaman (2011) indicate that various factors impact employee performance including opportunities for training and development, organizational communication, and job satisfaction (Iqbal et al., 2015). Thao and Hwang (2015) in a recent literature review present the effects of training and development on higher employee performance, and higher worker execution. Apia (2010) found out that an elaborate organizational structure, management support, training, employee competencies, and behaviours change are essential to the improvement of employee performance. This is evidenced in the changes in the level of employee knowledge, competencies, skills, abilities, and behaviours.

Arnold and Feldman (2010) stressed the importance of tracking employee performance levels. Their study determined that talented employees ask for feedback since this helps in growth, however, keeping track of employee relations is also important to ensuring uniformity in the

execution of operations. Huselid (2007) notes that one of the methods of assessing performance is employee attendance. Automated attendance checks are useful in recording time input by employees. The researcher further notes that employee productivity in terms of solving customer complaints and meeting their work targets was a key performance measure. Cones and Jenkins (2010) pinion that measuring employee efficiency is key in assessing performance. It is paramount that employees finish their allocated tasks on time. The growth of Malaba border post has been attributed to, among other components, the productivity of their workforce, which is central to the service provision and customer service .(Langat & Lagat, 2017). This study analyzed employee performance through tracking attendance, productivity, efficiency, task effectiveness, quality of , and overall job satisfaction within Malaba border post in Tororo in Eastern Uganda

1.1.5 Contextual perspective

Malaba, Uganda is a town in Tororo District in the Eastern Region of Uganda, on its eastern border with Kenya. It sits adjacent from Malaba, Kenya, across the Malaba River that marks the border between Uganda and Kenya. Malaba is a busy crossing point between Uganda and Kenya. In 2013, it was the second-busiest border crossing between Uganda and Kenya, based on the volume of informal exports and imports.

In February 2015, work was completed on the one stop border post at Malaba, Uganda. The new building contains offices of the Uganda Revenue Authority, Uganda Customs, and Uganda Immigration Services. In these offices, Ugandan officers are joined by their counterparts from Kenya to clear customers who are exiting Uganda to enter Kenya. In a similar building, with similar provisions, on the Kenyan side, officers from both countries clear travelers leaving Kenya to enter Uganda. This eases border formalities and reduces waiting times for travelers.

Services provided by Malaba border post include: Border management (facilitation and regulation), Processing and issuing of visas, passes and residence Permits, Processing and issuing national and regional travel documents, Inspection, investigation prosecution and removal of illegal immigrants, Verifying and processing Ugandan citizenship, and Collection of Non-Tax Revenue.

1.2 Statement of the Problem

Organization Managers have a direct impact on organization results due to their obligations during each phase of the growth. Managers, according to various studies, have a substantial impact on organization success (Hai, Yusof, Ismail, & Wei, 2012; Wateridge 1997).

The overall performance of the employee includes the performance of the described responsibilities. Employee competence and work efficiency and performance Organizations of all types need a strong soft management skills that can boost overall employees' performance According to the World Bank (2016), in Africa 25% of border delays are caused by infrastructure while 75% are caused by poor trade facilitation. These delays and bureaucracy make African transport costs to be on average, three times more expensive than those of South America and five times more expensive than Asian ones: these impacts negatively on the competitiveness of African goods on the international markets, (International Charity for Africa (icafrica), 2010).

Immigration border posts specialize in immigration services and, the level of experience required, and the availability of their employees to deliver the services is key which cannot be achieved just through a technical skill set," Silva (2018) argues (2018).

The long queue of trucks, which stretches from Tororo Town to the Malaba border which is, sometimes close to 10kms long, and delay up to 800 trucks, both empty and those carrying cargo, for more than three days at Malaba border. Malaba border has been criticized for delays of transit good, high cost of doing business and poor infrastructure. Also, other challenges include porosity, corruption, incompetence employees, and delays in cargo and person clearance time, poor storage for goods, working environment for employees and loss of revenue. It takes an average of 5.97 hours for a commercial truck to cross the border from Uganda to Kenya, with 2.92 hours spent queuing and 3.05 hours accounting for cargo processing time. (Wednesday, May 31, 2023)

Despite assurances from both Kenyan and Uganda governments, that there are plans to install modern scanners to promote efficiency and reduce time wastage at the border and also set up a border committee to expedite processes and dispute resolution, long queues of trucks and delayed human clearance continue to be experienced at the Malaba border . (Wednesday, May 31, 2023)

It is no this background that the researcher sought to investigate the effect of manager's soft skills on employee performance at Malaba border post in Eastern Uganda and find out possible solutions.

1.3 General Objective

The general Objective of this study is to examine the effects of manager's soft skills on employee performance; the case study of Malaba border post ore reserve and mineral resource employee

1.4 Specific Objectives

- i To determine the effect of work ethics on employee performance of Malaba boarder immigration cluster
- ii To determine the effects of communication skills on employee performance of Malaba boarder immigration cluster
- iii To determine the effect of Leadership skills on employee performance of Malaba boarder immigration cluster

1.5 Research questions

- i. What is the effect of work ethics on employee performance of Malaba boarder immigration cluster?
- ii. What is the effect of communication skills on employee performance of Malaba boarder immigration cluster?
- iii. What is the effect of Leadership skills on employee performance of Malaba boarder immigration cluster?

1.6 Scope of the Study

1.6.1 Geographical scope

This study was geographically focused on the examination of the effect of manager's soft skills on employee performance at Malaba border post in Tororo within Eastern Uganda. The study focused on Malaba in Tororo in Eastern Uganda since this one of the main entry points and also as an economic and commercial hub of the country, and most of the immigration services and bulk of the goods on transit to Uganda and out of Uganda.

The town is on the main highway between Kampala and Nairobi, about 12 kilometres (7 mi) east of Tororo, the nearest large town and the location of the district headquarters. This is approximately 217 kilometers (135 mi), by road, east of Kampala, Uganda's capital and largest city. The coordinates of the town are 0°38'40.0"N, 34°15'38.0"E (Latitude:0.644444; Longitude:34.260556).

1.6.2 Content scope

The content scope of this study was the examination of the effect of manager's soft skills on employee performance at Malaba border post in Tororo within Eastern Uganda.

1.6.3 Time scope

The sample scope of the study considered all employees drawn from Malaba border post in Tororo within Eastern Uganda over the period of 2020-2024 this the period when employee performance was at its lowest

1.7 Significance of the Study

The findings of this study provided detailed information on soft leadership qualities and how they affect employee success. Furthermore, the study was able to determine the moderating influence of teamwork in the relationship between employee manager's soft leadership qualities and employee success in Malaba border post circumstances. This, in turn, may aid managers not only in developing the necessary abilities for successfully influencing employee outcomes, but also in comprehending the impact of teamwork on the relationship between soft leadership qualities and employee success.

1.8 Conceptual Framework

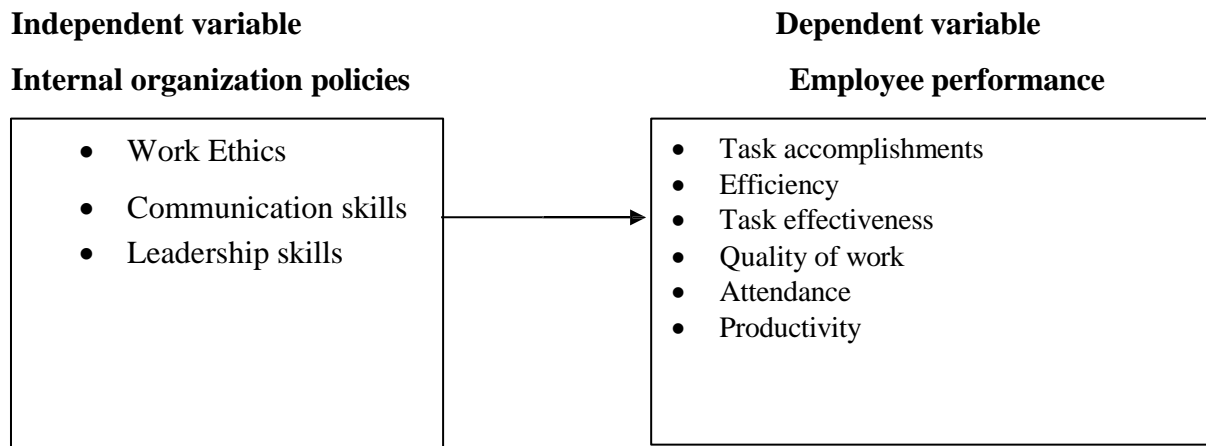


Figure 1: Conceptual Framework

Source: Asree & Zain (2010) and modified by the research

1.9. Definition of key words

Employee Performance

Employee performance is generally characterized as the conduct demonstrated by an employee during the execution of a specific task delegated by the employer. It also pertains to the results yielded by an individual worker within an organization. According to Fuertes et al. (2020), employee performance is tied to the accomplishments of each employee aligning with the distinct guidelines, policies, or anticipations of the organization or employer.

Communication Skills refer to the ability to effectively convey information, feelings and ideas to different stakeholders with respect to organizational cultures and values which significantly help to meet needs of both the organization, employees and other stakeholders (Russ, 2008). Communication is commonly defined as the act of conveying messages using various methods, including both spoken and unspoken expressions (Al-Tokhais, 2016). In the realm of business, effective communication plays a crucial role in improving the overall functioning of different enterprises. It facilitates smooth coordination between employers and employees, as well as between businesses and their customers (Stavros, 2020). Successful business communication yields benefits such as better organizational management, increased employee dedication, heightened profitability, and consequently, an improved overall organizational performance

Work ethics

Bazzy (2018) views work ethics as “an individual’s attitude toward work and effortful activities. The history of ethics or morality is concerned with what is morally good and bad, morally right and wrong (Singer, 2022). It came into existence when human beings lived in a community, group, or society. Different groups, society, and cultures establish their moral conduct to guide the behavior on how to relate to and deal with others (Singer, 2022).

Leadership skills refers to a person’s ability to effectively inspire, delegate, communicate and make shared decisions with regard to the organization’s goals, objectives and mission (Robinson & Timperley, 2007)

1.10. Chapter summary.

Chapter one presents the introduction comprising of the study gap and the objective hierarchy guiding the research. An account of clear understanding of the study concepts was established. In the chapter, the gap was identified and more clarification was set to be made in chapter two

CHAPTER TWO: LITERATURE REVIEW

2.1 Overview

The second chapter contains the theoretical and literature review as per study objectives. The research gap was also explained in greater detail.

2.2 Review of Theories

For one important reason, soft skills have been a focus of growing attention in lifelong learning. Two concerns are intertwined with soft skills. The "intra- and inter-personal abilities necessary for personal development, social participation, and workplace success" (Kechagias, 2011).

In the field of soft skills, the presence of a social dimension to learning, as well as social inputs and outputs, is unavoidable. Soft skill is invariably social, and it is critical because it is the foundation of involvement, communication, and cooperation, all of which are linked to learning and skillful performance development. Soft skills develop over time and in the various learning situations that a person may encounter. As a learner, they can either improve their sociability or so achieve personal integration into meaningful communities, or they can suffer the consequences of not being friendly enough to integrate. This social base of soft skill assessment must be acknowledged and documented in a soft skill theory and what soft skill assessment entails. It's not just about finishing a program or attending a training event; it's also about integrating into learning and work environments.

There are three theories, according to Kluger and DeNis (1996) Control theory, goal setting theory, and attribution theory all appear to exist and may be used to guide and enrich research and thought about the cognitive, emotional, and social aspects of soft skills. One by one, these will be described and discussed.

2.2.1 Control Theory

Control theory is the first theory that comes to mind when considering soft skills assessment (Carver & Scheier, 1982). Ramaprasad (1983) defined control theory as a theory that characterizes and explains behavior in terms of systems and control loops, as well as the self-regulation required for these to function properly. The key to a successful self-regulation process is feedback loops. In this approach, feedback is defined as information concerning the difference between the reference and actual levels of a system parameter.

The theory's strength is that, in accordance with it, the key to effective soft assessment is to explicitly identify the system parameters, or, in other words, to specify in great detail what soft talents are. The flaw is that identifying soft skills in great detail and providing learners with highly comprehensive feedback on them may not inspire or even discourage learners from engaging in soft skill development.

2.2.2 Goal Setting Theory

The second theory that is applicable to soft skill assessment is the goal setting theory. Goal setting theory defines and explains the cognitive, emotional, and social dimensions of behavior, including soft skill performances, in terms of targets and their characteristics (Locke & Latham, 1990, 2006). Good goals should be both specific and challenging in order to be both challenging and reachable. If these characteristics of goals are present, it is possible to provide feedback on their achievement (McCarthy & Garavan, 2006). The social dimension is clear and important in this example, as there is a recognition that either parties or stakeholders should be included in goal-setting or taken into consideration (Whitmore, 2005). While others may be the source of some of an individual's goals, the individual should be involved in selecting which goals they will be expected to meet. Self-regulation must be introduced into a system that otherwise ignores or removes it, which is the polar opposite of control theory.

