

**FACTORS CONTRIBUTING TO POOR PERFORMANCE OF STATE OWNED
ENTERPRISES: A CASE OF TRANSNAMIB**

**A THESIS SUBMITTED IN PARTIAL FULFILLMENT
OF THE REQUIREMENTS FOR THE DEGREE OF
MASTER OF BUSINESS ADMINISTRATION - FINANCE
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BY

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ABSTRACT

Since 2011, the annual financial reports of TransNamib inform the public about the negative financial performance of the corporation. Therefore, the comprehensive tenacity of this study was to investigate factors contributing to poor performance of TransNamib. In conducting this research three major subsequent questions were answered. (1) What are the factors contributing to poor performance of TransNamib (2) how are the factors contributing to negative performance of TransNamib and (3) what strategies can be implemented to mitigate the problem faced by TransNamib

A mixed method research design was used through the use of a close and open ended questionnaires and an in depth face to face interview which was administered to 30 employees of TransNamib. In- depth interviews were also conducted with 6 participants of which two were from HR (Administration), two from Finance and other two from the Public relations department.

The findings of the study showed that, there is deprived management and supervisory skills in TransNamib. Insufficient and unmodernised resources are one of the major cause of TransNamib catastrophe. Employees working conditions are not conducive, employees are not motivated, and sometimes their salaries do not come on time. The study further discovered that there are no staff developmental strategies at TransNamib. Poor communication at TransNamib hampers effective communication among the employees, poor stakeholder's engagement in the organisation, and that the organisation is failing to attract qualified personnel as a result of poor working conditions are all revealed by the study. The study also found out that TransNamib does not have proper monitoring and evaluation tools to assess the production.

Lastly, the study recommended that TransNamib need to avail sufficient resources: material, financial and qualified human resources. It also recommended that TransNamib must set up proper monitoring and evaluation tools so that they can assess their productivity. Proper communication protocol among employees should be set. It further recommended that the organisation should consider staff developmental opportunities, for

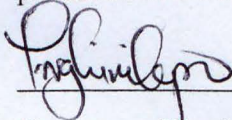
employees to be equipped and enriched with necessary skills that will increase their productive capacities in various jobs.

DECLARATION

I Naamonganye Tuhafeni Mouyelele Nghiwilepo, hereby declare that this thesis is my own work. And that wherever contributions of others involved has been duly acknowledged. It is submitted in partial fulfillment of the requirements for the degree of Master of Business Administration (Finance) at Namibia Business School (University of Namibia). It has not been submitted before for a degree in any other institution of higher education.

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Date

DEDICATION

I dedicate this study to my mother (Hambeleleni Hainghumbi) and my lovely daughter (Foibe Shilongo) for their patience, love, unwavering support and encouragement during the time of doing this research. Mrs. Hainghumbi valued education so much even though she did not go far with her studies, the academic foundation that she laid in me and her motives helped me to climb higher.

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I thank the Almighty God for taking me through this academic milestone which I believe would not have been possible without his grace, power, wisdom, perseverance and strengths. If it wasn't his wish the realisation of this project would have remained nothing but a dream.

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Furthermore, I want to thank my family for the support they rendered throughout this study. A special mention goes to my mother, Mrs. Hambeleleni Hainghumbi and my daughter Foibe Shilongo for the patience they had during the time of compiling this thesis. I treasure very well the precious time I stole from them when I had to be away from home till late as a result of putting together this thesis.

I acknowledge my appreciation to TransNamib management for permitting me to conduct research at their organisation. I don't want to forget everyone who participated in the interview and questionnaire of this study. My profound gratitude to all the other people, not mentioned here, who in one way or another have assisted me in completing this research paper and Master of Business Administration (Finance) program, thank you guys.

LIST OF ACRONYMS

CEO	Chief Executive Officer
DPI	Directly Productive Investments
GDP	Gross Domestic Product
HR	Human Resources
ISO	International Standards Organization
NDC	Namibian Development Corporation
PDP	Personal Development Plans
PEs	Public Enterprises
PM	Performance Management
PRO	Public Relation Office
SADC	Southern Africa Development Community
SMART	Specific, Measurable, Achievable, Realistic and Time limit
SOC	Social Overhead Capital
SOEs	State Owned Enterprises
SRE	Strategic Relational Engagement
TNHL	TransNamib Holdings Limited
UGMQ	Ugandan Grain Milling Corporation

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CHAPTER 1: INTRODUCTION AND BACKGROUND OF THE STUDY

1.1 Orientation of the Study

State owned enterprises (SOEs) are created in all countries of the world to accelerate economic and social development. Yet, increasing evidence indicated that most public enterprises do not strongly contribute to national development or do not perform their public service functions effectively and efficiently, leading to policy-makers engaging in continuing debates over whether or not state owned corporations are viable to economic and social development; and why so many of them have failed to deliver the services for which they were created and how their management can be improved upon to achieve efficient service delivery and stimulate national development (Adesanmi, 2011).

Chata (2010) documented that, Namibia like many newly independent countries embarked on programme of nationalizing key and strategic industries in the country. The main purpose was for the government to have stronger regulatory powers in these sectors as well as to yield revenue from these industries that would be used in the advancement of the socio-political agenda of the day. The popular and broad-based government of post-independent Namibia had an imperative agenda of socially transforming the country where national wealth was equitably distributed (Briscoe & Claus, 2008). Other studies such as Abubakar (2011) indicated that the new government sought to usher in an era of equity; equality and justice in the distribution of the nation's wealth. It was the view of the new government that this noble task could only be achieved if strategic industries were privatized.

The formation of public enterprises plays a vigorous role by contributing to the reconstruction and transformation of both the society and the economy (Georgopoulos & Tannenbaum, 2009). Gcabashe (2005) supports that, public enterprises provide the state with the means to direct investment in order to equalize past imbalances and to create the infrastructure required to stimulate economic growth. To achieve these objectives, public enterprises need to be efficient, governed well and in a position to deliver on government mandate.

Gcabashe (2005) more reasoned that the achievement of the above objectives is not potential without good governance. The Organisation for Economic Cooperation and Development (OECD) (2004) describes corporate governance as the system by which businesses, organisations are directed and controlled. The different participants of corporate governance, that is, managers, board of directors, shareowners and other stakeholders, are responsible for spelling out the rules and procedures and decision making instruments on corporate affairs. Good governance, as per Chata (2010) is not about being simply politically correct, as today's public enterprises seem to be doing about their business but rather inextricably linked to the performance of a company. Not only does good governance enhance corporate performance, it reassures stakeholders that the company is being well-run.

Recent financial scandals of public enterprises in Namibia have raised the issue of whether public companies are being run in the best interests of shareholders or not. Masunda (2013) discussed that 'most of these scandals occurred as a product of poor corporate governance. In Namibia most companies have aligned with the international trend of prioritizing good corporate governance. This however is hampered by a lack of a localized corporate

governance code that speaks to the dynamics of the local environment. To bypass this challenge some companies have adopted the (King 3 Report , 2009) as a code of best practice, it is however important to note that companies that do so, do so voluntarily and there is no legal basis or requirement from a Namibian perspectives for them to do so (Masunda, 2013).

Therefore, this study seeks to investigate factors contributing to poor performance of SOEs, specifically TransNamib. It set to obtain strategies that can be implemented to mitigate the current problem being faced by TransNamib.

1.2 Background of the study

In the theory of Public Enterprises (PEs), Bertucci (2008) articulates that in any economy, there are four types of economic activity: first, those which are privately remunerative- provided by market through Directly Productive Investments (DPI); secondly, those which are socially profitable but not privately remunerative- provided by state, like road building, irrigation, through Social Overhead Capital (SOC) and third, those which are privately remunerative but not capable of private execution, like heavy industry, high technology involving capital intensive investments such as power, transportation, etc.- also provided by the state with or without the help of the market; and fourth, are those that are natural monopolies. PE's are set up to undertake the second, third and fourth category of activity. The third category of activity can be transferred to the private sector when the capitalist development in these countries attain sufficient maturity to enable them to handle capital intensive investment where private sector development takes place along with financial sector restructuring, (Bertucci, 2008).

Namibian State Owned Enterprises (SOEs) was established by the government under State Owned Enterprises Government Act No. 2 of 2006 (Government Gazette of the Republic of Namibia 2006). Namibian SOEs are perceived as catalytic to provision of public amenities such as education, health, transport, housing, water, electricity and many more (Nekundi, 2014).

Namibia pursues a mixed economy and there has historically been no large-scale nationalisation process. This means that the share of SOEs in the national output and in employment is smaller than in many other countries where SOEs has played a larger role or even dominated economic activity over long periods (Flora, 2009). Flora (2009) further state that at independence the number of SOEs was restricted to a few utility companies and four development financing agencies. In the mid-1990s the number of SOEs increased substantially and a large number of additional SOEs were created.

However, given their significant role in the national physical and logistical infrastructure, SOEs operations fulfill a strategic function in the national economy in terms of economic growth, development and poverty eradication (Nekundi, 2014). In Namibia, the State acts through SOEs in a number of recognizable cases. One category of SOEs in Namibia include enterprises providing infrastructure, fulfilling an important role in the provision of basic services such as water and sanitation, electricity, transport and road infrastructure as well as post and telecommunications services. Other categories of SOEs in the Namibian economy included SOEs with regulatory functions, such as the Bank of Namibia, the Diamond Board and the Meat Board and non-partially self-funding, service rendering SOEs with developmental roles such as the Namibian Development Corporation (NDC). Goods and services with substantial “externalities”, i.e. when the consumption of goods or

services has a positive or negative effect on society at large (e.g. education, health), is usually under or over provided for by the market and is therefore seen as an appropriate case for government intervention (Flora, 2009).

Flora (2009) further cited that the financial performance of SOEs since 1993 has been disappointing in most instances, with government expenditure on and lending to SOEs increasing significantly. Government expenditure and lending moreover show a significant shift away from capital transfers to SOEs towards increased lending and spending on salaries and wages. Many SOEs experience high levels of debt as well as declining levels of capital productivity. In 1997 it was estimated that Namibian SOEs contributed 2.3% towards national output and 2% towards total employment - relatively low percentages compared to their contribution in African countries such as South Africa (14.9%), Zimbabwe (11.3%) and Malawi (4.3%) (Chata, 2010).

1.3 TransNamib as a Namibian SOE

The Government of Namibia is committed to provide the necessary infrastructure to expand the economy of Namibia. An additional goal is to strengthen ties with the neighboring countries and serve as a gateway to Southern and Central Africa, in accordance with the SADC Protocol: Protocol on Transport, Communications and Meteorology in the Southern African Development Community, Maseru, and 24th August 1996 (Dierks, 2004). For that reason, TransNamib Holdings Limited (TNHL) was established to fulfill an important role in these aspects. Historically the rail transport system in Namibia has been developed to accommodate needs far in excess of present day requirements. The transport sector is very important and comprises approximately 4, 5% of Namibia's total

GDP (Mubwandarikwa, 2013). In this sector, TNHL still plays a dominant role with both rail and road operations.

TransNamib Holdings Limited is a government wholly owned enterprise of the Republic of Namibia, established in terms of the National Transport Services Holding Company Act, no 28 Of 1998 (TransNamib Annual Report, 2004). TransNamib has its headquarters in Windhoek, and serves both Namibian and regional markets as it has a vast range of commercial depots in all key Centers' in Namibia and South Africa (TransNamib Annual Report, 2004). The company specializes in transportation of bulk and containerised freight utilising a combination of rail and road transportation.

TNHL has 1,802 permanent employees; the enterprise is a significant employer in Namibia which contributes toward poverty alleviation (TransNamib Annual Report, 2013). TNHL is led by two layers of leadership; the Board of Directors and the Executive Management Committee also known as the EXCO. This two layer structure is meant to ensure that the organisation achieves its strategic objectives. The Directorate of Railway Affairs in the Department of Transport of the Ministry of Works and Transport serves as the overseer of the company on behalf of the shareholders (TransNamib Annual Report, 2013).

TransNamib vision is to transport Namibia's success while the company missions are to be the leader in the provision of transport solutions in rail and road through a passion for excellence, to strive for integration within southern Africa, to continue driving customers 'perceptions of value, to offer fair returns to shareholders by reducing operational cost, whilst increasing revenue, to invest, recruit, develop and retain human capital and reward

excellent performance as well as creating a safe working environment for all employees (TransNamib Annual Report, 2004).