When people choose their own goals, the theory's strength is that it can bring three interacting aspects of motivation into play. The first is the instrumental motive, which is a dedication to attaining the goal or performing well because it is one's own. The second internal psychological motive is to enhance or defend one's sense of self and ego after making a personal commitment to the goal. Finally, there is the social motive to control or improve key people's impressions (Ashford, Blatt, & Van de Walle, 2003).

Goal theory predicts that when learners and assessors choose and use objectives that are not adequately constructed and do not conform to the ideal type, challenges in soft skill evaluation would develop. There will also be issues where an imbalance exists between produced superficially excellent goals and developed superficially good goals that contribute to psychological self-validation rather than self-improvement.

2.2.3 Attribution Theory

The attribution theory is final theory that can help to understand the challenges of soft talent evaluation (Eberely, Holley, Johnson, & Mitchell, 2011). Attribution theory investigates and explains cognitive, emotional, and social aspects of behavior using internal and external

attributions of causality. An internal attribution of causality is an attribution to self. An external attribution of causality is when someone or something else is blamed for something. Internally attributed positive outcomes and outcomes are more common than externally attributed negative outcomes and positive outcomes. As a result, success is frequently regarded as self-validating, whereas failure is more frequently attributed to external sources. Unlike control theory, which focuses solely on the self, and goal theory, which focuses solely on the social context, attribution theory considers both the self and the social context. Understanding and regulating the attributions that individuals can make in social situations while receiving positive and negative feedback, or a mix of positive and negative feedback, is at the heart of attribution theory.

When managers are confronted with evidence of poor performance, attribution theory has the ability to explain why there are elements of both self and society engaged, as well as why tactics other than behavior change are used (Jordan & Audia, 2012). People will continue to explain things in a way that protects their own self-esteem if self-validation reigns supreme, rather than acknowledging that something needs to change. Self-validation may lead to managers to employ strategies such as changing the definition and level of acceptable performance in order to negate rather than accept apparent performance deficiencies.

2.3. Manager's soft skills and employee performance

Zuo, Zhao, Nguyen, and Gao conducted a study on soft skills of construction project management experts and employee success variables (2018). In the Vietnamese construction business, a survey of 108 employee management specialists was conducted.

Partial least square structural equation modeling was utilized to examine the data. The four-dimensional structure of employee success variables was established in this study. Managers' soft skills were also found to play a significant effect in employee success factors and, as a result, employee success. According to the survey, management professionals must have soft skills in order to apply their skills effectively. As a result, the employee's success is enhanced.

Al Saadi and Zakuan (2020) looked into the impact of managers' soft skills on construction project performance as a mediator role of conceptual project risk management in Oman. The study used a qualitative analysis of theoretical and empirical data to develop a conceptual methodology. Project managers from Oman's local construction firms are among those who responded. As a result, according to the key thesis, the total population for this study was 1187

project managers. According to a study of the literature and discussions from previous studies, project management soft skills are linked to project risk management and organizational performance. Organizational success, according to the research, is defined by a combination of soft and hard talents.

2.3.1 Communication skills and employee performance

Communication skills are abilities when giving and receiving different kinds of information. “Communication skills involve listening, speaking, observing and empathizing. It is also helpful to understand the differences in how to communicate through face-to-face interactions, phone conversations and digital communications, like email and social media” (Indeed, 2019). Although communication programs are taught in many companies and organizations, the actual practice and acceptance of expanded definitions of soft skills is not elevated to optimum potential in all industries and organizations. Customer service, a field based on soft skills, is considered by many to be the worst since decades. There is definitely an opportunity for and development. Developing strong communication skills help to make effective plans and allows to delegation. Formal communications are the one which flows through the official channels designed in the organizational chart. It may take place between a superior and a subordinate, a subordinate and a superior or among the same cadre employees or managers. These communications can be oral or in writing and are generally recorded and filed in the office

Despite the strong focus placed on achieving optimal performance, numerous organizations have struggled to meet established benchmarks due to inadequate communication. Consequently, these organizations encounter a range of difficulties that lead to a disconnection between communication and employee performance, resulting in detrimental consequences such as flawed decision-making and the inability to achieve objectives. In this context, employees confront challenges in decision-making processes, where crucial matters necessitating the sharing of ideas and information, or consulting all employees and management, are predominantly handled by the management alone. This situation adversely impacts both employee performance and the overall functioning of the organization

The absence of effective representation for organizational stakeholders is the factor that contributes to poor communication most of the time, followed by a lack of communication planning and training. The fact that the persons working on the organization do not fully understand one another is, however, the least essential factor for poor communication. On the other side, the most evident effects of poor communication are misunderstandings and

disagreements amongst those working in an organization project together. Yet, a tardy reaction to a catastrophe is the least significant consequence that results from poor communication. (Suleiman. 2022). The link between organizational communications, employee work performance is crucial in projecting the organisation to a higher pedestal; as a result, employees have a tendency to perform significantly better when they are favorably and continuously motivated in their jobs (Ekundayo & Omodan, 2018).

Workers have the ability to perfect their communication skills and content, as well as their abilities to communicate with one another, in order to minimize unfavorable conflicts that are caused by strategic communications. A breakdown in communication may occur as a result of variations in perception, interactions between people of different genders, the use of various communication styles, or ego conflicts (Tabassum, 2020). When communication breaks down, it always leads to conflict.

Furthermore, there was no evidence to establish the link between interpersonal and coordination abilities. According to the findings, firms should focus on a project manager's soft skills. Gulati, Reaiche, Baroudi, and Gunawan (2020) studied project managers' soft skills and the value of these qualities to project success. To perform an in-depth review, the authors employed a Meta framework of Comprehensive Literature Review (CLR) technique. The three steps of CLR are exploration, interpretation, and communication.

According to the findings of this review, the identified soft skills include active listening, communication, conceptual skills, conflict management, human resource management, team management, human skills, leadership skills, motivation skills, negotiation skills, people skills, political and cultural awareness, professionalism, and ethics. These skills are necessary for project success; nevertheless, it has been discovered that soft and hard talents work in tandem to create success. This research adds to the body of knowledge by emphasizing the need of project managers having soft skills in order to effectively and efficiently manage teams, hence boosting their performance and raising the chances of project success.

The quality of life of workers may be improved by improving internal communication, which in turn can increase employee engagement, contentment, profitability, and the overall success of the firm. It is a crucial aspect of running a company that drives motivation and coordination across the whole organisation and comes before the formation of trust (Priksat et al., 2020). Humans have a built-in propensity to communicate with one another, collaborate on projects,

coordinate activities across levels, and guide both themselves and others towards achieving their objectives. The failure to communicate constituted a disturbance, which in turn produced delays, as well as conflict between individuals and among themselves. (Petar et al., 2022). In the end, having clear and concise communication makes it much easier to do the responsibilities that have been delegated. It is essential to communicate in order to explain the objectives and purposes of the firm. In other words, efficient communication is the cornerstone of a powerful team that is united in its pursuit of the same objective.

(Aung, 2019), carried out a study on effect of soft skills on employee performance in banking sector of Myanmar using 85 respondents of AYA BANK. The primary data was collected by using structured questions and with the participation of middle level and above employees from AYA BANK. The study used to primary data. The soft skills consisted of leadership, communication, teamwork, problem solving, and time management skills. The results indicated positive link between soft skills and the performance of employee. Although the survey respondents were from middle and above level in their career, it indicated that there is the need to improve their soft skills theory and applications. And addition to this, it is showed the performance was not high among respondents. Therefore, it is suggested to provide more theoretical training regarding the soft skills and need on the job training to improve performance of employee of AYA bank. Although the above study has some similarity to the current study, there are still gaps on geographical since the above study was done in Myanmar in Asia while the current study is carried out at Malaba immigration border post in Eastern Uganda hence may not be applicable to the current case study

Nebo, Chidiebere S. Nwankwo, Precious Ngozi and Okonkwo Rita Ifeoma (2015) conducted a research on the role of effective communication and organizational performance in Nnamdi Azikiwe University, Awka. The study adopted a survey research method and relied much on secondary and primary data. The population of the study was drawn from the academic and non- academic staff of the university, the population comprises of 170 non- academic and 130 academic staff. A sample size of 166 was determined using Taro Yamane techniques and stratified random sampling. The findings revealed that effective communication is the remedy to effective and efficient management of performance of employees in an organization. This study was done in Nigeria and in an academic institution while the current study is on immigration border post at Malaba in Eastern Uganda hence a geographical gap that this study intends to fill.

Similarly, Shonubi, A.O, Akintaro, A.A. (2016) conducted a study on the impact of effective communication on organizational performance. The study was based on series of empirical- studies of communication and organizational performance. The study showed that there is a positive relationship between effective communication and organizational performance. The study recommends the following: consideration should be given to the content and tone of the message before communicating, there should be better understanding of the physical and human environment when communicating, all stakeholders should be encourage to be good listeners etc. While the above studies used communication as a dependent and employee performance as a dependent variable, there are other gaps such as intuitions from where they were done and thirdly there are gaps on the methodology and sample size. The current study is on managers' soft skills and employee performance at Malaba immigration border post hence and the population of study was 75, therefore above studies cannot be applicable to Malaba immigration border post.

Asamu, F.F (2014), conducted a research on the impact of communication of workers performance in selected organizations in Lagos state, Nigeria. The study reveals that a relationship exists between effective communication and workers performance, productivity and commitment.

It falls upon managers to distinctly convey organizational goals and objectives to employees and other stakeholders, serving as a source of inspiration and motivation for the workforce. Jiang et al. (2020) also posit that effective communication plays a pivotal role in cultivating trust between employees and the upper leadership, thereby encouraging optimal job performance among the former. Sustaining a satisfactory level of effective communication between managers and employees enables the former to effectively oversee and monitor the progression of various activities undertaken by the workforce. Otoo (2016) recommends prioritizing an unobstructed flow of information throughout the entire organizational workforce, as this contributes to the achievement of diverse strategic goals and objectives. This study therefore sought to find out the effect of managers 'soft skills on employee performance at Malaba immigration border post in Eastern Uganda.

2.3.2 Leadership skills and employee performance

Classic leadership theories are based on the behavior of leaders and their relationships with employees. However, newly developed leadership theories focus not on the behavior of the leader but on the incentives or rewards the leader provides and define three types of leadership:

transactional, transformational, and laissez-faire (Ramos-MAcaes et al., 2022). The finest leaders are perceived as having a focus on people, being motivated by teamwork, and having an eye towards the future. Integrity, vision, and inspiration are three of the most important components of good leadership, and the most successful leadership styles are those that emphasize collaboration and performance.

It is via a collection of leaders who are all equipped with the necessary leadership qualities that an organisation will have the best chance of successfully achieving its common goal (Samera & Mark, 2020). Thus, several academics are of the opinion that leadership has a substantial influence on the levels of satisfaction and commitment experienced by employees. Because of this, we are able to strive towards and ultimately achieve the organization's vision and values. Hence, executives that possess authenticity have the ability to touch the hearts of workers and will be able to propel the organization's goal forward in high-pressure and chaotic circumstances, it's sometimes more effective to maintain a constructive calm by demonstrating leadership than speaking out. It promotes results that are maintained by constructive actions taken together.

Frawley et al, (2013) mentioned interaction between people is the foundation of leadership, and leaders get advantages from establishing and maintaining connections with followers. It was discovered that leadership may be exercised in a variety of ways, including verbal exchanges, nonverbal interactions, and social processes of meaning production.

Dena Hellen Kahaso 2022) project manager's soft skills and performance of projects in non-governmental organizations in Nairobi city county, Kenya. The study finding indicated that even though project leadership had a positive relationship with project performance, it was not statistically significant. Project communication, team building and conflict management had a positive relationship which was statistically significant with project performance. The study concluded that project communication, team building and conflict management were significant predictors of project performance. Team building was found to have the greatest positive and statistically significant influence on the performance of projects. The study found that project leadership was not a significant predictor of project performance. This implied that a project manager's leadership skills should not be relied upon heavily to improve project performance. The above study was carried in Kenya and also among NGOs which may not apply to the current study which is on manger's soft skills on employee performance at Malaba immigration border post.

Gümüş et al. (2020) broadly mention developing leadership skills toward human and financial resources. This situation is based on the development of an understanding of leadership as an activity or art of influencing others to want to work together based on one's ability leaders to guide others to achieve organizational goals. Leadership skills are the ability of a leader who can direct, influence, and teach others to achieve the organization's goals.

The leadership's critical perspective has been recognized by various circles and impacts multiple fields. Beauchamp et al. (2021) mention that the administration of institutions, such as schools, requires communication and commitment that outlines professional narratives between administrative organs and the process of building additional relationships that involves many external parties. Leadership skills are inseparable from change management and behavior in the transition to changes in the work environment. Policy direction is still considered not a skill, so it can reduce the added value of leadership in management.

Leadership is the making the motivation the group of people to act towards a common goal. "Any position within an organization that allows personnel to serve other personnel by communicating clearly, assisting with strategic planning (whether through a single project or global planning), and providing guidance and feedback to others" (Global, 2019). Leadership is also link with how to treat people to accomplish the goals. Many good leaders show mutual respect, listening to others, provide meaningful thoughts and bring people together. The leadership is creating environment to perform positive result.

Leadership has relationship with performance, as effective leaders are those who increase a company's situation. If an individual, in a leadership role, does not meet profit expectations which was set by higher management or shareholders, it may be terminated. Writing in Forbes magazine, Erika Andersen, author of "Leading So People Will Follow," says, "like most things – leadership capability falls along a bell curve. So the fact is that most folks who start out with a modicum of innate leadership capability can actually become very good, even great leaders" (business, 2019).

The impact of transformational leadership and soft skills on project managers in terms of organizational success aspects was investigated by Rogo, Rarasati and Gumuruh (2020). The study relied on a quantitative survey of construction professionals in Indonesia who held at least a supervisory position and had at least three years of experience in the industry. The data was handled and analyzed using structural equation modeling (SEM). The study discovered

that project managers' ability to influence project success variables was influenced by transformational leadership and soft skills. Project managers with transformational leadership and soft skills were also found to be able to contribute more to the project's vision, mission, and goals, according to the study.

Karurang and Mulyungi evaluated the impact of soft skills on project performance in Rwanda—a case study of the Rwanda Red Cross Society (2018). A descriptive research design was used in this study. A questionnaire with closed-ended questions was used to collect the data. For this study, the researcher randomly selected 35 participants from various groups of RRCS employees, and they completed all of the questions.

The Pearson correlation coefficient was used to determine the relationship between the study's independent and dependent variables. The data was statistically analyzed using the Statistical Package for Social Scientists (SPSS). There was a strong correlation between leadership soft skills and project success, according to the research. Furthermore, the research found a high correlation between communication skills and project success.

Finally, the study showed a robust correlation between team building skills and project performance. As a result, the study reveals that focusing simply on hard skills is not the best way to improve project performance. A deliberate effort should be made by all members of the project management team to enhance soft skills. There are a range of creative ways to learn about the importance of soft skills in project management and performance.

In Pakistan's construction business, Tahir (2019) looked into the impact of project managers' soft skills on project success. The study was both cross-sectional and quantitative in nature. To collect data, the convenience non-random sampling approach is utilized. The data was analyzed using regression analysis. Communication skills, team building skills, and issue solving abilities are among the highly impactful qualities of project managers on project success, according to the findings.

In Kenya's public energy industry, Kavita-Musembi (2019) evaluated the impact of project personnel's soft skills on project performance. A pragmatic paradigm was used to help with the design of a mixed method study. In particular, a cross-sectional and correlation design were used in the study. A targeted sample strategy was used to select the projects for evaluation. The study's unit was the Kenyan public energy sector projects. The population consisted of 94 ongoing energy projects that ended between January 2016 and December 2018, with the project

supervisors serving as the units of observation. There were two questionnaires created. A questionnaire containing closed and open-ended research questions in the form of five-point Likert-type interval scales was used to collect primary data from project supervisors. A second questionnaire was designed for the project managers, which required information on the projects.

Using the statistical Package for Social Sciences (SPSS) program version 23, the findings of regression analysis were used to identify coefficients of multiple regression models, test hypotheses, evaluate the reliability of predicted correlations, and develop a sample regression model. According to the study, employee leadership talents have a positive impact on project success in Kenya's energy sector. Communication skills were also found to have a positive impact on project success in Kenya's energy industry, according to the study

Leadership skills are cultivated based on traits and situations since they cannot just be adopted at a glance as they take precedence to get deeply rooted to the organizational culture (Robinson & Timperley, 2007). Fundamentally, enhancement of employee performance takes into consideration the culture of the organization as created by the leaders' efforts to provide the workforce with the best manner to react and behave. Leaders' initiative to resolve conflicts sets a calm environment warm enough to support employee efficacy. Operating within the planned and emergent environments provides leverage in the process of change and thus calls for employee commitment (Kickert, 2010). Distinguishing between prudent and divergent leadership skills empowers employees to act in the best interest of the organization. Strategic leadership initiatives to improve employee efficiency place central the aspect of equilibrium expectations which in turn enhances effectiveness, competitiveness, flexibility, quality service delivery and reduced operating costs (McGreevy, 2009). Expedition of problem-solving skills in the organization setting places leaders at the helm controlling conflicts and disagreements among employees which increases his/her urge to negotiate a neutral position for the perpetrators. Good communication skills exhibited by leaders heavily impact organizational performance (Atwater & Waldman, 2008).

2.3.3 Work ethics and employee performance

Employees must be equipped with the right values and work behavior considering the importance of the organization's strategic direction and financial capital to support the implementation of the vision and mission. Work ethics of employees are given priority because they can affect the effectiveness and performance of the organization. This is proven by many studies like that of Salahudin, et al (2016), Osibanjo, et al (2015), Bataineh (2020), Benedicto

and Caelian (2021), and Banister (2017). All these researches suggest that management needs to establish policies and practices that guide the employee's work behavior. Failing to inculcate the right work values in the employees can greatly affect the organization's productivity and performance.

Issues on work ethics encompass all kinds of organizations (Painter, 2006). Many issues of corruption have been linked to the absence of work ethics (Whitton, 2021, Tasi & Syamsir, 2021). In addressing such an issue, Whitton (2021) in Transparency International suggests some guidelines to prevent corruption such as: anticipating specific threats to ethics standards and integrity in the public sector, strengthening the ethical competence of civil servants, strengthening mechanisms to support professional ethics, and developing administrative practices and processes which promote ethical values and integrity. It is the same story with the bankruptcies in private corporations which have been associated with work ethics (Tamari, 1990). The negative effect of work ethics problems is the organization's inability to improve social services that promote the welfare of the general public and the inability to provide quality services to its stakeholder, which leads to its bankruptcy.

Slow progress has also been associated with work ethics (Sunday & Michael, 2018). When employees have no proper work ethics or right attitude toward their work, this can affect their performance (Salahudin, et al (2016), Osibanjo, et al (2015). Based on their findings, the researcher was motivated to find out the work ethics of the employees of the Divine Word College of Laoag. It identified their work ethics issues and provided evidence-based information for the management to create policies and practices for improvement. It is noteworthy that there have been no studies conducted at Malaba border post to investigate this problem since the above study was done in Nigeria and may not be applicable at Malaba.

Related to the effect of work ethics on outcomes, many studies have been conducted. Bazy (2015) pointed out that work ethic particularly hard work is associated with success. This was already pointed out by an earlier study by Mudrack (1997) which concluded that individuals who are holding strong work ethics tend to be more committed, satisfied, and engaged in their job. This result is like the research finding of Marri, et al (2012) which measures the effect of work ethics on organizational commitment and turnover intention. The study found that work ethics are significantly correlated with organizational commitment and turnover intention. The same result is also found in the studies of Ud Din, et al (2019), Athar, et al (2016), Udin, et al (2022), Aflah, et al. (2021), and bin Salahudin, et al. (2016) which work ethic affects job

performance, job satisfaction, and organizational commitment. The above studies were carried outside Uganda and with slightly different variables than those of the current study, hence the need for this study to fill up the gaps.

According to a study by Bataineh (2020) on the impact of work ethics on employee performance in international SMEs in Al-Hassan Industrial Estate, work ethics improve employee job performance. Additionally, the qualities of a good employee include integrity, responsibility, equality, and self-discipline. According to a study by Bataineh (2020) on the impact of work ethics on employee job performance in international SMEs in Al-Hassan Industrial Estate, work ethics improves employee job performance in SMEs in Al-Hassan. Additionally, the company should provide all auditors with the necessary information honestly, managers should be given authority to manage employees, managers should treat all employees fairly, and workers should complete the tasks assigned to them.

There have been conflicts among researchers concerning the measurement of work ethics. Miller (2002) asserted that work ethics is a multidimensional construct composed of several dimensions namely work-related activity, attitudes and beliefs, and motivation which is reflected in behavior. According to him, work ethics does not refer to a particular job and behavior and does not reflect any religious beliefs and values because it is purely secular. Bazy (2018) also considers work ethics to be a multidimensional construct that is consisted of two dimensions which are hard work and self-reliance. Van Ness, et al. (2010) further view work ethics as a multidimensional construct that includes seven dimensions: self-reliance, morality/ethics, leisure, hard work, the centrality of work, waste of time, and delay of gratification. However, Sharma and Rai (2015) rejected the multidimensional measures of work ethics on the basis that these dimensions were not going through a rigorous assessment of the validity. These were based on the protestant work ethics construct which is against the philosophy of work ethics to be secular and free of religious belief. They constructed their scale to measure work ethics and their study concluded moral attitude toward work and the motivation for work. Sharma and Rai (2015) successfully found that work ethic is a single-dimensional construct. This is composed of three components namely work centrality, moral approach to work, and intrinsic work motivation. According to them, these are treated under the work ethics dimension which contains the attitude toward work, the construct, the 10-item work ethics scale, and passed through convergent and discriminant validity.

According to a study by Nyamongo and Wambua (2018) that used mixed methods and a descriptive survey design to examine the impact of leaders' integrity and ethics training on the performance of state corporations in Kenya: a case study of the Kenya Revenue Authority, there was a positive and significant correlation between leaders' integrity and ethics training and the performance of state corporations. According to the report, managers in state firms should make sure that their leaders perform competently and that employees receive sponsorships and scholarships to help them develop their skills, integrity, and ethics. Whereas the study has revealed literature on leaders 'integrity and ethics training on performance in state corporations, there is a dearth in literature on the effect manager's soft skills on employee work performance at Malaba immigration border post , a gap that the study will endeavor to fill.

According to a study by Abun, Fredolin, and Vallente (2022) on the impact of employees' work ethics on their productivity in the Philippines, employees' work ethics across three dimensions—attitude toward the work itself, moral attitude toward the work, and intrinsic motivation—are rated highly. Contrary to unproductive behavior, their work performance is high along with task and contextual performance.

The results showed a strong association between work ethics and individual work performance in terms of the relationship between work ethics and performance. But taking the dimensions of work ethics separately, only the attitude toward the work itself and intrinsic motivation affect the individual work performance along with task and contextual performance. Moreover, a moral attitude toward the work affects counterproductive behavior. Whereas the study was done in Philippines and generated literature on the effect of work ethics of employees on their work performance, there is a paucity of literature on the effect of ethics on employee performance at Malaba immigration border post, a gap that this study needs to fill.

Given the significance of the organization's strategic direction and available financial resources to support the fulfillment of the organization's vision and purpose, employees must be prepared with the proper values and work ethics (Benedicto& Caelian, 2021). Employee work ethics are prioritized since they can impact the organization's effectiveness and performance (Bataneh, 2020). The lack of work ethics has been associated with many corruption related difficulties (Whitton, 2021; Tasi&Syamsir, 2021).this study therefore sought to fadeout the effect of

managers' soft skills on employee performance at Malaba immigration border post, a gap that this study needs to fill.

2.5 Research Gap

The foregoing review indicated that extensive studies have been done about managers' soft skills and employee performance and majorly in the non-profit and for-profit organizations and to a lesser extent in public institutions. Much of the literature reviewed above covered studies done in Nigeria, Kenya and Asia and more so in banking and academic institutions. Furthermore, such studies have rarely touched on immigration border posts. Most of the existing research has also been restricted to examining the nonprofit sector in the developed world and very little has been conducted about managers' soft skills and employee performance in public sector on developing countries like Uganda. Although some of these studies are of great significance to this current study, none of them has been done specifically on the influence of managers' skills on employee performance in terms of communication skills, leadership skills and work ethics on employee performance of immigration border posts in Eastern Uganda.

It is likely that for the above reasons studies examining the direct impact of a project manager's skills, particularly soft skills, on project success are scarce (Piyush, Dangayach, & Mittal, 2011; Turner & Muller, 2005); and even where attention has been paid to this aspect, the researchers' focus has been on investigating leader behavior and exploring the impact of the project manager's leadership style, rather than manager's soft skills (Cunningham, Salomone & Wielgus, 2015).

In the final analysis, there is a perceived lack in studying managers' soft skills and employee in immigration border posts in Uganda. It is therefore, this gap that the current study sought to bridge. Thus, there was a strong incentive to analyze the influence of managers' soft skills on employee performance at Malaba immigration border post in Eastern Uganda.

CHAPTER THREE:

RESEARCH METHODOLOGY

3.1 Overview

The scope of the study, data collection methods, study population, sample size, study area, data analysis, validity and reliability of research instruments, research ethics, and study limitation are all covered in this chapter.