However, TransNamib Annual Report for 2012 reported that the company is confronted by ageing infrastructure, which contributes to the continual failures of the locomotives, which affects the overall operations performance adversely. The locomotives are on average of 45 years old and consequently their failure rate rises on a daily basis. This gives rise to late departures and arrivals of trains, late delivery of customer goods and subsequently poor overall performance and less revenue. These accidents cause increasing financial losses. TNHL scandals such as multiple strikes, employees receiving below the market salaries which causes high labour turnover and unable to easily attract skilled employees, as well as non-stop labour disputes emanating from suspensions and dismissal of employees which are largely perceived to be unfair, are all contradicting the company's long term statements (Nekundi, 2014). In contrary to TNHL mission statement, the corporation continues to experience difficulties in negotiating with its unions about salary increases, as a result the company operates with unfilled vacancies in essential positions which contributes to economic in-viability, long-term survival associated with operating losses and escalating debt of the corporation. It is in the light of the above snags that this study pursues to investigate the factors contributing to poor performance of SOEs, precisely TransNamib.

1.4 Statement of the Problem

TNHL is undeniably faced with many legacy challenges. The challenges mostly relate to reliability of service delivery, stakeholder relations, and investment backlogs as evidenced

by ageing rolling stock, old infrastructure, failing rail network and outdated equipment. What is also of TransNamib concern is the failing of market share, deteriorating sales and shrinking profits, (Dierks, 2004). Continuously, Medias and the Annual financial reports of TNHL enlighten the public about the negative financial performance of the corporation. For example in the financial year 2011, the company recorded an operating loss of N\$74 million, in 2012 a loss of N\$67 million, while 2013 a loss of N\$ 183 million (TransNamib Annual Report, 2011, 2012 & 2013). In the same vein, several negative headline stories on the finance of TNHL hit the local media, such as TransNamib battling derailment (Namibian Sun, 2014), Namibia's transport parastatal, TransNamib, has been losing money again, suffering a loss of N\$73.5 million (The Namibian, 2012) and Haimbili was not fired for N\$447 million loss (Namibian Sun, 2012) just to mention but a few.

One wonders whether TNHL will realize its objectives, vision and mission as indicated by the annual reports of numerous years. Various researches from different intellectuals on corporate governance and performance of TransNamib have been conducted year to year and recommendations to the corporation have been proposed but the organisation reputation is further undesirable. Some of the durable recommendations to the corporation by various researcher were to carry out a corporate therapy exercise, the exercise entails the use of replacement and innovation strategy, TNHL's aged equipment and machinery to be overhauled in order to be competitive in the market and derive cost benefit from new technologies. Other researcher's also commended the corporation to adapt the acquisition and development of human capital, whereby one researcher recommends the corporation to acquire the right industry expertise and roll-out updated training programmes for its

workforce. The question remains whether these commendations are executed or not, because TNHL performance is still disconcerting.

Consequently, this investigation is conducted to identify performance challenges that affect the organisation and recommends strategy intermediations to overcome such challenges and improving TNHL financial performances. Furthermore, it is also imperative to explore international and regional best practices on performance management and to develop an intervention strategy to address poor performance of TNHL.

1.5 Research Questions

The broad purpose of this study is to investigate factors contributing to poor performance of TransNamib, therefore the study seek to answer the following questions:

- a. What are the factors contributing to poor performance of TransNamib?
- b. How the factors does contributes to poor performance of TransNamib?
- c. What strategies can be implemented to mitigate on the current problem being faced by TransNamib?

1.6 Significance of the Study

TNHL has been in the eyes of the public for the last few years. As so much has been questioned on the holdings performance, the research questions are relevant and the study goes deeper in answering the questions. The Namibian Government can't continue pumping money to resuscitate TNHL. It is very important to find possible solutions to turn the non-performing entities as such into profitable and efficient companies.

Therefore, the study is significant in establishing the factors contributing to poor performance of TransNamib. The findings and recommendations of the study can drive to the formation of effective performance management strategies which ensure efficiency in State Owned Enterprises, TransNamib in particular and for the overall benefit of the Namibian economy. The study discoveries yearned to empower corporate executives to realize the need to be more thoughtful in prudent financial management than being deficient in control matters. Furthermore, the exploration and findings of the study adds value to the finance expertise of the researcher and expose some key issues that ensure competence of corporations. Lastly, the study lay a strong foundation for future economic and finance researchers who would add a body of knowledge to their fields.

1.7 Limitation of the Study

The study challenge is that there is no enough literature and research done in Namibia about the subject matter to inform an academic study and make an intelligent observation on the performance of Namibian's public enterprises. The study was therefore, not able to conduct a satisfactory and conclusive trend analysis of the performance of Namibia's public enterprises over a longer period of time. Nevertheless, past financial reports were used instead as a major literature source.

1.8 Information sensitivity

The researcher request and granted approval to conduct the study by the top management of the holding and confidentiality was guaranteed. However, due to high sensitivity and confidentiality of the subject matter, the researcher could not obtain sufficient primary

financial information. Some participants did not provide the desired data. For example, vital information of the study was partially availed due to organisation confidentiality rule.

1.9 Definition of terms

Corporate governance is the system of rules, practices and processes by which a company is directed and controlled (The NamCode, 2010).

Economic growth is a long-term expansion of the productive potential of the economy (Soumitra & Manzoni, 1999).

Financial management denotes to the efficient and effective management of money (funds) in such a manner as to accomplish the objectives of the organization (Wilson, 2000).

Organisational performance referred to as being about doing the work, as well as being about the results achieved. It can be defined as the outcomes of work because they provide the strongest linkage to the strategic goals of an organisation, customer satisfaction and economic contributions (Tony & Fowler, 2000).

Poor performance referred to decrease in performance level, low production which results to negative turnover (Wilson, 2000).

State owned enterprises are government owned or controlled entities that are created to provide services on behalf of the government and generate their revenues from selling goods and services on a commercial basis (Flora, 2009).

1.10 Outline of the Thesis

Chapter 1: Introduction and background of the study

This chapter introduces the thesis by discussing the orientation and the background of the study, it deliberate on TransNamib as a Namibian state owned enterprise, then further describe the problem statement. The chapter outline the research questions and rationalize the significance of the study, it communicate the limitations of the survey and its sensitivity. Lastly, the chapter defines the unfamiliar terms.

Chapter 2: Literature Review and theoretical framework

The chapter presents the theoretical framework that guide the study, it then define and discusses the concept of organisational performance. The chapter discourses the empirical studies on the overview of performance management, factors that contribute to poor performance in organisations and the strategies that can enhance high performance in organisations.

Chapter 3: Research Methodology

This chapter presents the approach and methodology. It presented the research design, population, sample and instruments used to assemble data, data collection procedure and data analysis as well as the ethical consideration for this study.

Chapter 4: Analysis and Representation of data

This chapter presents the findings of the study. It gives meanings to the discoveries by demonstrate it with tables, charts and graphs. The chapter further discusses the findings on how each of the identified factors contributes to poor performance at TransNamib. The last

part of the chapter presents the strategies that can be implemented to moderate the current problem being faced by TransNamib.

Chapter 5: Discussions, Recommendation and Conclusions

This chapter presents a summary of the chapters in the study followed by a discussion of the main findings of the study, recommendations and the conclusions of the study. The chapter also presents the areas for further study based on the main findings of the study.

3.2 Theoretical Framework of the study

The theoretical perspectives related to performance of public enterprises were evaluated and presented in this chapter. The ultimate goal was to bring the researcher up to date with the current literature discussion on organisational success and failures.

This study is guided by the theory of Organisational Success and Failure, proposed by Eric G. Pasholla. According to Pasholla (2002), there are key important models that need to be discussed by public enterprises in order to enhance its productivity. 1) The model of strategic organisation development, whereby corporations are required to perform certain tasks to be successful at each stage of their growth. The framework cited six strategic building blocks of successful organisations that was supported by other researchers such as, Bhatta and Freeman (1988), Pasholla & Akashili (2000) which are: the identification and definition of a viable market niche, which is a relatively protected place that would give the organisation sustainable competitive advantages, failing to define the market niche can cause an organisation to experience problems or even failure. Development of products or services for the chosen market niche, whereby analysing the

CHAPTER 2: LITERATURE REVIEW

2.1 Introduction

This chapter presents the theoretical framework of the study, it then define and discusses the concept of organisational performance. Moreover, the chapter deliberates on empirical studies on the overview of performance management, factors that contribute to poor performance in organisations and the strategies that can enhance high performance in organisations.

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This study is guided by the theory of Organisational Success and Failure, propounded by Eric G. Flamholtz. According to Flamholtz (2002), there are key important models that need to be exercised by public enterprises in order to enhance its productivity. 1) The model of strategic organisation development, whereby corporations are required to perform certain tasks to be successful at each stage of their growth. The framework cited six strategic building blocks of successful organisations that was supported by other researchers such as, Brittain and Freeman (1980), Flamholtz & Aksehirli (2000) which are: the identification and definition of a viable market niche, which is a relatively protected place that would give the organisation sustainable competitive advantage, failing to define the market niche can cause an organisation to experience problems or even failures. Development of products or services for the chosen market niche, whereby analyzing the

needs of customers in the market and designing the appropriate product/ service (Flamholtz & Randle, 2000). Acquisition and development of resources required to operate the firm, according to Flamholtz & Randle (2000), the organisation will require additional of physical, financial and human resources. This is the point where the corporate start thinking of the long term vitality of the firm and procure all the necessary resources for the survival. Development of day to day operational systems, Flamholtz (1995) stated that the success of the organisation depends on the reengineering of operational systems. The development of the management systems necessary for the long-term functioning of the organisation. Flamholtz & Randle (2000) specifies that a planning system which will ensure that planning activities are strategic and ongoing. As well as control system which is a set of processes (budgeting, goal setting) and mechanisms (performance appraisal) that would encourage behavior that would help achieve the organisational objectives are all part of management system. The development of the organisational culture that management feels necessary to guide the firm, the rules and ethical codes that guide and govern the interactions and behavior of the organisation, (Flamholtz ,1995). 2) A life cycle model (strategic organisational development at different stages of growth) this framework of Flamholtz (1995) emphasis that organisations experience productive problems if their infrastructure is not consistent with their sizes. The parallel relationship with size and organisational structure leads to organisational life cycle models that complement the organisational developments (Flamholtz, 1995). 3) Dysfunctional consequences of suboptimal strategic organisational development, this framework presented that the strategic organisational equilibrium occurs when there is a fit between the organisation's strategic development of the key building blocks of organisational success and its stage of

development. Therefore, if such fit does not occur, then organisation will experience a variety of organisational growing pains (Flamholtz & Aksehirli (2000).

Furthermore, Flamholtz & Randle (2000) advised Public Enterprise to adapt a Reinvention Process for virtuous performances. Whereby, public enterprises begin with a comprehensive performance review and the formulation of a government strategy for transformation. The government set social imperatives on public sector reform that includes the need to increase employment and rationalize or develop new skills in the labor force as well as promote wider ownership and participation in the economy. The framework similarly indicates that for any country seeks to reform public enterprises, strategy formulation should be preceded by an assessment of the performance of the public enterprise sector carried out by a government commission or agency that can identify SOEs objectives, assets, resources and assess the organisations financial assets and liabilities as well as evaluating their performance in meeting objectives and demonstrate excellent contribution to economic and social development (Flamholtz & Randle, 2000). Additionally, Flamholtz (1995) states that undertake public enterprise reform must often revise the legal framework to clarify the ownership relationships between the state and SOEs, impose internationally accepted accounting and financial reporting standards, and outline governance options.

Moreover, the study also looked at the theoretical framework of improving the performance of public enterprises management in Africa advocated by Professor Khandwalla (1991) and that of Good & Skeates (2013). Khandwalla (1991) devoted time to examine the conceptual issues regarding criteria for evaluating successful and poor performing enterprises. Among the issues raised were: profitability (profit maximization) the major

objective public enterprise should or can pursue. The Professor craved to address the following interrogations to determine if profit is a useful benchmark for determining success or failure of public enterprises: whether profitability is an appropriate concept to evaluate performance of public enterprises, or if the criteria for public enterprise performance evaluation be different from commercial enterprises.

In sharing the experience, Good & Skeates (2013) observed that the evaluation of the performance of public enterprises should be made in the context of the objectives set. In contrary, the concept of Khandwalla also recognized profit as a useful yardstick for determining success or failure of public enterprises; however Good & Skeates (2013) also cautioned that profit can be inadequate or inappropriate criteria for evaluating performance, in instances where governments require public enterprise to pursue both economic and social objectives. Khandwalla particularized that, if public enterprises are directed to achieve certain social objectives, then, the opportunity cost must be clearly established and consciously reflected in the evaluation criteria. Even without making profit, an enterprise could be adjudged to be doing well, if for example, it successfully undertakes rehabilitation programmes in spite of incurring losses. The Ugandan Grain Milling Corporation (UGMQ) was reported to have paid bonuses to employees who had conducted an important rehabilitation programme, even when the company was not making profits (Khandwalla, 1991).

Conversely, the Professor's framework further looked at other criteria for performance evaluation which include: uninterrupted availability of goods and services, extent of short term and long term objective fulfillment, extent of human resource development, extent of quality control (quality of product or service), management efficiency and employee

relations. In addition, Good & Skeates (2013) drew experiences from case studies as well as other relevant experiences from the Indian and Commonwealth cases and identified the following managerial innovations and practices that contributed to the success of public enterprises in Africa: 1) Effective executive leadership- where ingenuity, competence and dynamism of management must be exercised by board of directors. Public companies must have qualified, experienced, creative and committed management. 2) Clarity of objectives and performance criteria- clear specification and appreciation of enterprise mission and objectives in general as well as enterprise performance criteria, communicating objectives within the enterprise, a regular and periodic evaluation of public enterprise. 3) A financial, managerial and commercial autonomy- where governmental interference is limited and the enterprises have full freedom to fix the prices of products, freedom to procure funds from both money and capital market, freedom to invest, freedom to vary the quality and type of product and freedom to hire, discipline, and fire staff. 4) Effective Human Resources Management- positive and responsive personnel policies and practices, including promotion based on merit and sound recruitment policy based on merit to ensure the right person for the right job, motivation and development of employees, including competitive salary structure and conditions of service, and remuneration linked with productivity (i.e. payment of productivity bonus), training as a goal for improving staff productivity and job performance. 5) Effective Communication and Climate of Openness. 6) Sound Financial Structure and Good Financial Management- reliance on modern finance tools and procedures, emphasizing importance of pre and post audit and proper financing strategy. 7) Culture of performance and Excellence- successful performance and pursuit of

excellence and a culture that promotes business or enterprise culture at a highest ethical efficiency.

Beside the success factors, Flamholtz (2002) & Khandwalla (1991) respectively viewpoint issues contributing to the failure or poor performance of public enterprises, in which they include: Excessive control and political interference, Managerial incompetence, Poor financial base of enterprise, Lack of corporate governance and violation of business code of conducts, Low integrity and incompetence of board of directors, Managerial corruption, Poor personnel policies and practices, including overstaffing, high staff turnover, poor job definition, Ineffective practice of strategic management, Low priority attention to promotion of enterprise culture, Impact of external factors beyond the control of management and the organisation at large, comprising price fluctuations in the world market and macro-economic policies of government, Unclear objectives by government, Lack of fiduciary responsibility, Poor industrial relations, Poor feasibility study and location of enterprise, Inability of enterprises to respond to inadequate infrastructural support and Untimely financial reporting.

This exploration therefore sketched insights from Flamholtz, Khandwalla and Good & Skeates theories of organisational success and failure and recognizes the factors that contribute to poor performance of public enterprises. The above theoretical frameworks together with the investigation findings helped the researcher to make necessary recommendations needed to overcome the study problem. The theories were mostly suitable for this study as it acts as a model that needs to be exercised by SOE's specifically TransNamib to increase its performance.

2.3 Concept of organisational performance

Lebans & Euske (2006), study designates that organisations have an important role in our daily lives and therefore successful organisations represent a key ingredient for developing nations. Thus, many economists consider organisations and institutions similar to an engine in determining the economic, social and political progress (Lebans & Euske, 2006). Various authors, such as Brown & Caylor (2009) underscored that continuous performance is the focus of any organisation because only through performance, organisations are able to grow and progress. Thus why, organisational performance is one of the most important variables in the management research and arguably the most important indicator of the organisational performance.

One of the most significant studies belongs to Bourne et al (2005) compared the concept of organisational performance as very common in the academic literature; its definition is difficult because of its many meanings. The author illustrates that there is no universally accepted definition of this concept. In the '50s organisational performance was defined as the extent to which organisations, viewed as a social system fulfilled their objectives (Georgopoulos & Tannenbaum, 2009). Performance evaluation during this time focused on work, people and organisational structure. Later in the 60s and 70s, organisations have begun to explore new ways to evaluate their performance, so performance was defined as an organisation's ability to exploit its environment for accessing and using the limited resources (Yuchtman & Seashore, 2013). The years of 80s and 90s were marked by the realization that the identification of organisational objectives is more complex than initially considered. Managers began to understand that an organisation is successful if accomplishes its goals (effectiveness) using a minimum of resources (efficiency). Thus,

organisational theories that followed supported the idea of an organisation that achieves its performance objectives based on the constraints imposed by the limited resources (Bourne, Kennerley, & Franco-Santos, 2005). In this perspective, profit became one of the major indicators of performance.

Lusthaus, Adrien, Aderson & Carden (1991), narrowed that organisation's performance is made visible through the activities it conducts to achieve its mission. Outputs and their effects are the most observable aspects of an organisation's performance. Ideas about the concept of performance vary considerably, whereby each interest group or stakeholder may have an entirely different idea of what counts. For instance, administrators might define the organisation's performance in terms of the amount of money brought into the organisation through grants, whereas a donor might define performance in terms of the organisation's beneficial impact on a target group.

Additionally, Lusthaus et al. (1991) concurred with what Yuchtman & Seashore (2009) when enlightening about accomplishing goals effectively and efficiency, by construct four organisational performance frameworks that will help organisations to assess their performances. Such models help organisations to clarify important issues and guide the collection of data that will help entities to make decisions to improve their performance and capacity. In brief, the figure below encompasses four framework of organisational performance:

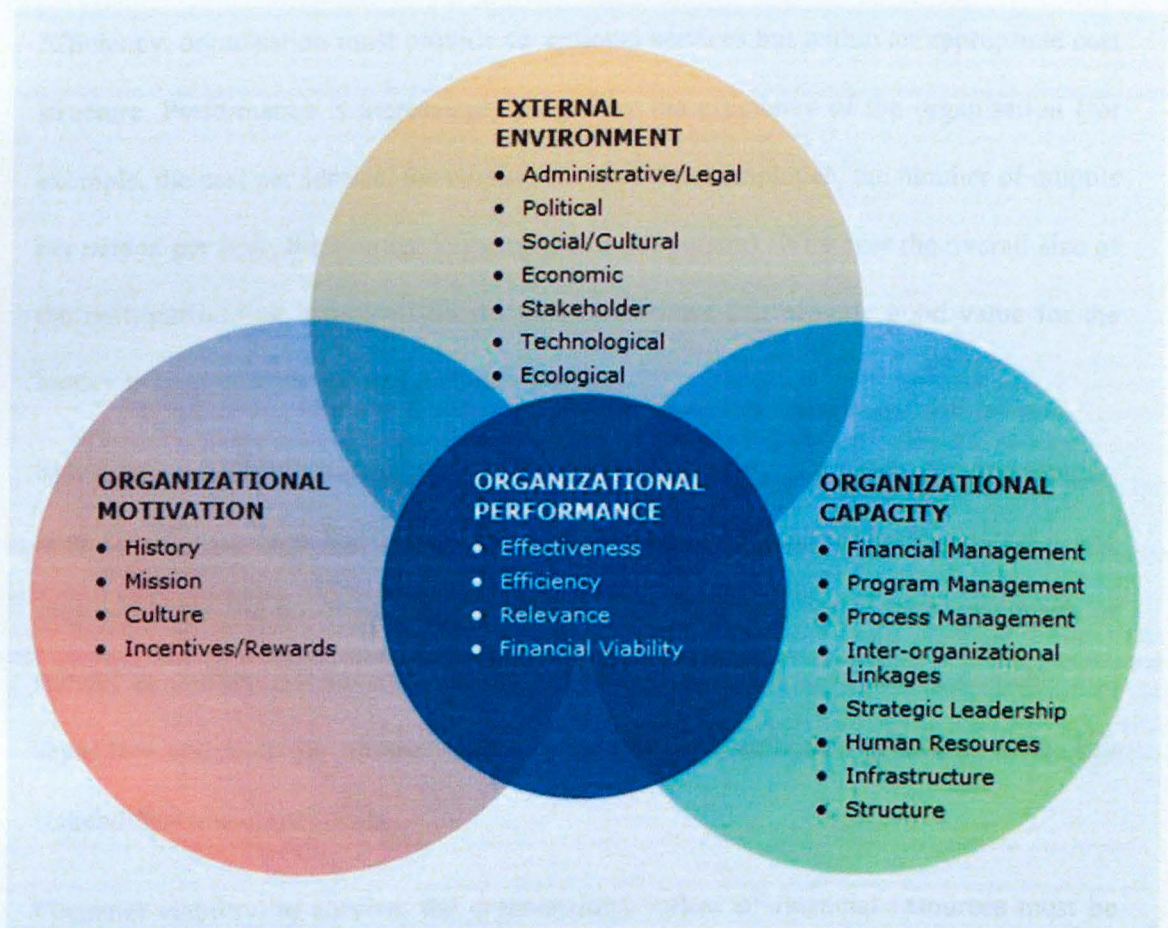


Figure 2. 1: Lusthaus et al. (1991) Figure1, Source: Lusthaus, Adrien, Aderson & Carden (1991), enhancing organisational performance

Lusthaus et al. (1991) similarly elaborate the organisational performance models, effectiveness the degree to which the organisation moves toward the attainment of its mission and realize its goals. Effectiveness, however, is not a simple concept. The basic difficulty in analysing effectiveness lies in the fact that many organisations make multiple statements about their missions and goals. Sometimes these statements are in the organisation's charter; other times, in their strategic documents. Regardless of where these

statements are, the organisation needs a clearly defined guide to the raison of such missions.

Efficiency, organisation must provide exceptional services but within an appropriate cost structure. Performance is increasingly judged by the efficiency of the organisation (for example, the cost per service, the number of outputs per employee, the number of outputs per person per year, the average value of grants per person). Whatever the overall size of the unit, performing organisations are viewed as those that provide good value for the money in both quantitative and qualitative terms.

Relevance, organisations in any society takes time to evolve and develop, but organisation must develop in ways that consolidate their strengths. Organisations face internal and external crises and no organisation protected from becoming out of date, irrelevant, or subject to closure. To survive, the organisation must adapt to changing contexts and capacities and keep its mission, goals, programs, and activities agreeable to its key stakeholders and constituents.

Financial viability, to survive, the organisation's inflow of financial resources must be greater than the outflow. Therefore corporate must consider the conditions needed to make an organisation financially viable include, multiple sources of funding, positive cash flow, and financial surplus.

Moreover, Yuchtman & Seashore (2009) framework for assessing organisational performance talked about the external environment and its wider influences, such as laws and policies that affect the performance of the organisation. The quality of government in the external environment is the key determinant of the organisation's performance and its

prospects for change. The legitimacy, accountability and transparency of the government is centrally important to the organisation and its performance. Organisational motivational factors such as incentives, influences the overall success of the organisation. Incentives encourage hard work behavior's that results to productivity. The framework deliberate that the capacity of an organisations considered in seven interrelated areas that are believed as foundation of the organisation's performance, such as strategic leadership, human resources, financial management, infrastructure, program management, process management and interinstitutional linkages. Each of these areas contains various components, which range in importance among the organisation routine.

2.4 Performance management overview

The fundamental goal of performance management is to promote and improve employee effectiveness. It is a continuous process, where managers and employees work together to plan, monitor and review employees work objectives and their overall contribution to the organisation.

Briscoe and Claus (2008) defines performance management (PM) as the system through which organisations set goals, determine performance standards, evaluate performance, provide performance feedback, determine training and development needs and distribute rewards. Whereas, Blanchard (2012) opined that performance management is an ongoing communication process, undertaken in partnership between an employee and the immediate supervisor that involves establishing clear expectations and understanding the job functions the employee is expected to do. The ongoing dialogues are based on achievement of individual and organisational goals, performance analysis and provision of

feedback that can contribute to high performance and development of personal development plans (PDP). Therefore, Performance Management is a useful approach that can be effective in the planning the development of employees to increase high performance. Blanchard (2012:45) further specifies that performance management system includes the following elements: a) Performance Management communicates a vision of its objectives to all its employees and stakeholders. b) It sets organisational and individual performance targets that are related to wide and broad objectives of the organisation. c) Performance Management conducts a formal review of progress towards the set goals. d) It uses the review process to identify training needs for personal development and reward outcomes. e) It involves the evaluation of the whole process in order to improve the effectiveness. f) It expresses performance targets in terms of measurable outputs, accountabilities and learning targets. g) It uses formal appraisal procedures as a way of communicating performance requirements that are set on a regular basis. Dowling (2010) indicates that a corporate with strong performance management has an empirical evidence favorable reputation which causes higher financial performance and strategic advantage such as plummeting competitive rivalry and agility barriers to deter market entry and charging premium prices.