3.2 Research Philosophy

The research followed a positivist research philosophy. The arguments in this part reflect the fact that the quantifiable effects of manager's soft skills on employee performance are studied. Soft skills can be viewed via the prism of individual behavior, with managers' reactions to various events influencing their perspective based on their level of soft skills. Similarly, the data that collected was to show object perspectives on the soft skills application. The study was restricted to a method of data gathering and analysis that is objective.

3.3 Research Approach

Both qualitative and quantitative approaches were used .Quantitative statistical analysis, such as regression analysis, was also noticed in the data (Tubey, Rotich, & Bengat, 2015).

3.4 Research Design and Strategy

The research used cross-sectional design. Yin asserts that (2009). A case study is a suitable research design when you want to obtain solid, contextual, in-depth knowledge about a specific real-world subject. It helps you to look into the case's most important characteristics, meanings, and implications. It is based on the fact that it is relatively more advantageous in terms of cost reduction and in-depth reading of the subject with maximum control of the research process to ensure that the research process produces representative and credible findings of the general population when compared to other strategies. To avoid bias and sampling error, representatives will be chosen using trustworthy sampling techniques and methods on sample surveys. In addition, the design was to make it easier to collect more quantitative data for faster data analysis, as well as test a proposed regression model.

3.4.1 Area of the Study

As a case study, Malaba border post in Eastern Uganda was chosen.

3.4.2 Population of the Study

The population of the study was 75 staff of Malaba border post from which a sample of 63 respondents were selected

Table 3.1: Study Population

Table 1: Malaba border post cluster in Eastern Uganda Population of study and Sample Size

| Category | Population | Sample size | Sample technique |
|----------------|------------|-------------|--------------------|
| Top management | 25 | 16 | Simple Random |
| Human Resource | 5 | 5 | Purposive sampling |
| Middle level | 35 | 32 | Simple Random |
| Lower level | 10 | 10 | Purposive sampling |
| Total | 75 | 63 | |

Source: Field Data, (2024)

3.4.3 Sample Size and Sampling Procedures

Sampling is the process of choosing a subset of a population to participate in a study; it is the process of choosing a group of people for a study in such a way that the people chosen represent the wider group from which they were selected (Ogula, 2005). A sampling technique is a way for selecting a group of people or items from a population so that the selected group contains aspects that are representative of the entire group's characteristics. Kothari (1996) points out that sample is a fictional character who appears in the film Kothari (2007). Sample size is calculated using a variety of formulas.

The study's intended sample size was 63 people out of a total population of 75. A sample, according to Saunders et al. (2009), is an accurate representation of a specific population that serves as the foundation for generalizing data acquired using a stratified sample based on statistical likelihood. As a result, 63 respondents were used, as Pallant proposed (2010). Given the time and budget constraints, this sample size was reasonable because it is large enough to provide a genuine picture of the situation (Kalpana, 2011).

Table 3.2: Sample Size of the Respondents

| Category | Sample size | Sample technique |
|----------------|-------------|--------------------|
| Top management | 16 | Simple Random |
| Human Resource | 5 | Purposive sampling |
| Middle level | 32 | Simple Random |
| Lower level | 10 | Purposive sampling |
| Total | 63 | |

Source: Field Data, (2024)

3.5 Data Collection Instruments

3.5.1 Questionnaires

Primary data was collected using structured questionnaires. They were developed in line with the empirical literature. The researcher employed the drop and pick method when collecting this data since it is the most favored method of data collection in studies involving business and social studies (Field, 2009). The questionnaire was presented in two parts, with the first section consisting of demographic data, and the second collecting data according to the research questions. A five-point Likert scale was used in measuring the respondents' sentiments. The study developed the questionnaire through revision of previous empirical studies which informed on the set-up of questions on each of the study variable.

3.5.2 Interview guide

A key informant interview was adopted because of its ability to structure conversations with the respondents who had specialised knowledge about the topic of study. The researcher had a face-to-face interview with respondents of whom all were from the senior level of management. These were interviewed on aspects of work ethics, communication skills and leadership skills in relation to employee performance of Malaba border post. The study preferred to use face-to-face interviews because people tend to share a lot more information when someone is asking the questions in person; and because it is much easier to ask a follow-up question and get examples to support what people are saying. This method therefore helped in exploring the subject in depth and resulted in the discovery of the information that otherwise would not be revealed by the questionnaire. Key information from this interview method helped in redefining data whose findings clarified the quantitative research findings.

3.6 Data Collection Procedures

Development of the questionnaire adhered to the study objectives. The collection of data was done using the drop and pick method of administering a structured questionnaire to the research participants. The research ensured that all the research assistants involved in the data collection process were briefed on the main study objectives. The researcher made certain that all the ethical guidelines were observed in the course of the study.

3.7 Research Quality

Research quality was assured through pilot testing. Pilot testing is a study done prior to embarking on the main study to enhance the validity and reliability of the data collection tools

(Field, 2009). The pilot test involved 10% (n=19) of the study population. These were excluded from the main research.

3.7.1 Reliability Tests of Research Instrument

Reliability is the consistency of a set of measurement items (Wilcox, Gallagher, Boden-Albala, Bakken, 2012). Reliability refers to the degree to which a research instrument will produce consistent results after repeated trials in different environments (Lee & Lings, 2008). The researcher conducted a Cronbach Alpha test with all indicators with a Cronbach of 0.7 and above being selected for the research. The study also conducted a pre-test of the instrument among 19 Swam border post employees who were selected randomly from Swam border post. The data from the pilot was used to tests for the reliability scores. The findings indicated the following Cronbach scores; organization structure ($\alpha = .778$), management support ($\alpha = .810$), organization culture ($\alpha = .910$), and employee performance ($\alpha = .880$). The results showed that the variables met the standard threshold of internal consistency hence were adopted in the study.

3.7.2 Validity Tests of Research Instrument

Field (2009) asserts that validity measures the accuracy and meaningfulness of inferences depending on the findings. It is the degree to which the results refer to the research questions. It is the degree to which the research instrument measures what it was constituted to measure. Validity testing involved the help of an expert on the field. The supervisor was also key when analyzing the contents of the questionnaires. This was aimed at addressing the face and content validity concerns relating to the questionnaire.

3.8 Data Analysis and Presentation

Data analysis is an exploration method for the goal, efficient, and subjective portrayal of the show substance of a correspondence (Cooper & Schindler, 2008). The collected data was input into SPSS 23 for coding and analysis. SPSS provided frequencies, descriptive, and ordinary least squares regressions which were used to derive conclusions and generalizations about the study population. Prior to conducting regression analysis, the study conducted the diagnostic tests based on collinearity tests, heteroscedasticity and normality tests.

The descriptive statistics was frequencies, mean scores, and standard deviation. The inferential statistics was the correlation analysis, and regression analysis. The calculated F statistic was compared with the tabulated f statistic. A critical p-value of 0.05 was employed in the determination of the significance of the overall model. The individual regression coefficients

were checked to see whether the independent variables significantly affected employee performance.

3.8.1 Measurement of variables

| Description | Mean range | Scale | Interpretation |
|-------------------|------------|-------|------------------------------|
| Strongly Agree | 4.10-5.00 | 5 | Very high/very satisfactory |
| Agree | 3.10-4.10 | 4 | High/satisfactory |
| Uncertain | 2.10-3.10 | 3 | Moderate/Moderate |
| Disagree | 1.10-2.10 | 2 | Low/Unsatisfactory |
| Strongly Disagree | 0.00-1.10 | 1 | Very low/Very unsatisfactory |

3.9 Ethical Considerations

The research employed high standards of ethics, observing confidentiality, anonymity, and privacy. Consent was sought before approaching the respondents and they were informed that their participation in the research was optional and that they were allowed to withdraw from answering questions if they felt uncomfortable. Personalized information like name and respondent's telephone and email contacts were not required in the questionnaires to promote anonymity. In addition, the researcher sought permission from the Department of Business Uganda Christian University, Mbale University College. The respondents were also assured that the study would only be used for academic purpose only.

3.10 Chapter summary

In preparation for chapters four, five and six, this chapter presented the research design, area of study, population and sample size of the study, sampling techniques, data collection methods, data sources, instruments of data collection, data analysis, data management, data analysis and ethical considerations

**CHAPTER FOUR:
PRESENTATION OF FINDINGS AND RESULTS**

4.0 Introduction

The findings on the influence of a manager's soft skills on employee performance are presented and discussed in this chapter, which includes a case study of the Malaba border post. The following three specific objectives were pursued: to determine the effect of a manager's work ethics on employee performance, (ii) to determine the effect of a manager's communication skills on employee performance, (iii) to determine the effect of a manager's leadership skills on employee performance,.

4.1 Response Rate

The researcher administered 63 questionnaires to Malaba border post staff. Out of the 63 questionnaires, 51 were appropriately filled and returned, representing 81% response rate. The 81 percent response rate was deemed substantial to do the analysis of the data collected in this study. This implied that information obtained was adequate for analysis and inference.

4.2 Demographic Characteristics of Respondents

4.2.1 Age Distribution

Table 2: Age Bracket of Respondents

| Category | Frequency | Percentage |
|-----------------|------------------|-------------------|
| Under 20 | 1 | 2.0 |
| 21–30 | 25 | 49.0 |
| 31–40 | 18 | 35.3 |
| 41–50 | 4 | 7.8 |
| 51–60 | 3 | 5.9 |
| Total | 51 | 100.0 |

Source; field data (2024)

Findings indicate that there were 25(49.0%) respondents aged between 21-30 years old; followed by 18 (35.3%) participants between the ages of 31-40; 4 (7.8 %) respondents aged 41-50 and 3 (5.9%) respondents aged 51-60. Participants aged under 20 were least represented by 1 (2.0%), as shown in Table 4.1. This is a relatively young group of employees working for Malaba border post. The implication is that it might be difficult to retain such young employees. This is because young employees are more likely to shift jobs compared to older employees. This means that the management of Malaba border post may need to find ways of

ensuring that the young employees do not leave. The use of internal policies maybe a solution to ensuring better employee performance, especially among young employees.

4.2.2 Gender of Respondents

Table 3: Gender of Respondents

| Gender | Frequency | Percentage |
|---------------|------------------|-------------------|
| Male | 23 | 45.1 |
| Female | 28 | 54.9 |
| Total | 51 | 100.0 |

Source; field data (2024)

The findings in Table 4.2 revealed that 54.9 percent were female while male respondents constituted 45.1 percent. The findings indicated that there were more women working for the Malaba border post than men. The Table above indicates that women employees are slightly more than male employees of Malaba border post Mbale Branch. However, the difference in gender composition is small and is not expected to have any effect on the study subject matter.

4.2.3 Years of Service

Table 4: Distribution of Years of service at Malaba border post

| Category | Frequency | Percentage |
|-----------------|------------------|-------------------|
| Below 5 | 39 | 76.5 |
| 6–10 | 9 | 17.6 |
| 26–30 | 3 | 5.9 |
| Total | 51 | 100.0 |

Source; field data (2024)

It was established that most of the respondents had worked below five years at the Malaba border post (76.5%). Following were participants who had worked at Malaba border post for 6 – 10 years (17.6%) and finally those who had worked for 26 - 30 yeas constituting 5.9%. Table 4.3 indicates that majority of employees had worked in Malaba border post for less than five years. This could be attributed to change of Malaba border post leadership

4.3 Descriptive Statistics Results for the Variables

The study determined the effects of manager’s soft skills on employee performance. Three independent variables were analyzed. Namely effects of manager’s ethics, effects of manager’s communication skills, and effects of manager’s leadership skills. The dependent variable was employee performance.

4.3.1 Descriptive Statistics Results for Employee Performance

| STATEMENT | | SA | A | NS | D | SD | Mean | Std. Dev. | Comment |
|--|------|------|------|------|------|------|-------------|-----------|----------|
| I am satisfied with my job position and the responsibilities that I perform | Freq | 2 | 9 | 24 | 8 | 8 | 2.78 | 1.045 | Moderate |
| | % | 3.9 | 17.6 | 47.1 | 15.7 | 15.7 | | | |
| Employees in this firm provide efficient services to their customers | Freq | 7 | 13 | 12 | 13 | 6 | 3.04 | 1.248 | Moderate |
| | % | 13.7 | 25.5 | 23.5 | 25.5 | 11.8 | | | |
| Employees have a positive attitude towards their work duties | Freq | 1 | 14 | 21 | 9 | 6 | 2.90 | 1.005 | Moderate |
| | % | 2.0 | 27.6 | 41.2 | 17.6 | 11.8 | | | |
| Employees enjoy performing their duties on a day to day basis within the immigration office | Freq | 3 | 17 | 14 | 9 | 8 | 2.96 | 1.183 | Moderate |
| | % | 5.9 | 33.3 | 27.5 | 17.6 | 15.7 | | | |
| Employees are comfortable working within the organization for the enforceable future | Freq | 2 | 22 | 9 | 4 | 14 | 2.88 | 1.336 | Moderate |
| | % | 3.9 | 43.1 | 17.6 | 7.8 | 27.5 | | | |
| Employees are able to finish the task assigned within the immigration office efficiently and on time | Freq | 4 | 21 | 14 | 9 | 3 | 3.27 | 1.041 | High |
| | % | 7.8 | 41.2 | 27.5 | 17.6 | 5.9 | | | |
| Employees make sure they are at workplace on time everyday | Freq | 5 | 23 | 11 | 6 | 6 | 3.29 | 1.171 | High |
| | % | 9.8 | 45.1 | 21.6 | 11.8 | 11.8 | | | |
| Employees make sure they meet set targets at work place | Freq | 6 | 1 | 14 | 21 | 9 | 2.49 | 1.173 | Moderate |
| | % | 11.8 | 2.0 | 27.6 | 41.2 | 17.6 | | | |
| Average mean | | | | | | | 2.95 | | |

Source; field data (2024)

Findings on whether employees are satisfied with their job position and the responsibilities that they perform, results in the table above indicate that majority of the respondents 24(47.1%) were not sure with the statement, 9(17.6%) agreed with the statement, 2(3.9%) of the respondents strongly agreed while 8(15.7%) of the respondents disagreed and strongly disagreed with the statement. The mean value of 2.78 moderate means that employees are satisfied with their job position and responsibilities. However, a standard deviation of 1.045 presents a wide variance among the responses. The findings therefore imply that employees in different departments understand what their responsibilities they perform.

Results on whether Employees in this firm provide efficient services to their customers, findings in the table above reveal that 13(25.5%) of the respondents agreed with the statement, 7(13.7%) strongly agreed with the statement, 13(25.5%) disagreed and 6(11.8%) strongly

disagreed while 12(23.5%) of the respondents were not sure about the statement. The mean value is 3.04 which indicate satisfactory agreement a large extent and the standard deviation is 1.248 which indicates a wide variance in responses. The findings imply that employees do their best in providing services to clients and therefore, this improves on satisfaction and service delivery.

The study indicated that 14(27.6%) agreed with the statement that employees have a positive attitude towards their work duties, 1(2.0%) strongly agreed with the statement and 21(41.2%) were not sure about the statement while 9(17.6%) and 6(11.8%) of the respondents disagreed and strongly disagreed respectively. The mean score of 2.90 is moderate to signify agreement to some extent that employees have positive attitude towards their work duties and the standard deviation of 1.005 indicates a wide variance among the responses.

On finding out whether the employees enjoy performing their duties on a day to day basis within immigration office, results in the table above indicate that 17(33.3%) of the respondents agreed with the statement, 3(5.9%) strongly agreed with the statement and 14(27.5%) of the respondents were not sure about the statement while 9(17.6%) and 8(15.7%) of the respondents disagreed and strongly disagreed. The mean value obtained of 2.96 indicates moderate agreement to some extent and the standard deviation is 1.183 indicates a wide variance in responses. This implies that the employees at Malaba immigration office are committed to performing their duties diligently.

Results in the table above indicate that the majority 22(43.1%) of the respondents agreed with the statement that employees are comfortable working within the organization for the enforceable future, 2(3.9%) strongly agreed, 4(7.8%) disagreed and 14(27.5%) strongly disagreed with the statement while 9(17.6%) of the respondents were not sure about the statement. The mean value of 2.88 moderate agreement to some extent and the standard deviation is 1.336 indicates a wide variance in responses. The findings mean that the organization has good working conditions that make employees comfortable.

Responses on whether the employee is able to finish the task assigned within the organization efficiently and on time indicate that 21(41.2%) of the respondents agreed with the statement, 4(7.8%) strongly agreed with the statement and 14(27.5%) of the respondents were not sure about the statement while 9(17.6%) and 3(5.9%) of the respondents disagreed and strongly disagreed. The mean value obtained of 3.27 indicates satisfactory agreement to a larger extent and the standard deviation is 1.041 indicates a wide variance in responses.

Findings further reveal that the majority 23(45.1%) of the respondents agreed with the statement that employees make sure they are at my workplace on time every day, 5(9.3%) strongly agreed, 6(11.8%) disagreed and 6(11.8%) strongly disagreed with the statement while 11(21.6%) of the respondents were not sure about the statement. The mean value of 3.29 is satisfactory to signify agreement to a larger extent and the standard deviation is 1.171 indicates a wide variance in responses.

Findings also indicate that the majority 21(41.2%) of the respondents disagreed with the statement that employees make sure they meet set targets at work place, 9(17.6%) strongly disagreed, 6(11.8%) disagreed and 1(2.0%) strongly agreed with the statement while 14(27.6%) of the respondents were not sure about the statement. The mean value of 2.49 is satisfactory to signify agreement to a larger extent and the standard deviation is 1.173 indicates a wide variance in responses.

Descriptive statistics show the overall average mean of 2.95 which shows moderate agreement on employee performance trends at Malaba immigration office. This implies that there is employee performance in immigration, taking into consideration all the inter-relations among the study variables of employee performance which show agreement among respondents.

4.3.2 Descriptive statistics of work ethics variable

Descriptive statistics (mean and standard deviation, minimum, and maximum scores) were computed for the effect of manager's ethics scale (Table 4.2).

DESCRIPTIVE STATISTICS OF WORK ETHICS VARIABLE

| STATEMENT | | SA | A | NS | D | SD | Mean | Std. Dev. | Comment |
|---|-------|------|------|------|------|------|------|-----------|----------|
| I do maintain appropriate confidentiality | Freq. | 5 | 13 | 11 | 11 | 11 | 2.80 | 1.312 | Moderate |
| | % | 9.8 | 25.5 | 21.6 | 21.6 | 21.6 | | | |
| I do say "no" to inappropriate requests | Freq. | 18 | 24 | 6 | 0 | 3 | 4.06 | 1.008 | High |
| | % | 35.3 | 45.0 | 11.8 | 0.0 | 3.9 | | | |
| I am always honest when sharing information with others | Freq. | 5 | 16 | 12 | 10 | 8 | 3.00 | 1.249 | Moderate |
| | % | 9.8 | 31.4 | 23.5 | 19.6 | 15.7 | | | |
| I always balance organizational and personal Needs | Freq. | 9 | 13 | 15 | 10 | 4 | 3.25 | 1.197 | High |
| | % | 17.6 | 25.5 | 29.4 | 19.6 | 7.8 | | | |

| | | | | | | | | | |
|---|-------|-----|------|------|------|------|-------------|-------|----------|
| I am always able to avoid conflicts of interest | Freq. | 5 | 7 | 14 | 14 | 11 | 2.63 | 1.248 | Moderate |
| | % | 9.8 | 13.7 | 27.3 | 27.3 | 21.6 | | | |
| I always utilize my authority properly | Freq | 4 | 10 | 15 | 13 | 9 | 2.75 | 1.197 | Moderate |
| | % | 7.8 | 19.6 | 29.4 | 25.5 | 17.6 | | | |
| I always do challenge myself to “do the right Thing | Freq | 3 | 0 | 6 | 24 | 18 | 1.94 | 1.008 | Low |
| | % | 3.9 | 0 | 11.8 | 45 | 35.3 | | | |
| I always do follow orders if they appear ethical | Freq | 5 | 7 | 14 | 14 | 11 | 2.63 | 1.248 | Moderate |
| | % | 9.8 | 13.7 | 27.3 | 2.3 | 21.6 | | | |
| Average mean | | | | | | | 2.88 | | |

Source; field data (2024)

Findings on whether employees maintain appropriate confidentiality, results in the table above indicate that majority of the respondents 13(25.5%) agreed with the statement, 5(9.8%) strongly agreed with the statement, 11(21.6%) of the respondents were not sure while 11(21.6%) of the respondents disagreed and strongly disagreed with the statement respectively. The mean value of 2.80 means a moderate agreement that employees ensure confidentiality of the organizational information. However, a standard deviation of 1.312 presents a wide variance among the responses.

On finding out whether employees say “no” to inappropriate requests, results in the table above reveal that 24(45.0%) of the respondents agreed with the statement, 18(35.3%) strongly agreed with the statement, and 3(5.9%) strongly disagreed while 6(11.8%) of the respondents were not sure about the statement. The average mean value is 4.06 which indicate satisfactory agreement to a large extent and the standard deviation is 1.008 which indicates a wide variance in responses. The findings imply that employees at Malaba immigration office do not entertain inappropriate requests from the clients.

Results indicate that 16(31.4%) agreed with the statement that employees are always honest when sharing information with others, 5(9.8%) strongly agreed with the statement and 12(23.5%) were not sure about the statement while 10(19.6%) and 8(15.7%) of the respondents disagreed and strongly disagreed. The mean score of 3.00 show moderate agreement to signify that employees are always honest and truthful when sharing information with different people. However, the standard deviation of 1.249 indicates a wide variance among the responses.

Results also show that employees always balance organizational and personal needs with 13(25.5%) of the respondents agreeing with the statement, 9(17.6%) strongly agreed with the

statement and 15(29.4%) of the respondents were not sure about the statement while 10(19.6%) and 4(7.8%) of the respondents disagreed and strongly disagreed. The mean value obtained of 3.25 indicates satisfactory agreement and the standard deviation is 1.197 indicates a wide variance in responses.

Findings further indicate that 7(13.7%) of the respondents agreed with the statement that employees always are able to avoid conflicts of interest, 5(9.8%) strongly agreed, 14(27.3%) disagreed and 11(21.6%) strongly disagreed with the statement while 14(27.3%) of the respondents were not sure about the statement. The mean value of 2.63 moderate agreement to some extent and the standard deviation is 1.248 indicates a wide variance in responses.

On finding out whether employees always utilize their authority properly, results indicate that 10(19.6%) of the respondents agreed with the statement, 4(7.8%) strongly agreed with the statement and 15(29.4%) majority respondents were not sure about the statement while 13(25.5%) of the respondents disagreed and 9(17.6%) strongly disagreed. The mean value obtained of 2.75 indicates moderate agreement and the standard deviation is 1.197 indicates a low variance in responses.

Findings in the table above indicate that the majority 24(47.1%) of the respondents disagreed with the statement that employees always do challenge themselves to “do the right thing, 18(35.5%) strongly disagreed, 6(11.8%) were not sure and 3(3.9%) strongly agreed with the statement. The mean value of 1.94 signifies unsatisfactory agreement by the respondents and the standard deviation is 1.008 indicates a wide variance in responses.

Findings also indicate that the majority 14(27.3%) of the respondents disagreed with the statement that employees always do follow orders if they appear ethical, 11(21.6%) strongly disagreed, 7(13.7%) disagreed and 5(9.8%) strongly agreed with the statement while 14(27.6%) of the respondents were not sure about the statement. The mean value of 2.63 is moderate to signify agreement to some extent and the standard deviation is 1.248 indicates a wide variance in responses.

Descriptive statistics show the overall average mean of 2.88 which shows moderate agreement on work ethics in promoting employee performance at Malaba immigration office. This implies that work ethics affects the employee performance, taking into consideration all the inter-relations among its study variables which show agreement among respondents

In support to this, majority of the managers interviewed opined that: *“True we have had cases of some employees being unethical at work and while sharing information by a section of employees, however, these cases are minimal. In such incidences, employees have been warned to desist from such practices which are unethical and could have a devastating effect on their performance.”*

DESCRIPTIVE STATISTICS OF COMMUNICATION SKILLS VARIABLE

| STATEMENT | | SA | A | NS | D | SD | Mean | Std. Dev. | Comment |
|--|------|------|------|------|------|------|-------------|-----------|----------|
| We have a policy on communication that guides our decision making | Freq | 5 | 30 | 5 | 5 | 6 | 3.45 | 1.172 | High |
| | % | 9.8 | 58.8 | 9.8 | 9.8 | 11.8 | | | |
| I believe that Communication influences behavior of the team members | Freq | 14 | 12 | 11 | 8 | 6 | 3.39 | 1.358 | High |
| | % | 27.5 | 23.5 | 21.6 | 15.7 | 11.8 | | | |
| We discuss costs, completion time, budget and quality of work with our supervisors | Freq | 3 | 1 | 11 | 17 | 19 | 2.06 | 1.103 | Low |
| | % | 5.9 | 2.0 | 21.6 | 33.3 | 37.3 | | | |
| We communicate organizational results to stakeholders on time | Freq | 6 | 14 | 8 | 11 | 12 | 2.82 | 1.381 | Moderate |
| | % | 11.8 | 27.5 | 15.7 | 21.6 | 23.5 | | | |
| Information concerning our organization activities is widely availed to the public | Freq | 2 | 25 | 9 | 3 | 12 | 3.04 | 1.296 | Moderate |
| | % | 3.9 | 49.0 | 17.6 | 5.9 | 23.5 | | | |
| Our information is largely shaped by preferences of the communities we serve | Freq | 9 | 10 | 15 | 15 | 2 | 3.18 | 1.161 | Moderate |
| | % | 17.6 | 19.6 | 29.4 | 29.4 | 3.9 | | | |
| we get support and inspiration from our leaders | Freq | 1 | 4 | 16 | 26 | 4 | 2.45 | .832 | Moderate |
| | % | 2 | 7.8 | 31.4 | 51 | 7.8 | | | |
| Am satisfied with the amount of information I receive I receive from my supervisor | Freq | 5 | 11 | 23 | 6 | 6 | 3.06 | 1.103 | Moderate |
| | % | 9.8 | 21.6 | 45.1 | 11.8 | 11.8 | | | |
| Average mean | | | | | | | 2.93 | | |

Source; field data (2024)

Findings on whether employees have a policy on communication that guides our decision making, results in the table above indicate that majority of the respondents 30(58.8%) agreed with the statement, 5(9.8%) strongly agreed with the statement, 5(9.8%) of the respondents

were not sure while 5(9.8%) and 6(11.8%) of the respondents disagreed and strongly disagreed with the statement respectively. The mean value of 3.45 show satisfactory agreement that employees have a policy on communication that guide decision making in the organization. However, a standard deviation of 1.172 presents a wide variance among the responses.