The figure below presents the process of performance management system that was amassed by Zigarmi (2007). The process, firstly specify the mission/ objectives of the organisation, then identify the magnitudes of job performance, whereby then define and communicates the performance standards and choose the appropriate appraisal methods. The upshot has to be communicated to employees and action plans implemented. The

author further orated that organisations with performance management system performed vastly comparing to ones with no performance system.

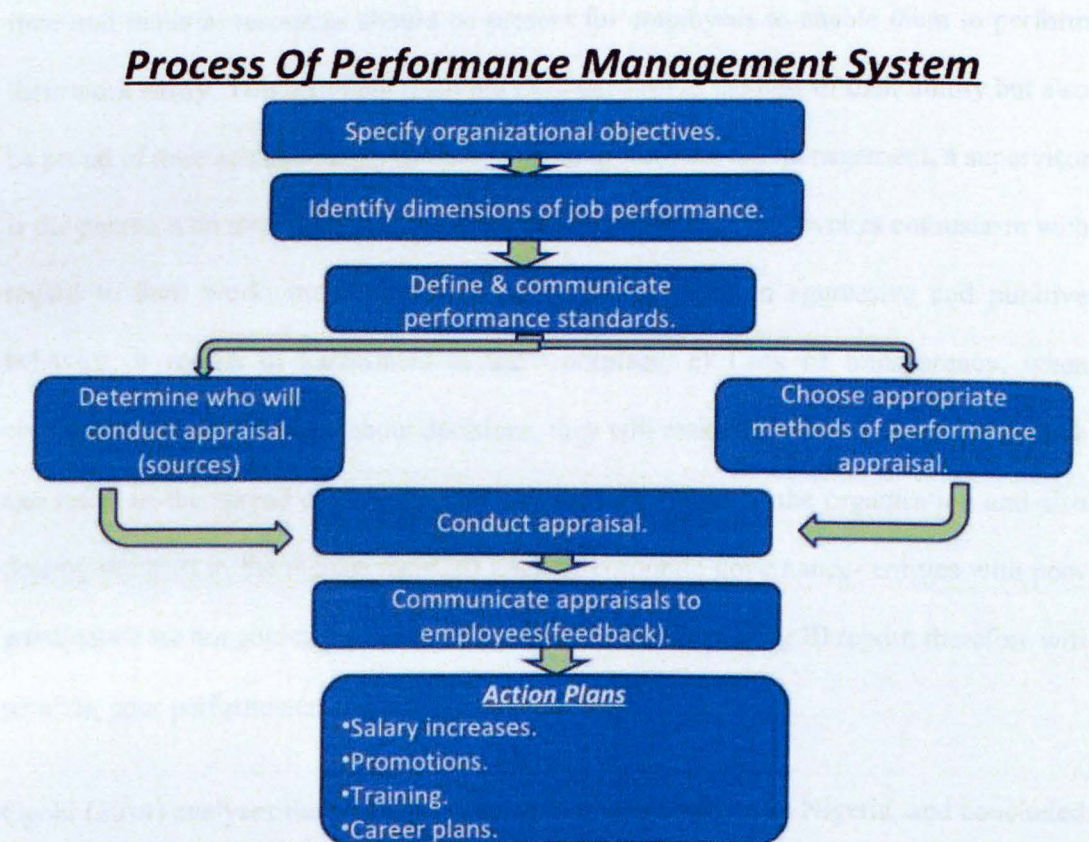


Figure 2. 2 Process of performance management system, source (Zigarmi, 2007).

2.5 Factors that contribute to poor performance in organisations

Poor performance is a simple definition of unsatisfactory job performance which is a gap between the employee's actual performance and the level of performance required by the organisation (Aguinis, 2009). Aguinis (2009:67) asserted the three basic types of poor performance: 1) Unsatisfactory work content — in terms of quantity, quality, etc. 2) Breaches of work practices, procedures and rules — such as breaching occupational health and safety requirements, excessive absenteeism, theft, harassment of other employees, etc.

and 3) Employees' personal problems — usually 'off-the-job' issues that affect their performance at work. Marr (2015:89) similarly, mentioned factors that lead to poor performance at workplace as: a) Inadequate resources, whereby indicates that adequate time and material resources should be present for employees to enable them to perform their work easily. This will help them not only perform to the best of their ability but also be proud of their achievements. b) Poor leadership from the top management, a supervisor is the person who motivates subordinates, instills confidence and evokes enthusiasm with regard to their work, but if the same supervisor engages in aggressive and punitive behavior, it results to harassment at the workplace. c) Lack of transparency, when employees are not informed about decisions, they will make their own assumptions which can result in the spread of rumors. This can hurt the image of the organisation and also destroy the trust in the management. d) Lack of corporate governance- entities with poor governance are not guided by codes of best practices, such as King III report, therefore will result in poor performance and terrible reputation.

Ogohi (2014) analyses the challenges facing public enterprises in Nigeria, and concluded that factors such as political instability, political interference, poor management, control by government, over-protection by government, poor attitude to work by staff and financial mismanagement are all contributing to the organisations failure. Ogohi (2014) further enlightened the above factors as follows: Instability in the political system occurs when the government changes too frequently and unexpectedly, and when every new government wants to appoint its own representatives to the boards of government corporations. These constant changes in the policy-making body of the corporation lead to inconsistent policies.

Endless changes can also lead to delays in the completion of projects or unnecessary changes in projects already embarked upon.

Political interference, public corporations are government companies and sometimes the government and senior government officials can influence and make fellows do things that are not in the overall interests of the corporation. For political reasons, the corporation can be forced to employ unqualified people to do the job or embark on projects that are of no real value to the corporation. Such interference in the affairs of the corporation by the government and politicians will necessarily affect the efficiency of the organisation, (Ogohi, 2014).

Poor Management, Ogohi (2014) analysis showed that most bureaucrats recruited as chairpersons, managing directors and managers of public sectors are not competent enough to run industrial enterprises. Mostly members of the board who make policies for corporations are political appointees with no exposure in the corporation's area of operations (Becker, 2009). This practice has adversely affected the operational efficiency of such enterprises. Managers are recruited on the basis of certain special criteria. Consequently, the managers of such enterprises have failed to define responsibilities and duties of their subordinates, which are indication of lack of managerial efficiency and effectiveness and causes poor performance.

Government Controls, the survey further elaborate that, it is necessary for the government to exercise some control over its corporations but sometimes these controls are so oppressive that the corporations is rendered inactive. In order to compete effectively with private companies engaged in the same business, a government corporation should be

allowed to operate under similar conditions. For instance, if the government, for political reasons, imposes price controls on its corporations and cannot control the prices of other companies engaged in the same business, then the government company cannot return as much profit as the private companies (Bourne, Kennerley, & Franco-Santos, 2005).

Over-Protection by Government the study articulates that some government corporations are like over-indulged children who cannot do anything for themselves. Most of them depend on the government for everything including the payment of staff salaries and the maintenance or replacement of equipment even though they were established to provide services to the public and to make profits. In private corporations the workers work hard to improve their goods and services, while in public corporations the workers do not seem to care especially as they have secure tenure of office, regardless of the financial positions of the corporation (Flamholtz, 1995). Thus the practice of government give grants to its companies on a regular basis makes the workers careless about the quality of work they offer to the corporation.

Poor Attitude to Work many workers in the public sector see their work as government work, they unfortunately believe, require neither seriousness nor commitment. The result is that workers do not do their work at all or do it poorly and the corporation consequently cannot effectively discharge the duties for which they were set up.

Financial Mismanagement some government corporations are notorious for their mismanagement of funds. Money is sometimes embezzled outright. Officials also connive with contractors who are paid in full for work that is either not done or is improperly carried out (Ogohi, 2014).

2.6 Strategies that enhance high performance in organisations.

Organisations go into business to create long term performance and values. So, ecological organisation is one that thrives over the long haul, not just the short haul. This does not mean that it is a static organisation; rather it implies that it is an organisation that is much like a highly adaptive organism, one that beats the evolutionary odds and survives through adaptation (Foster & Kaplan, 2011).

Foster & Kaplan (2011) exploration identified seven main habits below, that high performance organisations do month after month and year after year no matter what the circumstances.

Table 2. 1: The seven organisational habits, Source: (Foster & Kaplan, 2011)

The 7 organizational habits are:

Habit 1: Live an inspiring vision

Habit 2: Communicate clear strategies and goals

Habit 3: Develop your people

Habit 4: Go out of your way to recognize your people

Habit 5: Genuinely care for your people

Habit 6: Listen and adapt to your customers' needs

Habit 7: Continually improve your service/systems

The categorized habits above differentiate high performance organisations from low performance organisations. Many low performance organisations adopt some of the habits

some of the time, but such organisations don't sustain the effort consistently over time, (Foster & Kaplan, 2011). The study urge that to be truly considered as habits, they must be so deeply engrained into the culture and DNA of the organisation that they become its way of life. The 7 habits of high performance cannot simply be initiatives that are piloted or adopted for a season neither a smorgasbord where companies choose three or four they like the most, they are not mutually exclusive by nature, but rather augment each other. The desired increase in performance is only likely to be achieved and sustained if all 7 organisational habits become the organisation's new way of life, (Foster & Kaplan, 2011).

Further studies, such as McPhee (2014:87) inscribes that high performing public sector entities adopt governance program and service delivery approaches that best support the achievement of intended outcomes. To achieve performance objectives, entities need to be outward looking, proactive and innovative in their approach to governance and use issues raised in performance reviews and project evaluations as leverage for positive change. McPhee (2014:97) points out the strategies for achieving high performance, a) Establish a risk-aware culture in which innovative policies and practices are encouraged, suitable risk mitigation strategies are supported and promoted at the highest level of management and government, and individuals are accountable for managing risks. b) Develop a clear and well-informed understanding of entity performance over time, through robust ongoing monitoring and review, in order to identify and act on areas for improvement in a timely fashion. c) Maintain awareness of changing public expectations so that the design and delivery of programs and services evolves when necessary to continue to meet those expectations. d) Encourage active participation of stakeholders in the design, delivery and oversight of programs and services while maintaining a strong performance focus in

service delivery arrangements (this harnesses collective capabilities and builds ownership, responsiveness and resilience (McPhee, 2014).

Scholars such as Mwaura (2007) and Masunda (2013) of entity performance sought to identify the key facets of entity leadership, strategy, culture and management practice that contribute to high performance. While each entity has different circumstances, such studies identified similar behaviors as driving sustained success. These behaviors ('soft governance') are also central to the good governance of the entity when combined with appropriate structured arrangements and processes ('hard governance'). Accordingly, they may be usefully informing senior managers in designing governance arrangements and pursuing management practices that support high performance. Mwaura (2007) highlighted the importance of ongoing performance appraisals, periodic observations, monitoring, coaching, counseling, feedback and record keeping as crucial. Since in this way, performance problems are caught early and corrected before they cause long term and costly consequences.

Moreover, Overholt et al (2007) developed a model of performance that centered on five major characteristics of organisations. The first of these areas is strategic approach. Overholt and others surveyors posit that an organisation's consistency of strategic approach helps determine its success. This consistency can be measured to see how well the organisation "walks the talk." High performance organisations tend to establish clear visions that are supported by flexible and achievable strategic plans. Such organisations also clearly articulated philosophies that set the standards for everyone's behavior. In addition, organisations with strategic approach have leaders, managers, and employees who behave consistently with the strategic plan and the company's philosophy.

The second major characteristic is tied to customer approach. This is how a company treats its customers. High performance organisations tend to have clear approaches to obtaining new customers, treating current customers, and retaining customers. Such companies also build the necessary infrastructure and processes to support their customers.

Third is the leadership approach. This describes the organisation's strategy in managing people to achieve a particular set of behaviors. High performance organisations tend to be clear about what behaviors employees must exhibit to execute the organisations and departmental strategies. Executives and managers set clear goals, understand employees' abilities, and guide their performance.

Fourth are processes and structure. This captures how organisations arrange their work processes, policies, and procedures to support and execute strategy. High performance organisations have processes that reinforce strategy, setting up work flows and tasks that most effectively enable employees to meet internal and external customer needs within the limits of the strategy. Such companies tend to use a wide variety of metrics to gauge the work for each department and the organization as a whole (Chata, 2010).

Fifth are values and beliefs. These are essential to help a company execute its strategy and achieve its mission. High performance organisations typically have a set of well-established values that are the deep drivers of employee's behavior and are well understood by the vast majority of the employees. The values and beliefs are embedded in the organisation and are consistent with the company's approach to leadership, (Overholt et al 2007).

Extensive review of the research indicates that these five factors are the major drivers that influence organisational performance. Each interacts with and influences the others, creating a whole system. A change to one creates changes in the others. Subsequently, the system tends to be in continual flux.

2.7 Summary

This chapter reviewed the theoretical framework used in the study, it then defined and discussed the concept of organisational performance. The chapter covered the empirical studies on the overview of performance management, factors that contribute to poor performance in organisations and the strategies that can enhance high performance in organisations.