On finding out whether employees believe that Communication influences behavior of the team members, findings in the table above reveal that majority 14(27.5%) of the respondents strongly agreed with the statement, 12(23.5%) agreed with the statement, 8(15.7%) disagreed and 6(11.8%) strongly disagreed while 11(21.6%) of the respondents were not sure about the statement. The average mean value is 3.39 which indicate high agreement and the standard deviation is 1.358 which indicates a wide variance in responses.

On finding out whether employees discuss costs, completion time, budget and quality of work with our supervisors, findings in the table above reveal that majority 3(5.9%) of the respondents strongly agreed with the statement, 1(2.0%) agreed with the statement, 17(33.3%) majority disagreed and 19(37.3%) strongly disagreed while 11(21.6%) of the respondents were not sure about the statement. The average mean value is 2.06 which indicate low agreement and the standard deviation is 1.103 which indicates a wide variance in responses.

The study indicated that 14(27.5%) agreed with the statement that employees communicate project results to stakeholders on time, 6(11.8%) strongly agreed with the statement and 8(15.7%) were not sure about the statement while 11(21.6%) and 12(23.5%) of the respondents disagreed and strongly disagreed. The mean score of 2.82 is moderate to signify that employees communicate organizational results to concerned stakeholders in time and the standard deviation of 1.381 indicates a wide variance among the responses.

On finding out whether information concerning our organization activities is widely availed to the public, results in the table above indicate that 25(49.0%) of the respondents agreed with the statement, 2(3.9%) strongly agreed with the statement and 9(17.6%) of the respondents were not sure about the statement while 3(5.9%) and 12(23.5%) of the respondents disagreed and strongly disagreed. The mean value obtained of 3.04 indicates moderate agreement and the standard deviation is 1.296 indicates a wide variance in responses.

Findings in the table above indicate that 10(19.6%) of the respondents agreed with the statement that Our information is largely shaped by preferences of the communities we serve, 9(17.6%) strongly agreed, 15(29.4%) disagreed and 2(3.9%) strongly disagreed with the

statement while 15(29.4%) of the respondents were not sure about the statement. The mean value of 3.18 signifies moderate agreement and the standard deviation is 1.161 indicates a wide variance in responses.

Findings in the table above indicate that the majority 26(51.0%) majority of the respondents disagreed with the statement that employees get support and inspiration from our leaders, 4(7.8%) strongly disagreed, 4(7.8%) agreed and 1(2.0%) strongly agreed with the statement while 16(31.4%) of the respondents were not sure about the statement. The mean value of 2.45 signifies moderate agreement to a small extent and the standard deviation is .832 indicates a low variance in responses.

Findings in the table above indicate that the majority 11(21.6%) of the respondents agreed with the statement that employees are satisfied with the amount of information they receive from supervisors, 5(9.8%) strongly agreed, 6(11.8%) disagreed and strongly disagreed with the statement while 23(45.1%) of the respondents were not sure about the statement. The mean value of 3.06 signifies moderate agreement and the standard deviation is 1.103 indicates a wide variance in responses

Descriptive statistics show the overall average mean of 3.09 which shows moderate agreement on communication skills in promoting employee performance at Malaba immigration office. This implies that communication skills affect the employee performance, taking into consideration all the inter-relations among its study variables which show agreement among respondents.

In support to this, majority of the managers interviewed opined that

The communication in this organization is fairly effective and it varies basing on the section one is attached to. Above all we encourage sharing of ideas and we have channels in place which include email, texts and notices. Anything or any idea that we develop is communicated to all staff though some of these channels are slow. We also once in a while supply circulars to the staff on regular basis..”

In support to this, one of the managers interviewed had this to say;

“One of the fundamental aspects towards improving staff performance is effective communication. Our station over years has been characterized by poor communication channels and strategies especially from the vertical form. Top management formulates strategies and are not clearly communicated to the lower staff p. However, in our station, we have prioritized proper communication to support our staff to understand what is

expected of them. We share email messages and we also use notices. These communication strategies have indeed improved our staff performance.”

DESCRIPTIVE STATISTICS OF LEADERSHIP SKILLS

| STATEMENT | | SA | A | NS | D | SD | Mean | Std. Dev. | Comment |
|---|------|------|------|------|------|------|-------------|-----------|-----------|
| We do our work without interference from our Superiors | Freq | 4 | 31 | 9 | 3 | 4 | 3.55 | 1.006 | High |
| | % | 7.8 | 60.8 | 17.6 | 5.9 | 7.8 | | | |
| I agree that we get enriched job information from my supervisor | Freq | 25 | 14 | 4 | 4 | 4 | 4.02 | 1.273 | High |
| | % | 49.0 | 27.5 | 7.8 | 7.8 | 7.8 | | | |
| Our superiors only intervene in case of any errors | Freq | 26 | 16 | 4 | 4 | 1 | 4.22 | 1.026 | Very High |
| | % | 51 | 31.4 | 7.8 | 7.8 | 2.0 | | | |
| We receive individualized attention from our Superiors | Freq | 20 | 14 | 9 | 4 | 4 | 3.82 | 1.260 | High |
| | % | 39.2 | 27.5 | 17.6 | 7.8 | 7.8 | | | |
| We are empowered to develop to our fullest Potential | Freq | 4 | 13 | 14 | 12 | 8 | 2.86 | 1.200 | Moderate |
| | % | 7.8 | 25.5 | 27.5 | 23.5 | 15.7 | | | |
| We are motivated to bring in new ideas | Freq | 13 | 4 | 12 | 14 | 8 | 3.00 | 1.428 | Moderate |
| | % | 25.5 | 7.8 | 23.5 | 27.5 | 15.7 | | | |
| We have a positive attitude towards our work | Freq | 22 | 8 | 5 | 8 | 8 | 3.55 | 1.553 | High |
| | % | 41.3 | 15.7 | 9.8 | 15.7 | 15.7 | | | |
| Any positive outcomes of our work are recognized and rewarded | Freq | 5 | 22 | 8 | 8 | 8 | 3.16 | 1.271 | High |
| | % | 9.8 | 41.3 | 15.7 | 15.7 | 15.7 | | | |
| Average mean | | | | | | | 3.52 | | |

Source; field data (2024)

Findings on whether employees do their work without interference from their superiors, results in the table above indicate that majority of the respondents 31(60.8%) agreed with the statement, 4(7.8%) strongly agreed with the statement, 9(17.6%) of the respondents were not sure while 3(5.9%) and 4(7.8%) of the respondents disagreed and strongly disagreed with the statement. The mean value of 3.55 means satisfactory agreement. However, a standard deviation of 1.006 presents a wide variance among the responses. The findings therefore imply that decisions of employees in task accomplishment is not interfered with.

Findings in the table above also reveal that 14(27.5%) of the respondents agreed with the statement that employees agree that they get enriched job information from their supervisor, 25(49.0%) strongly agreed with the statement, 4(7.8%) disagreed and strongly disagreed while 4(7.8%) of the respondents were not sure about the statement. The average mean value is 4.02 which is satisfactory and indicates agreement to a large extent and the standard deviation is 1.273 which indicates a wide variance in responses. The findings imply that Malaba immigration office provides job information to its employees through job description.

The study indicated that 16(31.4%) agreed with the statement that the superiors only intervene in case of any errors, 26(51.0%) strongly agreed with the statement and 4(7.8%) were not sure about the statement while 4(7.8%) and 1(2.0%) of the respondents disagreed and strongly disagreed. The mean score of 4.22 is very high signifying that the agreement to high extent and the standard deviation of 1.026 indicates a wide variance among the responses. The findings imply that superiors only intervene in case of any errors.

On finding out whether the employees receive individualized attention from our superiors, results in the table above indicate that 14(27.5%) of the respondents agreed with the statement, 20(39.2%) strongly agreed with the statement and 9(17.6%) of the respondents were not sure about the statement while 4(7.8%) of the respondents disagreed and strongly disagreed respectively. The mean value obtained of 3.82 indicates moderate agreement to some extent and the standard deviation is 1.260 indicates a wide variance in responses.

Findings in the table above indicate that the majority 13(25.5%) of the respondents agreed with the statement that employees are empowered to develop to their fullest potential, 4(7.8%) strongly agreed, 12(23.5%) disagreed and 8(15.7%) strongly disagreed with the statement while 14(27.5%) of the respondents were not sure about the statement. The mean value of 2.86 signifies moderate agreement and the standard deviation is 1.200 indicates a wide variance in responses.

Results also indicate that the 4(7.8%) of the respondents agreed with the statement that employees are motivated to bring in new ideas, 13(25.5%) strongly agreed, 14(27.5%) disagreed and 8(15.7%) strongly disagreed with the statement while 12(23.5%) of the respondents were not sure about the statement. The mean value of 3.00 signifies moderate agreement and the standard deviation is 1.428 indicates a wide variance in responses.

Findings in the table above further indicate that the majority 22(43.1%) of the respondents strongly agreed with the statement that employees have a positive attitude towards our work, 8(15.7%) agreed, 8(15.7%) disagreed and 8(15.7%) strongly disagreed with the statement while 5(9.8%) of the respondents were not sure about the statement. The mean value of 3.55 signifies high agreement and the standard deviation is 1.553 indicates a wide variance in responses.

Findings in the table above indicate that the majority 22(43.1%) of the respondents agreed with the statement that positive outcomes of our work are recognized and rewarded, 5(9.8%) strongly agreed, 8(15.7%) disagreed and 8(15.7%) strongly disagreed with the statement while 8(15.7%) of the respondents were not sure about the statement. The mean value of 3.16 signifies satisfactory agreement and the standard deviation is 1.271 indicates a wide variance in responses.

Descriptive statistics show the overall average mean of 3.35 which shows satisfactory agreement on leadership skills in promoting employee performance at Malaba immigration office. This implies that leadership skills affect the employee performance, taking into consideration all the inter-relations among its study variables which show agreement among respondents

4.4 Linear Regression Statistics

4.4.1 The effect of Work ethics on Employee performance

In a bid to establish the effect of work ethics on Employee performance, a linear regression model was run and the results were presented in table below.

Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .984 ^a | .969 | .969 | .19414 |

a. Predictors: (Constant), Work ethics

Source: field data (2024)

Analysis in the model summary reveals R Square = 0.969 (0.969*100 = 96.9%) which indicates strong positive effect of work ethics on employee performance at Malaba immigration office.

Thus, R Square indicates a good employee performance as a result of work ethics. In terms of percentage of variation in employee performance as explained by the work ethics, the findings reveal that work ethics contributed to 96.9% of the variation in employee performance as explained by R square of .964 which shows that the model is the good prediction. Thus, it can be deduced from the model summary that work ethics explains 0.969 or 96.9 percent of the employee performance while 3.1 percent is explained by other factors beyond work ethics.

Coefficients^a

| Model | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
|--------------|-----------------------------|------------|---------------------------|--------|------|
| | B | Std. Error | Beta | | |
| 1 (Constant) | .185 | .076 | | 2.451 | .018 |
| Work ethics | .960 | .024 | .984 | 39.291 | .000 |

a. Dependent Variable: Employee performance

Significance test was conducted at 5% level of significance and the regression coefficients revealed that work ethics had a positive significance effect on employee performance with sig value (0.000) which is less than 0.05. The beta coefficient 0.984 is positive. Based on this finding, it can be deduced that work ethics significantly affected employee performance. This showed that work ethics is a good predictor of employee performance.

4.4.2 The effect of communication skills on Employee performance

In a bid to establish the effect of communication skills on Employee performance, a linear regression model was run and the results were presented in table below.

Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .995 ^a | .989 | .989 | .11422 |

a. Predictors: (Constant), Communication skills

Source: field data (2024)

Results in the model summary reveals R Square = 0.989 (0.989*100 = 98.9%) which indicates strong positive effect of communication skills on employee performance at Malaba immigration office. Thus, R Square indicates a good employee performance as a result of

communication skills. In terms of percentage of variation in employee performance as explained by communication skills, the findings reveal that communication skills contributed to 98.9% of the variation in employee performance as explained by R square of .989 which shows that the model is the good prediction. Thus, it can be deduced from the model summary that communication skills explain 0.989 or 98.9 percent of the employee performance while 1.1 percent is explained by other factors beyond communication skills.

Coefficients^a

| Model | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. | |
|-------|-----------------------------|------------|---------------------------|------|--------|------|
| | B | Std. Error | Beta | | | |
| 1 | (Constant) | .055 | .046 | | 1.206 | .234 |
| | Communication skills | .989 | .015 | .995 | 67.471 | .000 |

a. Dependent Variable: Employee performance

Significance test was conducted at 5% level of significance and the regression coefficients revealed that communication skills had a positive significance effect on employee performance with sig value (0.000) which is less than 0.05. The beta coefficient 0.995 is positive. Based on this finding, it can be deduced that communication skills significantly affected employee performance. This showed that communication skills are a good predictor of employee performance.

Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .979 ^a | .958 | .957 | .22813 |

a. Predictors: (Constant), Leadership skills

Source: field data (2024)

Results in the model summary reveals R Square = 0.958 (0.958*100 = 95.8%) which indicates strong positive effect of leadership skills on employee performance at Malaba immigration office. Thus, R Square indicates a good employee performance as a result of leadership skills. In terms of percentage of variation in employee performance as explained by leadership skills, the findings reveal that leadership skills contributed to 95.8% of the variation in employee performance as explained by R square of .958 which shows that the model is the good

prediction. Thus, it can be deduced from the model summary that leadership skills explain 0.958 or 95.8 percent of the employee performance while 4.2 percent is explained by other factors beyond leadership skills.

Coefficients^a

| Model | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. | |
|-------|-----------------------------|------------|---------------------------|------|--------|------|
| | B | Std. Error | Beta | | | |
| 1 | (Constant) | -.210 | .100 | | -2.087 | .042 |
| | Leadership skills | .898 | .027 | .979 | 33.233 | .000 |

a. Dependent Variable: Employee performance

Significance test was conducted at 5% level of significance and the regression coefficients revealed that leadership skills had a positive significance effect on employee performance with sig value (0.000) which is less than 0.05. The beta coefficient 0.979 is positive. Based on this finding, it can be deduced that leadership skills significantly affected employee performance. This showed that leadership skills are a good predictor of employee performance.

4.4.3 The effect of management soft skills on Employee performance

In a bid to establish the effect of Management soft skills on Employee performance, a multiple regression model was run considering all variables of management soft skills and all these were all regressed with employee performance. The findings are presented in tables below.

Multiple Regression Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .997 ^a | .993 | .993 | .09326 |

a. Predictors: (Constant), Leadership skills, Work ethics, Communication skills

Source: field data (2024)

To respond to the general objective of the study, findings in the multiple model summary table reveal R Square value = 0.993 (0.993*100 = 99.3%). The study shows that management soft skills have a strong positive effect on employee performance at Malaba immigration office. In explaining the percentage of variation in employee performance as explained by the management soft skills, the researcher established that the management soft skills (leadership skills, work ethics and communication skills) contributed to 99.3% of the variation in the

employee performance as explained by R square of 0.993 which shows that the model is the good prediction. Thus, it can be deduced from the model summary that management soft skills explain 0.993 or 99.3 percent of the employee performance while 0.7 percent is explained by other factors beyond management soft skills.

Coefficients^a

| Model | Unstandardized | | Standardized | T | Sig. | |
|-------|----------------------|------------|--------------|------|--------|------|
| | Coefficients | | Coefficients | | | |
| | B | Std. Error | Beta | | | |
| 1 | (Constant) | -.045 | .043 | | -1.049 | .299 |
| | Work ethics | .036 | .084 | .036 | .423 | .674 |
| | Communication skills | .713 | .102 | .717 | 6.988 | .000 |
| | Leadership skills | .229 | .044 | .249 | 5.146 | .000 |

a. Dependent Variable: Employee performance

Coefficients of regression were used in the study to determine the direction and extent of effect of independent variable on the dependent variable using β (Beta values).

Results reveal that Communication skills is the greatest contributor to employee performance at Malaba immigration office with a Beta value of 0.717 at 0.000 level of significance. This implies that communication skills have a positive and significant effect on employee performance. This therefore answers the research question which stated that *‘what is the effect of communication skills on employee performance?’*

Analysis further reveal that leadership skills is the second contributor to employee performance at Malaba immigration office with a Beta value of 0.249 at 0.000 level of significance. This means that leadership skills have a positive and significant effect on employee performance. This therefore answers the research question which stated that *‘what is the effect of leadership skills on employee performance?’*

Analysis reveal that work ethics is the least contributor to employee performance at Malaba immigration office with a Beta value of 0.036 at 0.674 level of significance. This implies that work ethics has a weak positive and insignificant effect on employee performance. This therefore answers the research question which stated that *‘what is the effect of work ethics on employee performance?’*

CHAPTER FIVE:

SUMMARY AND DISCUSSION OF FINDINGS

5.1 Overview

This chapter presents the discussion of the study guided by the study objectives. The discussion of this study findings was done by reviewing related literature, and comparing and contrasting with other previous studies.

5.2 Summary of the Findings

Three variables were assessed in determining the effect manager's soft skills on employee performance

5.2.1 Effect of work ethics on employee performance

Results from Descriptive statistics show the overall average mean of 2.88 which shows moderate agreement on work ethics in promoting employee performance at Malaba immigration office. This implies that work ethics affects the employee performance, taking into consideration all the inter-relations among its study variables which show agreement among respondents

However, Analysis in the model summary reveals a coefficient of determination, R Square = 0.969 ($0.969 \times 100 = 96.9\%$) which indicates strong positive effect of work ethics on employee performance at Malaba immigration office. Hence the coefficient of determination (R Square) indicates a good employee performance as a result of work ethics.

It can further be deduced from the regression coefficients that work ethics is insignificant to employee performance with beta coefficient 0.036 at 0.674^b level of significance. Since the significance value 0.674^b is greater than 0.05, the study therefore answers the research question which stated that *'what is the effect of work ethics on employee performance?'*

5.2.2 Effect of communication skills on employee performance

Descriptive statistics findings primarily show the overall average mean of 2.93 which shows moderate agreement on communication skills in promoting employee performance at Malaba immigration office. This implies that communication skills affect the employee performance, taking into consideration all the inter-relations among its study variables which show agreement among respondents.

Analysis in the table above reveals a coefficient of determination, R Square = 0.989 ($0.989 \times 100 = 98.9\%$) which indicates strong positive effect of communication skills on employee

performance at Malaba immigration office. Hence the coefficient of determination (R Square) indicates a good employee performance as a result of communication skills.

It can further be deduced from the regression coefficients that communication skills are significant to employee performance with beta coefficient 0.717 at p value ($p=0.000$). Since the p value ($p=0.000$) is less than 0.05, the study therefore answers the research question which stated that *'what is the effect of communication skills on employee performance?'*

5.2.3 Effect of leadership skills on employee performance

Descriptive statistics show the overall average mean of 3.53 which shows satisfactory agreement on leadership skills in promoting employee performance at Malaba immigration office. This implies that leadership skills affect the employee performance, taking into consideration all the inter-relations among its study variables which show agreement among respondents.

Results above reveal a coefficient of determination, R Square = 0.958 ($0.958*100 = 95.8\%$) which indicates strong positive effect of leadership skills on employee performance at Malaba immigration office. Hence the coefficient of determination (R Square) indicates a good employee performance as a result of leadership skills.

It can further be deduced from the regression coefficients that Leadership skills is significant to employee performance with beta coefficient 0.249 at p value ($p=0.000$). Since the p value ($p=0.000$) is less than 0.05, the study therefore answers the research question which stated that *'what is the effect of leadership skills on employee performance?'*

5.3 Discussion of the Findings

5.3.1 Effect of work ethics on employee performance

The multiple regressions findings revealed that work ethics has insignificant effect on employee performance. This was attributed to the fact that the adoption of work ethics sometimes infringes on the employee freedoms in the work place to act outside the set ethical code of conduct thus impairing its significance to influence employee performance. These findings are consistent with Omondi, Rotich, Katuse, and Senaji (2017) who in their study did not find a significant relationship between work ethics and employee performance outcomes. However according to them, continuous training, growing internal capability, and knowledge sharing and utilization within the firm enhances employee performance.

5.3.2 Effect of communication skills on employee performance

The study revealed that communication skills have a significant effect on employee performance. This was attributed to the fact that information concerning our organization activities is widely availed to the public. These findings coincide with a study by Kavita-Musembi (2019) who contend that sharing of information that is highly influenced by the preferences of the project's target groups, as well as public access to project-related information. Communication skills were also found to have a positive impact on project success in Kenya's energy industry, according to the study.

Similarly, in Pakistan a study by Tahir (2019) on the impact of project managers' soft skills on project success. His findings provide evidence that Communication skills, team building skills, and issue solving abilities are among the highly impactful qualities of project managers on project success and these findings give a backing to the current study.

Further Karurang and Mulyungi (2018) evaluated the impact of soft skills on project performance in Rwanda-a case study of the Rwanda Red Cross Society. The Pearson correlation coefficient was used to determine the relationship between the studies' independent and dependent variables and their study found out that there is a strong correlation between communication skills and project success and these findings give a backing to the current study

5.3.3 Effect of Leadership skills on employee performance

The study revealed that leadership skills have a significant effect on employee performance. Analysis reveal that leadership skills are the second contributor to employee at Malaba immigration office. These findings are consistent with Rogo, Rarasati and Gumuruh (2020) who focused on the impact of transformational leadership soft skills of project managers and project success aspects in Indonesia. The study discovered that project managers' ability to influence project success variables was influenced by transformational leadership soft skills. Their results further revealed that Project managers with transformational leadership soft skills were also found to be able to contribute more to the project's vision, mission, and goals.

Additionally, the findings of the current study get a backing from the study of Karurang and Mulyungi (2018) who evaluated the impact of soft skills on project performance in Rwanda-a case study of the Rwanda Red Cross Society. Their findings poised that there is a strong correlation between leadership soft skills and project success.

CHAPTER SIX:

CONCLUSION AND RECOMMENDATIONS

6.1 Introduction

This chapter presents conclusions and recommendations of the study based on the study objectives

6.2 Conclusions

6.2.1 Effect of work ethics on employee performance

Results in multiple regression further reveal that work ethics is the least contributor to employee performance at Malaba immigration office with a Beta value of 0.036 at 0.674 level of significance. Thus, it can be concluded that work ethics has a weak positive and insignificant effect on employee performance. This therefore answers the research question which stated that *'what is the effect of work ethics on employee performance?'*

However, from Descriptive statistics it can be concluded that work ethics promote employee performance at Malaba immigration office as shown by the overall average mean of 2.88 which shows moderate agreement among respondents taking into consideration all the inter-relations among its study variables. This implies that although regression results show that work ethics have a weak positive and insignificant effect on the employee performance, descriptive results support that it promotes employee performance.

6.2.2 Effect of communication skills on employee performance

The analysis from the multiple regression reveals that Communication skills is the greatest contributor to employee performance at Malaba immigration office with a Beta value of 0.717 at 0.000 level of significance. Thus, it can be concluded that communication skills have a positive and significant effect on employee performance. This therefore answers the research question which stated that *'what is the effect of communication skills on employee performance?'*

Descriptive statistics show that communication skills affect the employee performance as shown by the overall average mean of 3.09 which shows moderate agreement among respondents taking into consideration all the inter-relations among its study variables. Therefore, it can further be concluded that communication skills have a significant effect on employee performance at Malaba immigration office.

6.2.3 Effect of leadership skills on employee performance

Analysis further reveal that leadership skills is the second contributor to employee performance at Malaba immigration office with a Beta value of 0.249 at 0.000 level of significance. This means that leadership skills have a positive and significant effect on employee performance. This therefore answers the research question which stated that *'what is the effect of leadership skills on employee performance?'*

Descriptive statistics show that leadership skills affect the employee performance as shown by the overall average mean of 3.35 which shows satisfactory or high agreement among respondents taking into consideration all the inter-relations among its study variables. Therefore, it can further be concluded that leadership skills have a significant effect on employee performance at Malaba immigration office.