CHAPTER 3: RESEARCH METHODOLOGY

3.1 Introduction

This chapter deals with the methodology of the study, it presented the research method used, population and the selection of the sample, instruments used to assemble data, data collection procedure and data analysis, reporting methods and ethical consideration for this study. The purpose of the study is to explore the factors that contribute to poor performance of TransNamib.

3.2 Research design

A research design is a work plan of how to conduct the research study (Mumbwandarikwa, 2013). Collis and Hussey (2003) defined research design as a science or art of planning procedures for conducting studies so as to get the most valid findings. Saunders, et al (2008) mentioned the issues of sampling, methods of data collection, design of questionnaire, observation, document analysis and design of questions as components of research design. The function of research design is therefore to ensure that the evidence obtained enables the researcher to answer the initial questions as unambiguously as possible. Research design is therefore a framework that provides detailed procedures necessary for obtaining the information needed to solve research problems (Christensen et al., 2012).

This study employed a mixed method approaches to collect primary data. Cooper & Schindler (2003) specifies that mixed approaches links field methods such as observation and interviews (qualitative data) with traditional surveys and questionnaires (quantitative data) in one study. Rajaekar & Lakshman (2006) contends that qualitative research can be

described as being non numerical, descriptive, using words and applying reasoning. Saunders et al. (2008) asserted that qualitative research is commonly used to develop theory or explore a topic. It describes the situation and gets the feeling and meaning of the situation. In contrast to qualitative research, quantitative research on the other hand, focuses on showing causal relationships, testing theory and establishing facts. It is based on the measurement of quantity or amount (Saunders et al., 2008).

Given the nature of the present study, both qualitative and quantitative approaches were found to be appropriate to capture the needed data. The qualitative dimension of the study adopted is the phenomenological study that tried to explore the lived experiences of TransNamib employees towards its performance. For example, qualitative research was most appropriate to obtain the respondents' personal perceptions, ideas, feelings and behaviors with regard to work corporate image. On the quantitative dimension the study adopted the descriptive non-experimental design. Marce (2007) stated that non-experimental designs are mainly used in descriptive studies in which the units that have been selected to take part in the research are measured on all the relevant variables at a specific time. Quantitative research was used in assessing the relationship between financial performance and corporate image.

Cooper & Schindler (2003) further mentioned the types of mixed methods as convergent parallel design whereby the researcher relates both quantitative and qualitative data and analyses the results simultaneously, the explanatory sequential design, whereby the researcher first collect and analyses quantitative data, then the qualitative analysis will be

based on quantitative outcomes. This study adopted the convergent parallel design to interpret the quantitative and qualitative data together.

3.3 Population

Welman et al. (2005) concludes that the population selected should be those to whom the research question applies to. For the purpose of this study, population refers to the group of people that are targeted. This study focused on the whole population of TransNamib which is about 1,802 permanent employees (TransNamib Annual Report, 2013). Therefore the study comprised of participants from various department and committees such as the Administrative, Budgeting and Finance, Public Relation Office and operational workers.

3.4 Sample

The sample refers to a small portion or subset of the research population that is chosen to be studied in order to save time and get accurate information (Cooper & Schindler, 2003). This study employed a stratified purposeful sampling strategy. Stratified purposeful sampling takes place when researcher has prior information regarding certain characteristic of the population's composition and they want the selection of sample to reflect it (Nekundi, 2014). A sample size of 30 respondents was used in this study and this sample was made up of 8 participants from Finance department and 22 employees from various divisions of TransNamib such as Human resources (Administration) and the Public Relation Office (PRO) as this are the group with relevant information to answer the research questions. Six participants, two from each of the mentioned departments were selected through simple random sampling to undergo face to face interview.

The response rate of the sample was 100% of the participants. The response rate is the proportion of people actually included in a sample relative to the number of people that were attempted to be included.

3.5 Research Instruments

3.5.1 In-depth face to face interview

Rabin (2011) expounded in-depth face to face interview as a loosely structured interview. It allows freedom for both the interviewer and the interviewee to explore additional points and change direction, if necessary. In-depth interviews offer the opportunity to capture rich, descriptive data about people's behaviors, attitudes and perceptions towards the topic. This study employed structured in-depth face to face interviews with Finance, Administration and the Public Relation Office departments to obtain data for the prime research questions that craves to discover the factors contributing to the poor performance of the company. Interviews were conducted by appointment after seeking the consent from all the participants. The in- depth face to face interviews were recorded using a voice recorder while taking short notes. Face to face interview was useful in this regard as the researcher relates participants' facial expressions and probe more information of the study, even though some participants were uneasy about the anonymity of their response.

3.5.2 Questionnaire

Cooper & Schindler (2003) points out that research questionnaire guides and centred the study. It should be short, clear and focused; as well as synthesize multiple sources to present the research argument, (Christensen, Johnson, & Turner, 2012).

This study used a questionnaire with close and open ended questions to collect primary data from random selected employees of TransNamib. The questionnaire were structured in three sections, whereby section A is about the biographical information of participants, section B is questions related to organisational management and section C about mitigation strategies. Questionnaires were used because are most reliable and essential tools that gather good information on the factors that contribute to poor performance of TNHL from operational employees, however a bit of dishonest was apprehended as some respondent was attempting to protect the companies privacy.

3.6 Data collection procedure

The researcher obtained the consent to conduct the study. Interview schedule were drafted to allow the scheduling of appointments from each of the participating members. Each of the participating members completed an informed consent form. The researcher obtained an ethical clearance letter from the University before undertaking the study. After confirmation with respondents, the researcher visited the specific participant at agreed time. In addition, questionnaires were also dispensed to other participants and were collected after three weeks by the researcher from the premises of TransNamib.

3.7 Data Analysis

Cooper & Schindler (2013), data analysis is a technique to reduce, organise and giving meaning to data. Data collected were edited, evaluated and measured against the research to ensure their completeness, consistency, accuracy and relevance. The researcher used Microsoft Excel to analyze the quantitative data and use it to generate graphs, tables and charts where necessary to give meaning to data. The thematic content analysis was done to

break down the qualitative data obtained into manageable themes or concepts (Collis & Hussey, 2003).

3.8 Ethical considerations

Welman, Kruger and Mitchell (2005) indicated that any kind of research study must be guided by the principles of respects for people, understanding of research benefits and application of justice. Thus, in this study the researcher ensure honesty in the methods and procedure of collecting and reporting the data by ensuring that the results of the study is not falsified or misrepresented. Respondents were informed of their rights toward the study, presenting the respondent with the data collection procedure and assured them about the privacy of their participation in the study and that their views would be treated with a high level of privacy and will be destroyed after one year upon the completion of the study. Confidentiality and anonymity was guaranteed to all participants throughout the research.

3.9 Summary

This chapter dealt with the methodology employed by the study. The adoption of both qualitative and quantitative approach has been justified by this chapter. Population and the sampling are also explained. The methods of collecting data by means of interviews and questionnaires, procedures and instruments used to analyze the data have been explained. Finally, the ethical consideration used throughout the study is clarified.

CHAPTER 4: ANALYSIS AND REPRESENTATION OF DATA

4.1 Introduction

This chapter presents the findings of the study. The first part presents the biographical information of the participants followed by a presentation on the findings of the factors contributing to poor performance at TransNamib. The chapter further presents the findings on how each of the identified factors contributes to poor performance at TransNamib. The last part of the chapter presents the strategies to be implemented to mitigate on the current problem being faced by TransNamib; then followed by a detailed discussion of the study findings reconciling them with the reviewed literature.

4.2 Questionnaire for Employees

4.2.1 Biographical information of the employees

4.2.1.1 Gender of the participants

The study established the gender distribution of the participants. Figure below shows the results of the gender distribution of the participants.

Figure 4. 3: Gender of the participants

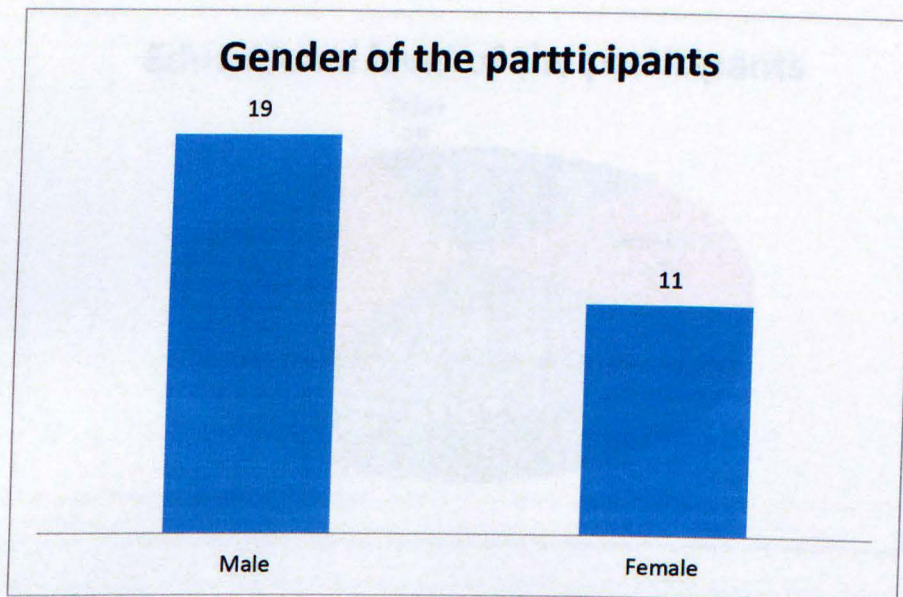
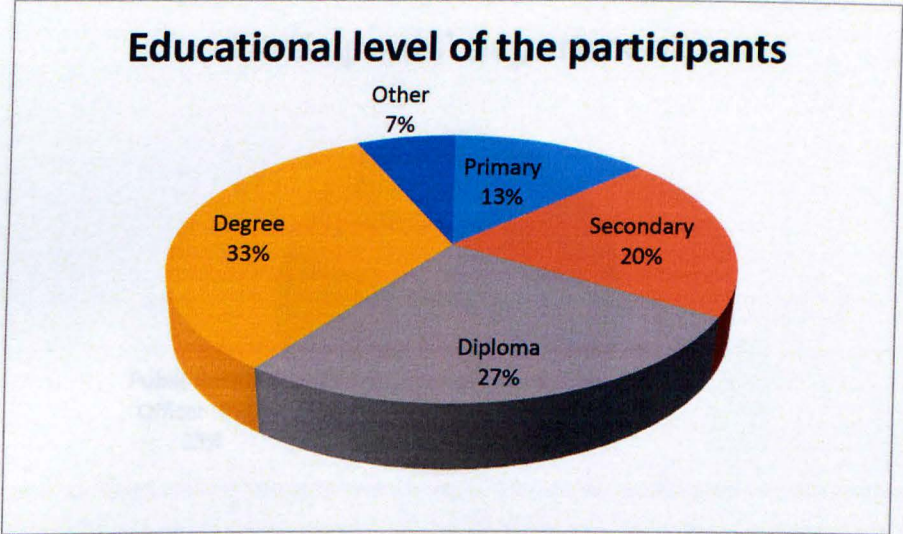


Figure above shows that 19 (63.3%) of the participants were males while 11 (36.6%) were females. More males than females participated in the study.

4.2.1.2 Educational Level of the participants

The study also elicited the educational levels of the participants. The figure below presents the findings from the participants.

Figure 4. 4: Educational Level of the participants

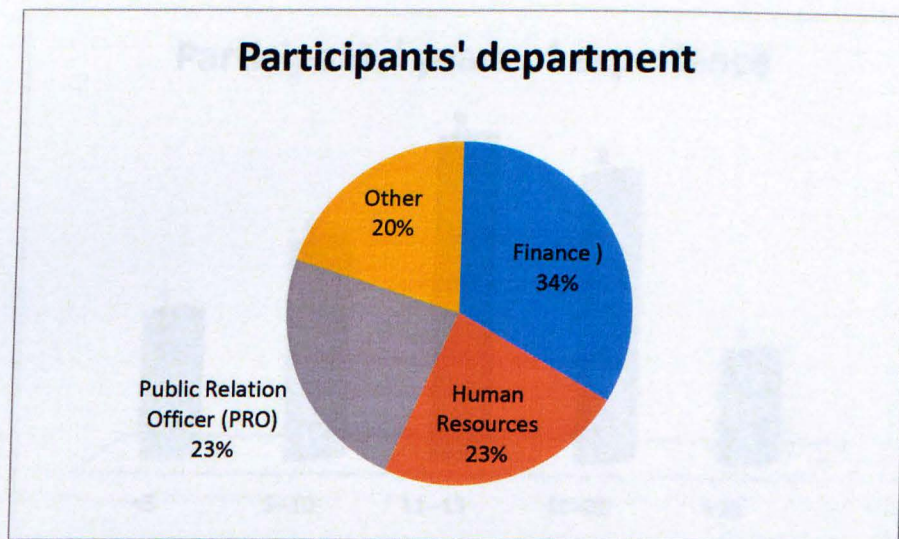


The figure above shows that 33% of the participants had degrees, 27 % had diplomas, 20% had completed their secondary education and 13% had gone up to primary school, 7% had other educational attainments.