6.3 Recommendations

Work Ethics and employee performance

The management of Malaba immigration office should more emphasis on improving work ethics by instituting detailed policies to guide workplace behavior, creating awareness of the shared values and beliefs among the employees, promoting the code of ethics in order to promote professionalism thus enhancing the employee performance. This shall also make the employees understand the acceptable code of conduct required in promoting a good employee performance. Although the study reveals that work ethics have insignificant effect on employee performance, focusing simply on hard skills is not the best way to improve project performance. Therefore, a deliberate effort should be made by all members of management team to enforce work ethics. They should come up with a range of creative ways to enforce work ethics in project management and performance.

Communication and employee performance

The management of Malaba immigration office should encourage and promote development of communication skills by supporting the sharing of information that is highly influenced by the preferences of the organization's target groups, as well as public access to organization-related information. Stakeholder involvement should be encouraged at all operations of the organization. Good and conducive communication environment should be created for stakeholders to communicate and support one another through the sharing of information resources. Findings recommends that information shared to be heavily influenced by the

preferences of the clients served by the organization, as well as for public access to information about organizational activities. It further recommends that stakeholder interaction should be encouraged.

Leadership skills and employee performance

Management should put much more emphasis on leadership skills by coach and mentoring organizational team members, as well as empower and inspire them. The study further recommends that a deliberate effort should be made by management team to enhance soft skills like team building skills, succession planning.

6.4 Limitations of the study

1. The study was faced with different challenges and one of them was distance of the study area and time scope. Because of distance and limited time to the researcher and financial limit, the study only covered Malaba Immigration border post.
2. There was resistance from respondents in giving their full support. To overcome this limitations the researcher made sure that respondents are fully given the reason of the study and promised them the findings of the study was for academic purposes only.
3. The potential is not often reached as returns from questionnaires are usually low which is why a surplus of questionnaires was used and hopefully enough was retrieved which enabled the researcher to run the SPSS. However return rates was considerably improved when the questionnaire was delivered and responded in time.
4. Some respondents wrongly filled the questionnaires. This came as a result of time constraints as some of them rushed to answer the question and attend to their work. But the researcher managed to recover most of the questionnaires well filled. Those which were wrongly filled were ignored.

6.5 Further areas of research

1. Further research can be carried to find out the effect of employees' soft skills on organizational performance.
2. Further research may carried out to find out the effect of management skills on employee performance
3. Further research may carried out to find out the effect of knowledge management on employee performance

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APPENDICES

APPENDIX I: QUESTIONNAIRES

Respondents Survey Questionnaire

Dear respondent, the purpose of this survey is to determine the effects of Soft skills on employee Performance. You are requested to describe your perception using soft skills indicators as stipulated in the boxes also the performance indicators. Data given will be secret and usefully for academic purposes only. Kindly, you are requested to respond these questions below to facilitate valuable information, which will be usefully on this the study.

SECTION A: General Information (Put an Appropriate Answer)

Please put a tick to the right response in the space provided below each item

| | | | | | | |
|----|-----------------------------|----------------|----------------|----------------|----------------|-------------------|
| a) | Age | (1)18 – 30 | (2) 31 - 40 | (3) 41 – 50 | (4) 51 – 60 | (5) 61 and above |
| | | | | | | |
| b) | Gender | (1)Male | (2)Female | | | |
| | | | | | | |
| d) | Education level | 1.Certificate | 2.Diploma | 3.Degree | 4.Masters | 5.PhD |
| | | | | | | |
| e) | Experience in Project Works | (1)1 – 5 years | (2)6 –10 years | (3)11-15 years | (4)16-20 years | (5)Above 20 years |
| | | | | | | |

SECTION B: EFFECTS OF SOFT SKILLS ON EMPLOYEE PERFORMANCE

On the following statements of knowledge transfer practices, please indicate your level of disagree or agreed based on the scale of **1-5 where 1 strongly disagree (SD),**

2 disagree (DA), 3 neutral (N), 4 agree and 5 strongly agree (SA).

EMPLOYEE PERFORMANCE

| Statements | | SA | A | NS | D | SD |
|--|--|----|---|----|---|----|
| 1.I am satisfied with my job position and the responsibilities that I perform | | | | | | |
| | | | | | | |
| 2. Employees in this firm provide efficient services to their customers | | | | | | |
| | | | | | | |
| 3. I have a positive attitude towards my work Duties | | | | | | |
| | | | | | | |
| 4. I enjoy performing my duties on a day to day Basis within the firm | | | | | | |
| | | | | | | |
| 5. I am comfortable working within the Organization for the enforceable future | | | | | | |
| | | | | | | |
| 6. I am able to finish the task assigned within the organization efficiently and on time | | | | | | |
| | | | | | | |

Work ethics

| Statements | | SA | A | NS | D | SD |
|---|--|----|---|----|---|----|
| I do you maintain appropriate confidentiality | | | | | | |
| | | | | | | |
| I do you say “no” to inappropriate requests | | | | | | |
| | | | | | | |
| I am always honest when sharing information with others | | | | | | |
| | | | | | | |
| I always balance organizational and personal needs | | | | | | |
| | | | | | | |
| I am always able to avoid conflicts of interest | | | | | | |
| | | | | | | |
| I do respect the diversity within your organization | | | | | | |
| | | | | | | |
| I always utilize your authority properly | | | | | | |
| | | | | | | |
| I always do challenge myself to “do the right thing | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| Favoritism is never enter into my decision making | | | | | | |
| | | | | | | |
| I always do follow orders if they appear ethical | | | | | | |
| | | | | | | |

Communication skills

| Statements | | SA | A | NS | D | SD |
|--|--|----|---|----|---|----|
| We have a policy on communication that guides Our | | | | | | |
| | | | | | | |
| Information concerning our organization activities is widely availed to the public | | | | | | |
| | | | | | | |
| Our information is largely shaped by preferences of the communities we serve | | | | | | |
| | | | | | | |
| We always use the language that our stakeholders understand while communicating with them | | | | | | |
| | | | | | | |
| The media we use when communicating with stakeholders is that which they like | | | | | | |
| | | | | | | |
| Without hesitation we act on the feedback that we receive from our stakeholders | | | | | | |
| | | | | | | |
| Our external stakeholders are reliably informed of the of our progress | | | | | | |
| | | | | | | |
| We have always maintained timely communications with both internal and external stakeholders | | | | | | |
| | | | | | | |
| Am satisfied with the amount of information I receive I receive from my supervisor | | | | | | |
| | | | | | | |
| I believe that Communication influences behavior of the team members | | | | | | |
| | | | | | | |
| We communicate project results to stakeholders on time | | | | | | |
| | | | | | | |
| We discuss costs, completion time, budget and quality of work with our supervisors | | | | | | |
| | | | | | | |

Leadership Skills

| | | SA | A | NS | D | SD |
|---|--|----|---|----|---|----|
| Any positive outcomes of our work are recognized and rewarded | | | | | | |
| | | | | | | |
| We follow laid down procedures in the course of our work | | | | | | |
| | | | | | | |
| We do our work without interference from our superiors | | | | | | |
| | | | | | | |
| Our superiors only intervene in case of any errors | | | | | | |
| | | | | | | |
| We are empowered to develop to our fullest potential | | | | | | |
| | | | | | | |
| we get support and inspiration from our leaders | | | | | | |
| | | | | | | |
| We have a positive attitude towards our work | | | | | | |
| | | | | | | |
| We receive individualized attention from our superiors | | | | | | |
| | | | | | | |
| We are motivated to bring in new ideas | | | | | | |
| | | | | | | |
| I agree that there is teamwork in what we Do | | | | | | |
| | | | | | | |
| I agree that we get enriched job information from my supervisor | | | | | | |
| | | | | | | |

APPENDIX II

Interview guide

APPENDIX II: INTERVIEW GUIDE

Employee Performance:

1. Explain if you are satisfied with your job position and the responsibilities that you perform
2. Explain if employees in this firm provide efficient services to their customers
3. How do you prioritize tasks and manage your time to meet deadlines and achieve goals?
4. Can you explain about a time when you overcame a challenge or obstacle in your work?
5. How do you set goals and track your progress?

Leadership Skills:

1. Can you describe a situation where you had to motivate a team to achieve a difficult goal? How did you approach it?
2. Explain about a time when you had to make a tough decision as a leader. What was the outcome?
3. How do you empower your team members to take ownership and make decisions?
4. Explain how your positive outcomes of work are recognized and rewarded.
5. Do you get support and inspiration from your leaders?

Work Ethics:

1. Can you describe a situation where you had to work under pressure to meet a deadline?
2. How do you prioritize tasks and manage your time?
3. How do you handle confidentiality and sensitive information?
4. Can you give an example of a time when you went above and beyond in your work?

Communication skills

1. How has the Malaba culture been communicated to the entire workforce?
2. Explain how leaders provide feedback to engage employees?
3. Can you describe a situation where you had to communicate complex information to a non-technical audience? How did you approach it?
4. How do you ensure that your message is understood clearly by your team, stakeholders, or customers?
5. How do you adapt your communication style to suit different audiences and situations?

Appendix III: Post Viva Report



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SCHOOL OF RESEARCH & POSTGRADUATE STUDIES

Dissertation correction compliance report by the candidate (POST VIVA FORM)

Date: 4/11/2024

Name of Candidate: KAGURUKA JESSY

Reg. No:

S22/MUB/MBA/005

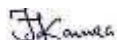
Title of Dissertation: **MANAGER'S SOFT SKILLS ON EMPLOYEE PERFORMANCE: A CASE MALABA BORDER IMMIGRATION CLUSTER**

| SN | COMMENTS BY EXTERNAL EXAMINER | ACTION TAKEN | INDICATOR |
|----|--|---|-----------------------------|
| 1 | Correction of topic | Corrected to manager's soft skills | Cover page and all document |
| 2 | Submission body to be corrected | Corrected to School of Business | Cover page |
| 3 | Alignment of abstract to recommendations | Corrected and aligned to recommendations | Page v |
| 4 | Match findings and recommendations with objectives in the abstract | Matched and aligned | Page v |
| 5 | Include missing references | Included | All the document |
| 6 | Numbers on tables not matching with the list of tables on page xi. | Matched appropriately | Page x |
| 7 | Improving problem statement | Improved through ensuring flow in the relationship between variables. | Page 10 |
| 8 | Adding up the indicators for independent variables and reducing the number of dependent variables from conceptual framework. | Independent variables added and dependent variables reduced to only one | Page 11 |
| 9 | Justification of purposive sampling is not correct | Removed | Page 31 |
| 10 | Reviewing numberings | Reviewed and adjusted | Pages 15-29 |
| 11 | Spellings of authors | Corrected | All the document |

| SN | COMMENTS BY INTERNAL EXAMINER | ACTION TAKEN | INDICATOR |
|----|--|--|----------------------|
| 1 | Operationalization of the conceptual framework | Corrected | Thought the document |
| 2 | references cited in the text missing in the reference list | References included in the reference list. | |
| 3 | Improvement in the conclusion to explain insignificance | Explained by qualitative results | Pages 57-58 |

| SN | COMMENTS BY VIVA VOCE PANNEL | ACTION TAKEN | INDICATOR |
|----|---|---|----------------------|
| 1 | Adding up the indicators for independent variables and reducing the number of dependent variables to one. | Independent variables added and dependent variables reduced to only one | Page 11 |
| 2 | Improve on conclusions with personal opinion not only findings. | More explanations added into the findings | Chapter 4, 5 |
| 3 | Maintain the order of presenting the elements of the dependent variables | Order maintained | Through the document |
| 4 | Improving problem statement | Improved through ensuring flow in the relationship between variables. | Page 10 |

KAGURUKA JESSY:



HENRY OGACHI OMACHE



Candidate's Name

Signature

Supervisor's Name

Signature

Appendix IV: Field Introduction Letter



**UGANDA CHRISTIAN
UNIVERSITY, MBALE UNIVERSITY COLLEGE.**
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BUSINESS DEPARTMENT

To IN-CHARGE IMMIGRATION
MALABA CLUSTER



Dear Sir/Madam,

Re: Academic Research

Christian greetings!

We are honored to introduce to you Mr. Mrs./Miss KAGURUKA JEET
Of Registration Number; 522/MUL/MBA/005 pursuing a Masters'
Degree/Postgraduate Diploma / Bachelor's Degree

Master's Degree of Business Administration

He/ she is required to carry out an academic research on the topic
EFFECTS OF MANAGERS' SOFT SKILLS ON
EMPLOYEE PERFORMANCE.

and thereafter produce a well bound hard cover research report (MAROON) in color for undergraduate and three (BLACK) copies for Postgraduate students as a University requirement for the award of a degree/diploma in the academic discipline that he / she is pursuing.

We shall be grateful for the help you may offer to him or her accordingly.

Thank you.

Yours faithfully,

.....
HEAD OF DEPARTMENT BUSINESS UCU-MUC
Henry Omache Ogachi