4.2.1.3 Participants’ department

The participants for this study were from various departments for TransNamib. The figure below shows a distribution of the various departments from which the participants were coming from.

Figure 4. 5: Participants' department



The figure shows that 34% were from the finance, 23% were from the public relations office, while the other 23% were from the Human Resources department, and 20% were from other departments unspecified in the study.

4.2.1.4 Participants' years of experience

Years of experience in working in a certain organisation can also be used to predict or judge ones performance in an organisation. The study therefore unveiled the years of experience the participants had with TransNamib. The figure below presents the results.

Figure 4.6: Participants' years of experience



The figure shows that 4 participants had worked for TransNamib for less than five years, 6 participants had worked for TransNamib for between 5 and 10 years, nine participants had a working experience between 11 and 15 years, 8 participants had an experience between 16 and 20 years and only three participants had an experience of more than 20 years. These findings show that 26 participants had more than five years' experience of working for TransNamib. Based on these findings it can be concluded that the majority of the participants had the relevant experience in terms of years to keep the productive levels as high as possible since they had been with the organisation for a long period of time.

4.2.2 Questions related to organisational management

4.2.2.1 Quality of your work content at TransNamib

The study also unveiled the participants' ratings on organisational quality of work content. The figure below shows the results from the participants.

Figure 4.7: Quality of your work content at TransNamib



The figure shows that 13 participant rated the work content as being very poor, another 13 rated the work content as being poor, 1 rated the quality of work content as being good, 2 rated it as being very good and finally none rated it as being excellent. The study then combined very poor and poor to form one category POOR, and good, very good and excellent as being GOOD. The study concluded that 26 rated the quality of work content as being POOR while 3 rated the quality of work content as being GOOD.

These findings concur with the findings of Brown & Caylor (2009) who stated that if the work content is poor, the corporate organisational performances will also be poor. On this note Chata (2010) advised that organisational management should have meaningful work content that keeps organisational productivity high.

4.2.2.2 Work practices and procedures that are often breached by employees at TransNamib

The study elicited the various work practices and procedures that are often breached by employees at TransNamib. The table below presents the participants responses on this aspect.

Table 4.2: Work practices and procedures that are often breached by employees at TransNamib

Occupational health and safety	7
Excessive absenteeism	12
Theft	19
Harassment	24
Other	25

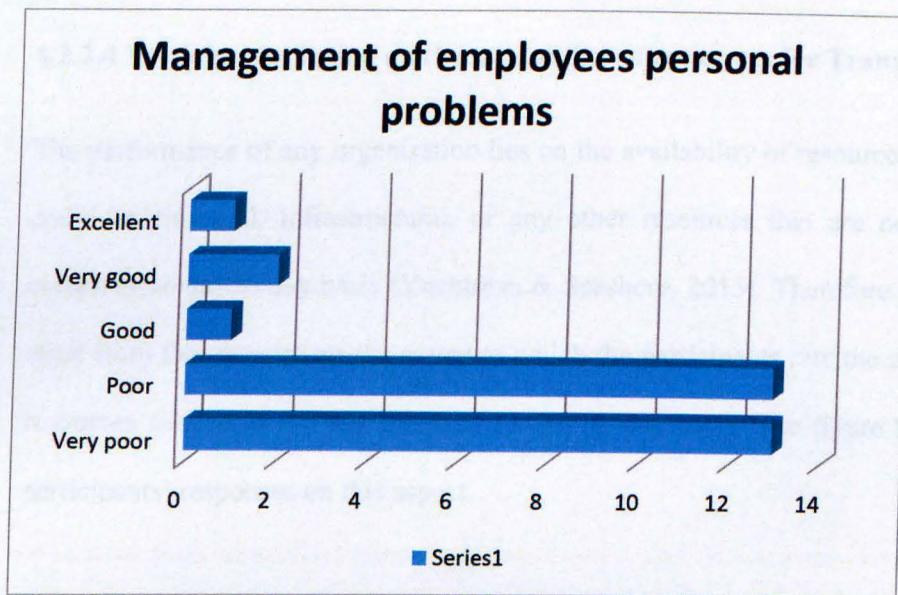
The table above shows that 7 participants indicated occupational health and safety practices as being breached at TransNamib, 12 indicated excessive employee absenteeism, 19 indicated theft as being one of the breached practice at TransNamib, 24 indicated employee harassment as one of the main practices that is being breached at TransNamib, 25 indicated that there are other work practices that are being breached at TransNamib. These finding corroborated with the findings of Overholt, Dennis, Lee, Morrison, & Vickers (2007) who noted that poor organisational work practices are result of poor management strategies,

and such practices can hamper organisational productivity. Dierks (2004) supported that employees who lack sound of organisational discipline deter the progress of the organisation since their organisational motives oppose the goals and motives of the organisation. Such employees, will affect the productive capacity of the organisation and this will ultimately lead to massive loss to the organisation.

4.2.2.3 Management of employees personal problems

Employee productivity is said to be associated with the way the management addresses their personal problems (Blanchard, 2012). Employees who are troubled and have their social and personal problems not being addressed by the organisation are likely to have a low productive capacity (Éric, 2012). Therefore the study tried to establish a rating of the extent at which TransNamib addresses the employee personal problems. The figure below presents the participants responses on this aspect.

Figure 4.8: Management of employee's personal problems



Thirteen participants indicated that the company is very poor on this aspect; another thirteen indicated that the company is poor on this aspect; one indicated that the organisation is good on this aspect; two indicated that the organisation is very good on this aspect; one indicated that the organization is excellent on this aspect. The study then combined those who said very good, good and excellent to form group GOOD and those who indicated very poor and very poor to form one group POOR. On this aspect the study concluded that 26 indicated that the company is poor in the management of employee personal problems, and 4 indicated that the organisation is good in their management of employees' problems.

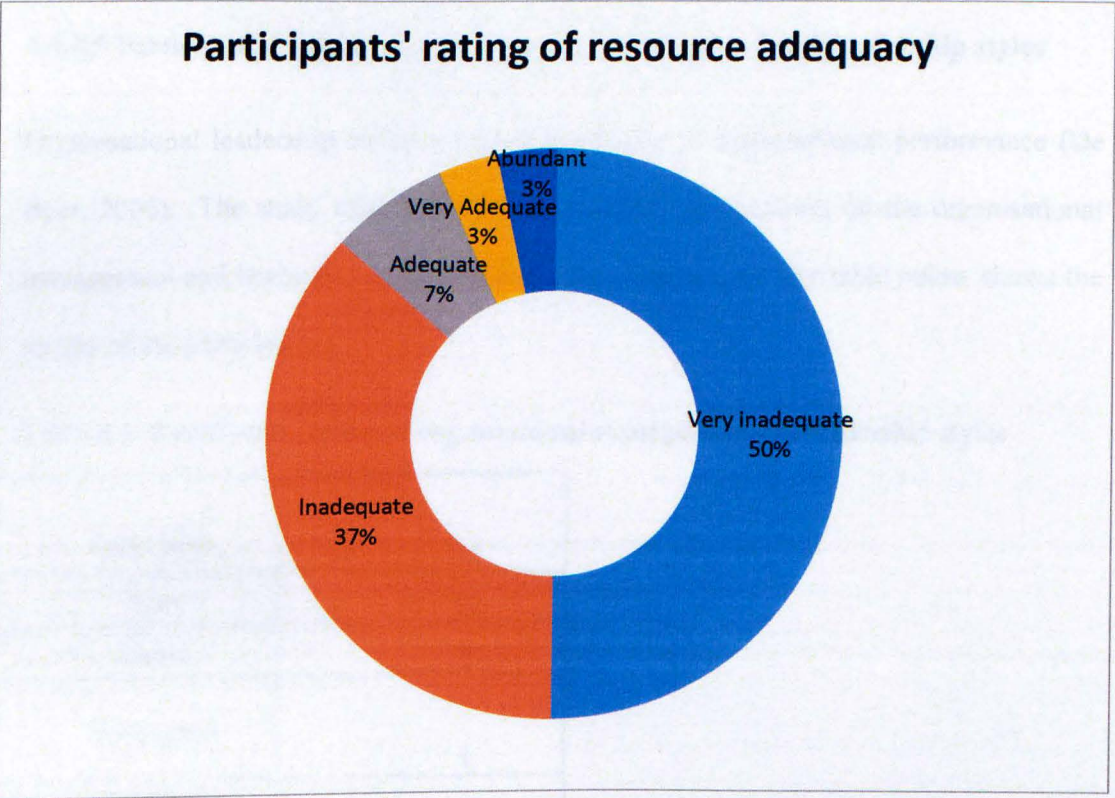
These findings correspond with the findings of Zigarmi (2007) who stated that it should be the responsibility of the organisation to have a department that is responsible for managing the employees personal problems. Briscoe & Claus (2008) argue that management of employees personal problems in an organisation keeps the organisational staff happy and

healthy and makes them more productive than when their personal problems are not managed.

4.2.2.4 Participants' rating on the availability of resources for TransNamib

The performance of any organisation lies on the availability of resources. Such resources could be financial, infrastructural, or any other resources that are needed to run the company on day to day basis (Yuchtman & Seashore, 2013). Therefore the study tried to elicit from the participants the extent to which the participants rate the availability of the resources needed to run the company on day to day basis. The figure below shows the participants' responses on this aspect.

Figure 4.9: Participants’ rating on the availability of resources for TransNamib



Fifty percent of the participants stated that the resources are very inadequate, 37% stated that the resources are inadequate, 7% stated that the resources are adequate, 3% stated that the resources are very adequate, and 3% stated that the resources are abundant. The study then combined inadequate, and very inadequate to form one group INADEQUATE and adequate, very adequate and abundant to form one group ADEQUATE. The study concluded that 87% rated that the resources are inadequate and 13% rated that the resources are adequate.

The findings above concur with the findings of Cranny, Smith, & Stone (2011) who stated that inadequate resources in an organisation lowers the productivity of that organisation. If

the resource capacity is low, then the employees will not perform as expected since they have nothing to use for them to be productive (Warren, 2011).

4.2.2.5 Participants' rating of organisational, management and leadership styles

Organisational leadership styles are good predictors of organisational performance (De Beer, 2006). The study established the participants' perspectives on the organisational management and leadership styles in enhancing productivity. The table below shows the results of the participants.

Table 4.3: Participants' rating of organisational management and leadership styles

Very poor	14
Poor	12
Good	2
Very good	1
Excellent	1

The table shows that 14 participants rated the organisational management styles as being very poor, 12 rated them as being poor, 2 rated them as being good, 1 rated them as being very good and 1 rated them as excellent. The study then combined very poor and poor to form one category POOR, and good, very good and excellent as GOOD. The study concluded that 4 participants rated the organisational management and leadership styles as being GOOD and 26 rated them as being POOR.

These findings concur with the findings of King 11 (2004) who alluded to the fact that management and supervisory styles need not be too autocratic or laissez faire but need to

be transformational and democratic for it to enhance high productive capacity of an organisation. This fact was echoed by Georgopoulos & Tannenbaum (2009) who stated that organisational leadership styles are the lubrications to employee performances.

4.2.2.6 Participants' rating of the level of organisational transparency

Organisational transparency influences the performance and productivity of an organisation as stated by Cranny, Smith, & Stone (2011). If management are transparent in their organisational areas and the way they run the organisation, this can impact positively on employee productive capacity leading to organisational success (Marr, 2015). On this note the study established the participant's rating on organisational transparency. The table below presents the participants' responses on this aspect.

Table 4.4: Participants' rating of the level of organisational transparency

Very poor	4
Poor	17
Good	3
Very good	1
Excellent	5

The table shows that five participants rated the organisational transparency as being excellent, one participant rated it as being very good, three rated it as being good, seventeen rated it as being poor and four rated it as being very poor. The researcher then combined excellent, very good and good to form one category GOOD, and poor and very poor to

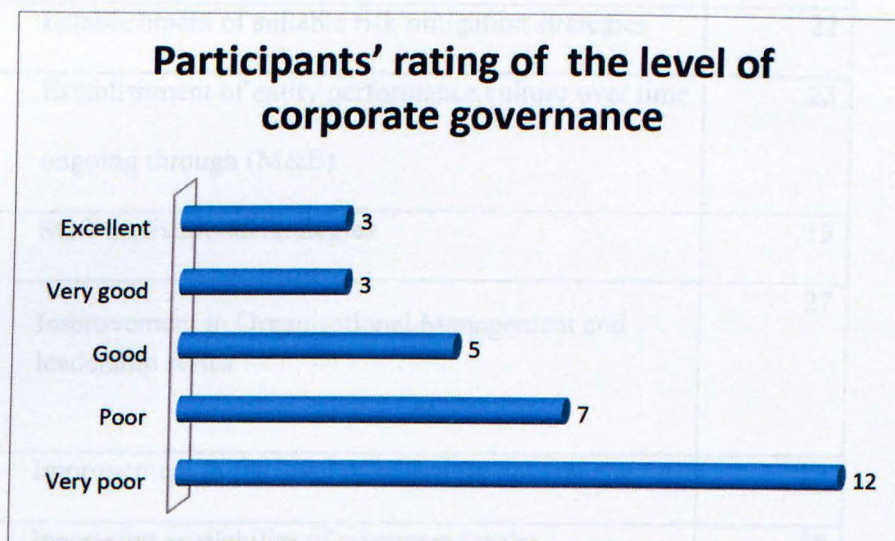
form one category POOR. The study concluded that 21 participants rated the organisational transparency as being POOR, and 9 rated it as being GOOD.

The findings above harmonize with the earlier findings of Warren (2011) who stated that organisations goals and objectives need to be communicated to all the employees so that they know exactly what they have to do and how they should do it rather than working without any transparency on objectives. Daniel (2008) argued that organisational transparency gives the employees the greenlight on what they have to achieve. This keeps them focused all the time as they work towards achieving such goals.

4.2.2.6 Participants' rating the level of corporate governance

The study also unveiled the level of corporate governance for TransNamib. Corporate governance is the system of rules, practices and processes by which a company is directed and controlled (Bourne, Kennerley, & Franco-Santos, 2005). This involves striking a balance between the interests of the company and its stakeholders e.g. shareholders, management, customers, suppliers, financiers, the government and the community (De Beer, 2006). Companies whose corporate governance practices are good always perform well in terms of productive capacity. The figure below shows the participant's' rating on this attribute.

Figure 4.10: Participants' rating of the level of corporate governance



The figure above shows that 12 participants rated TransNamib as being very poor in its corporate governance practices, 7 rated it as being poor, five rated it as being good, 3 rated it as being very good and another three rated it as being excellent.

The findings above validate with the findings of Overholt et al. (2007) who contend that an organisation should have an upright relationship with its corporate partners e.g suppliers, financiers, and other business partners for it to maintain high levels of productivity.

4.2.3 Mitigation strategies to improve on the productive ability for TransNamib

The study elicited some improvements strategies for TransNamib from the participants.

The table below presents the participants recommendation strategies to improve the productive capacity for TransNamib.

Table 4.5: Mitigation strategies to improve on the productive ability for TransNamib

Improvement in organisational transparency	30
Establishment of suitable risk mitigation strategies	22
Establishment of entity performance culture over time ongoing through (M&E)	23
Staff motivational strategies	15
Improvement in Organisational Management and leadership styles	27
Improvement in the level of corporate governance	23
Increasing availability of resources for the organisation	28
Reduce over reliance on government by using business diversification	25

The table shows that 25 participants recommended that TransNamib should reduce over reliance on the government and should also diversify their business and generate their own income, 28 recommended that TransNamib should avail resources, 23 recommended that the organisation should improve its corporate governance practices, 27 stated that the organisation should improve its organisational management and leadership practices, 15 recommended that TransNamib should improve its motivational strategies, 23 recommended that TransNamib should improve on the establishment of entity performance culture over time ongoing through (M&E), 22 recommended that the organisation should

establish suitable risk mitigation strategies, while all 30 participants recommended that the organisation should improve its transparency.

These findings support the findings of (Shikongo, Chimanyiwa, & Ndemulunde, 2011; Bank of Namibia (BoN), 2015; Mumbwandarikwa, 2013; McPhee, 2014) who cited that organisational transparency, sound leadership and management skills are needed in organisations for the corporate to achieve meaningful productivity. Mumbwandarikwa (2013) stated that organisational management and supervisors need to increase availability of resources for the organisation to achieve sufficient productivity. Shikongo, Chimanyiwa, & Ndemulunde (2011) contend that organisations without proper M & E structures will not perform well.

4.3 Presentation of the interview results

4.3.1 Participants' biographical information

The study elicited the biographical information of the participating employees for TransNamib. The table below tabulates the results.

Table 4.6: Participants' biographical information

Participant	Gender	Age	Position
1	Male	35	Finance
2	Male	38	Human resources (Administration)
3	Male	41	Public Relation Officer

4	Female	34	Finance
5	Male	43	Public Relation Officer
6	Female	53	Human resources (Administration)

The table shows six participants from the three departments at TransNamib. The represented departments are the finance, public relations and human resources. Out of these, four were male and two were female. The male were aged 35, 38, 41 and 43 years, while the female were aged 34 and 53 years.

4.3.2. Presentation of the interview results

Data presentation includes the description of the collected data into some form of explanation, understanding or interpretation of the organisation and situations under investigation. This involves tuning, and modeling of the data from the interview into findings which provide useful information, suggesting conclusions, and supporting decision-making. Since in depth interview results followed a qualitative approach, data was analyzed thematically and presented in themes and sub-themes. The data was collected during the individual in depth face to face interview and was transcribed and then analyzed according to the framework of data analysis for qualitative research by (Braun, Virginia, & Clarke, 2007). The researchers' interpretations and analysis are integrated with the literature, which serve as evidence of the themes and sub-themes (Cook & Campbell, 2003).

Thematic analysis is performed through the process of coding in six phases to create established, meaningful patterns (Braun, Virginia, & Clarke, 2007). The themes were identified through sequential phases which are data familiarization, data coding, searching for themes and theme development, reviewing themes, defining and naming themes and finally writing up the theme. The data was then presented in themes with transcribed quotations of the respondents being included to support the findings. The themes and sub-themes that emerged from analyzed transcribed collected data are presented in the table below.

Table 4.7: Themes and sub-themes

THEMES	SUB-THEMES
Theme 1: Poor management and supervisory skills	Sub-theme 1.1: Increased employee absentees
	Sub-theme 1.2: Poor communication in the organisation
	Sub-theme 1.3: Poor attraction of qualified personnel
	Sub-theme 1.4: Lack of proper production monitoring tools
Theme 2: Non conducive working environment for employees	Sub-theme 2.1: Harassment of employees
	Sub-theme 2.2: Poor motivation on staff members
	Sub-theme 2.3: In availability of proper salaries for employees
Theme 3: Poor management of employees personal problems	Sub-theme 3.1: Decrease employee morale
	Sub-theme 3.2: In availability of staff development among employees

Theme 4: Poor employee developmental strategies among employees	Sub-theme 4.1 Poor employee developmental strategies among employees
Theme 5: Lack of resources for the organisation to use	Sub-theme 5.1 : Lack of engagement of organisations stakeholders
	Sub-theme 5.2: Lack of adequate training on management
Theme 6: Recommendations for improvement	Sub-theme 6.1: Increasing availability of resources for the organisation
	Sub-theme 6.2: Compliance to corporate governance rules
	Sub-theme 6.3: Availing proper monitoring and evaluation tools
	Sub-theme 6.4: Diversification of their business and reduce reliance on government subsidies

4.4 Theme 1: Poor management and supervisory skills

Management involves four aspects i.e. planning, organising, directing and leading. Poor management and supervision is when the organisational management fails to plan, organize, lead and direct thereby leading to poor productivity (Dierks, 2004). As a result of poor management organisations fail to keep up with the expected standards productivity. Management and supervisors motivates subordinates, instills confidence, and evokes enthusiasm with regard to their work (Collis & Hussey, 2003). If the same supervisor engages in aggressive and punitive behavior, it results in harassment at the workplace. One of the main factors contributing to poor productivity as asserted by the employees is poor management and supervision. The following melodies substantiates this theme regarding management

"This company is led by people who don't seem to know what they are doing, the way they handle their employees is like they don't care about the future of the company" (Participant 3).

"The way employees are treated here is like you don't contribute anything productive to the organisation." (Participant 5).

The findings above correspond to the findings of Overholt et al. (2007) who stated that leadership and supervisors need to have great respect for their employees since they are the ones who are key to high production in an organisation. On this aspect Briscoe & Claus (2008) state that good supervision and management promote a positive working spirit for the employees and enhance their productive capacity.

4.4.1. Sub-theme 1.1: Increased employee absentees

Absentism of an employee is defined as an act of having few days at work than expected by the organisation. Employees need to be present and punctual for their duties every day if productivity is to be kept high (Becker, 2009). If an employee is given more working hours than stipulated by the organisation, they may end up absenteeism themselves. The organisations employees need to make sure that they have the right workloads (Marr, 2015). The type of leadership in an organisation determines how employees will respect their work schedule by being present. If employees feel that the leadership and management are autocratic, can then false sick leave for them not to come to work and this has the ultimate effect to productivity of the organisation (Georgopoulos & Tannenbaum, 2009). The following emerged from the participants to substantiate this subtheme:

"Here people just do as they want, sometimes you go to the bank expecting that you have been paid and you find nothing there. So people will come to work when they want and some can even go for some days or weeks without coming to work." (Participant 3)

"Sometimes the train can arrive but there is no staff to offload it, it can stay for several days at the railway station until people are called to offload it". (Participant 6)

These findings corroborate with the findings of Ogohi (2014) who stated that employee absenteeism is caused by poor management and supervisory skills. On this note Aguinis (2009) state that organisational managers and supervisors should have respect for their employees so that they always have a positive keenness of work. This will also help them to be intrinsically motivated to come to work everyday.

4.4.2 Sub-theme 1.2: Poor communication in the organisation

Communication need to be effective to provide a good feedback, and management need to effectively communicate with their workers on organisational goals, plans and objectives (Yuchtman & Seashore, 2013). If there is no good communication between subordinates and management, or subordinate to subordinate in an organisation, employees will develop an "I don't care attitude". If management does not communicate with the subordinates, the subordinates will not feel being part of the organisation (Marr, 2015). The "I don't care attitude" comes as a result of management not incorporating employees in the plans and objectives of the organisation. There must be a clear communication through memos, emails etc. so that they know what to be done in the organisation (Becker, 2009).

Management needs to constantly sell their ideas to the employees so that they can get their buy in. The manager needs to have a clear communication channel so that they know exactly what has to be done. If the communication protocol is poor, this can affect the organisation's productivity. Most organisations should have a way that assesses the effectiveness of the communication channels within the organisation. Information should not reach employees through grape vines (Warren, 2011). This study unveiled that there is poor communication among workers and management at TransNamib and this could be one of the leading factors to poor productivity. The following sentiments support this theme.

"The management sometimes does not communicate to us about important decisions they want to do, even on some critical decisions that affect our lives" (Participant 2)

"They are just running the company like they are running their houses, they are the bosses and we just have to dance to their tunes" (Participant 6)

The findings above concur with the findings of McPhee (2014) who stated that effective organisational communication is key to organisational performances. Brown & Caylor (2009) contend that organisations should have a sound way to communicate with their employees either through notice boards, emails or even forming WhatsApp communication groups where issues related to the organisation can be communicated to all employees.

4.4.3 Sub-theme 1.3: Poor attraction and retention of qualified personnel

If the management and employees do not have the relevant experience and qualifications, they will not perform (Blanchard, 2012). Employees need to be qualified and they also need to have sufficient exposure in such organisation. The human resource department

needs to employ competent of the personnel that have both experience and the necessary qualifications (Chata, 2010). The organisation should be able to attract and keep people who are qualified, who know how to perform specific tasks in the organisation. They need to be able to return their manpower i.e. attracting and retaining the labor force all the time so that they also keep the institutional memory (Masunda, 2013). If the organisation cannot retain people with special skills e.g. engineers who are competent by not being able to create work conducive conditions that retain such manpower, it will not have high productivity (Foster & Kaplan, 2011). In line with this theme, the following emerged from the interview.

"People are just coming and going, leaving some critical positions with non-qualified personnel" (Participant 4)

"They are just recruiting people without the relevant papers to run the organization" (Participant 3)

"We don't seem to have people with the right expertise to run the organization" (Participant 2)

"People who have the right experience do not stay I don't know why" (Participant 6).

The above harmonizes with the findings of Collis & Hussey (2003) who stated that organisational success and progression lies in the organisations ability to attract and retaining well qualified personnel. Such personnel will stay in the organisation if the organisation offers attractive packages and other benefits given to such employees

by the the organisation in appreciation to their efforts. If this is not so, employees will not stay in those organisations.

4.4.4 Sub-theme 1.4: Lack of production monitoring and evaluation tools

Monitoring of production of tools is needed so that the organisation has means to access its own productivity capacity. An organisation needs to have preset policies; procedures or other operating standards to monitor its own production (Dowling, 2010). If policies are not clear, unrealistic or outdated to manage the current productive capacity, a company cannot perform as expected. If there are outdated procedures in the production line this can affect the productive capacity. The International Standards Organisation (ISO) is a board that provides a regulated standard in which organisations should meet for it to perform well (Georgopoulos & Tannenbaum, 2009). ISO can be used to monitor quality, employee health and safety and the environment. The organisation should have a computer system that need to be modern to meet the needs of the current system (Nekundi, 2014). If a company does not have preset guidelines with regards to quality of their production they will not be able to monitor and evaluate their production capacity. In this regard the following emerged in the interview with the participants:

“There is no proper monitoring system for the company to see whether it's making profit of loss” (Participant 2).

“The company has no ways of assessing their own productivity capacity” (Participant 3):

The findings above concur with the findings of Lebans & Euske (2006), who stated that appropriate monitoring and evaluation tools need to be in place in every organisation for

the organisation to be able to assess its own productive capacity. Such tools will help the organisation to be able to make the necessary adjustments in the way its doing business.

4.5 Theme 2: Non conducive working environment for employees

Non conducive working environment can inhibit the productive capacity of an organisation (Aguinis, 2009). Dowling (2010) state that such environment can discourage employees to work freely to achieve organisational goals. The study unveiled that non conducive working environment is one of the factors that inhibit TransNamib to perform as expected. To substantiate this theme, the following emerged from the participants:

"This working environment is really not conducive at all, the management doesn't seem to value our efforts as employees" (Participant 5).

"Working for TransNamib was the greatest mistake I ever made in my life, the environment is very unconducive, and we always threatened by management with expulsion as if they pay well." (Participant 4).

The above findings corroborate with the findings of Lebars & Euske (2006) who stated that work environments need to be conducive, to enhance the employees productivity. Marr (2015) stated that if the work environment is not conducive the employees will either quit the organisation for better organisations or they may work with low morale.

4.5.1 Sub-theme 2.1: Harassment of employees

Employee harassment can be one of the most serious factors that affect productivity of an organisation (Aguinis, 2009). Harassment of employees can be between or among employees or between subordinates and superior. If management and supervisors lack the

proper skills to correct their employees, it can reduce the morale of the employees and ultimately reduce their productive capacity (Becker, 2009). Harassment can also emanate from different sex. Superiors want subordinates to comply with their orders; failure to comply will result in harassment. There are cases where bosses or colleagues threaten an employee for no reason or pass offensive remarks against the employee (Brown & Caylor, 2009). This leads to the creation of a hostile environment in the workplace. It also disturbs the sense of belongingness amongst employees. Harassment is one of the factors that seem to affect the productive capacity for TransNamib as emerging from the participants. To validate this claim, the following emanated from the participant:

"We are insulted like useless people, and the management doesn't seem to consider us as being important" (Participant 6)

"Here there is so much tribalism and some tribes think that they are more superior than others, people backbite and harass each other so much making the workplace very uncondusive." (Participant 3)

These findings concur with findings of Briscoe & Claus (2008) who stated that management should be able to resolve disputes with subordinates in an amicable manner. If employees are harassed, this makes them feel unloved, and uncared for. Once employees feel uncared for, then productive capacity and work performance is affected.

4.5.2 Sub-theme 2.2: Poor motivation on staff members

Management need to keep their work force happy for them to be more productive (Bourne et al., 2005). Employees need to be motivated; poor management can be reflected in

management failing to motivate their employees. Abraham Maslow states that employees need to be promoted, they need to be given incentives, bonuses, and authority and they need to be given autonomy to do what they want (Briscoe & Claus, 2008). If an organisation is taking people from outside the organisation without promoting the personnel that has been with the organisation for many years this can demotivate the already existing employees and ultimately affect their productivity. The workforce which feels demotivated does not perform (Becker, 2009). Employees need their efforts to be recognized by management.

If an employee is not motivated they will not work with commitment dedication and enthusiasm. Maslow states that employees have needs to be met and their needs need to be met in a hierarchical manner. Employees get motivated when their needs are met and this gives them the desire to work even harder. If their needs are not met, it discourages them and demotivates them and reduces their productive capacity (Chata, 2010). This can make them lose their zeal and morale for work leading to decreased productivity. The participants in the study indicated that their motivation levels are low and which could be attributed to the poor performance. Employees need bonuses or other incentives if they have met targets or performed well. The following sentiments substantiate this theme:

"Nobody seems to recognize our effect as employees, none sees the good work we are doing, and I feel like absenting myself for even a month". (Participant 2).

"I wonder what type of a company TransNamib is, you cannot get even a thank you or even a sweet for good work done. (Participant 1).

The finding above corresponds to the findings of Warren (2011) who argued that poor staff morale impacts negatively on employees performance. Employees need to have high working morale for them to perform well. If the staff morale is low, it can lead to absenteeism among the staff members and this lowers production.

4.5.3 Sub-theme 2.3: In availability of proper salaries for employees

Poor remuneration and compensation makes employees not to perform. Employees need meaningful remunerations to appreciate their efforts (Briscoe & Claus, 2008). They need leave days, medical aids, and health and safety compensations for them to perform. The participants indicated that their remunerations are in adequate and sometimes they wait for some days to get their salaries. They have poor benefits and no compensation for health and safety. The following quotes substantiate the participants' sentiment:

"The salaries we are getting are just inadequate to keep us motivated to work."

(Participant 3)

"Working for TransNamib doesn't really reward you can actually spend the salary they give you in a day." (Participant 4)

The finding above harmonizes with the earlier findings of Ogohi (2014) who stated that organisations need to pay employees as stipulated in the contracts signed. If employees are not paid accordingly, this makes them feel cheated by the employer. This lowers employee productivity since it affects their morale and desire to work. Hatcher (1994) state that employees need salaries, bonuses or other incentives for them to keep their productivity high.

4.6 Theme 3: Poor management of employees personal problems

Employees need their problems to be managed for them to remain productive at work. If employees come with their personal problems, they need the organisational management to help them cope with these problems for them to remain productive (Chata, 2010). The modern workplace is full of demands, deadlines, etc. with no consideration for the challenges and problems faced by the employees (Flora, 2009). There are employees who sustain and perform under pressure, while some employees succumb to rising pressures in many organisations (The Organization for Economic Cooperation and Development (OECD) , 2004). Thus, an aggressive environment where the stress levels are high will prove detrimental to employee performance. Poor management of the employees' personal problems was found to be one of the factors contributing to low productivity of the workers at TransNamib. The following quotes substantiate this claim:

"It seems that management has nothing to do with the problems of the employees at TransNamib". (Participant 3).

"TransNamib management don't really have a department of social welfare that caters for the problems of the employees, people are just suffering with their social problems." (Participant 2).

These findings concur with the findings of Georgopoulos & Tannenbaum (2009) who stated that organisations need to have a social welfare department which deals with the employees personal problems. This department need to have a counsellor who from time to time assist the employees with coping strategies. This will help to maintain a health workforce that will keep the organisational productivity high.

4.6.1 Sub-theme 3.1: Decreased employee morale

Employees need to understand the vision of what you are doing as an organisation (Blanchard, 2012). That vision alone will motivate and inspire them to be more productive in the organisation. The company's true purpose should be to "Improving Lives" as every team member (Foster & Kaplan, 2011:67). The team is directly improving the lives of the individuals they provide massage therapy for, but is also improving the lives of HR teams by administer the entire massage program fully, leaving them free to do their own jobs. Additionally, they improve the lives of CEOs and stakeholders by improving employee retention and morale and decreasing worker's comp claims and health insurance cost (Hatcher, 1994). If employee morale is low they will not feel the need to put effort in whatever they do. This affects the organisational productivity and the team spirit severely. Employees for TransNamib have low working morale, and are not happy with the working environment. The following emerged from the employees to substantiate this theme:

"We are not important in this organisation, they only value some people and some are not relevant at all" (Participant 4).

"I really regret why I chose to work for this organisation, I just hope I will get something better soon, I am just not happy with everything". (Participant 3)

The findings above corroborate with the findings of De Beer (2006) who argue that organisations need to keep the working morales of their employees high for the employees to remain more productive at work.

4.7 Theme 4: Poor employee developmental strategies among employees

Training and development is important towards organisational success. There is need for an organisation to have a standalone department that caters for staff development (Lebans & Euske, 2006). Technology keeps changing daily and new technologies are being introduced and as such employees need to be staff developed to use or interact with the new technologies for them to remain productive in their work (Zigarmi, 2007). There is need to have a policy on staff development. Employees need to be trained to adapt to the new ways of doing business. Poor developmental programs in an organisation means that, an employee will not know what is modern in the system and employees need to have workshops that will train them on how to interact with new technology (Flora, 2009). Business is dynamic and whatever is done in an organisation changes and people need to be adapted for change (Foster & Kaplan, 2011). TransNamib management doesn't seem to have proper staff developmental programs in place. The following emerged from the participants:

"There is nothing like staff development or training for employees here." (Participant 2)

"There is no one who is allowed to go for any form of training even if you do not understand how the system works nobody trains you on how to do things." (Participant 6)

The findings above match with the earlier findings of Shikongo et al. (2011) who stated employee staff development as one of the important component for business success.

4.8 Theme 5: Lack of resources for the organisation to use

Adequate time and material resources should be available to employees to enable them perform their work easily (Aguinis, 2009). This will help them perform to the best of their ability and be proud of their achievements and performance. To make an employee productive and efficient, it is important to equip them with the right tools (Lerner & Abba, 2012). Ignoring the potential benefits of resource availability in the workplace may diminish the productivity and performance of employees. TransNamib does not have enough resources to use for them to increase their productivity. The following statements substantiate this theme:

"Our trains are old; the cranes are old and very risk to work with". (Participant 3).

"Everything here needs renovation for us to be more productive. Our trains can spend days or weeks coming from Windhoek with several breakdowns." (Participant 5)

The findings above concur with the findings of Dowling (2010) who stated that organisations need to have adequate resources such as financial, material etc for them to do their work. If employees do not have adequate material resources, they will not be able to be productive in their work endeavours.

4.8.1 Sub-theme 5.1: Lack of engagement of organisations stakeholders

The term "stake," need to differentiate between groups that have a legal, moral, or presumed claim on the firm and groups that have an ability to influence the firm's behavior, direction, process, or outcomes (Mwaura, 2007). A broad spectrum of stakeholders has a direct impact on your core business. In today's increasingly interconnected world, organisations that foster a deep level of connection with their stakeholders are more

successful in shaping that impact to their greatest advantage (Foster & Kaplan, 2011:78). Organisations should have sound “Strategic Relational Engagement” (SRE) where they foster meaningful relationships into their business. Such engagement can transform stakeholder fear and/or animosity into understanding, productivity and strategic impact. TransNamib does not have sound relational engagement with their various stakeholders. The following sentiments emerged in the interview to substantiate this theme:

“I wonder whether there are any stakeholders working with this organisation because the way it gets broke shows that people are just doing things their way.” (Participant 5).

“This organization really needs the involvement of stakeholders so that they can resuscitate it”. (Participant 4).

This above concur with the earlier findings of Daniel (2008) who stated that organisations need to relate well with their various stakeholders for them to remain highly productive. On this aspect Flamholtz (1995) in his theory of organisational success states that stakeholders engagement keeps the organisations employees viable in their bussiness endeavour and maintain a high level of production all the time.

4.9 Theme 6: Recommendations for improvement

4.9.1 Sub-theme 6.1: Increasing availability of resources for the organisation

Once a person gets employed, he/she automatically becomes a human resource of that organisation (Flamholtz E. , 2002). The precautions of social, environment, political and economic factors which have forced many organisations to retrench their workers, makes the organisation to produce far below capital utilization (Becker, 2009). Human resources

of any organisation hold the key to its survival, profitability and sales growth which entails prosperity, future economic and social development. Every organisation need three main resource to survive they include -Financial resources, Physical resource which include material and Human. Any organisation needs money to pay its staff and buy essential materials or equipment for operation (Lusthaus et al., 1999). There is no organisation with no human resources that can remain productive in its business. Even though an organisation has got all the money and machine or material needed, it must still find capable people to put them into effective use. It is therefore logical to claim that human resources are the most important of the three essential resources of an organisation (Masunda, 2013). In this study the participants highlighted that if resource availability is enhanced; this will increase their productive capacity and get the company on toes again. Besides, the amount of capital invested in an organisation its success or failure depends on the quality of people who executive its programme (Flamholtz, 2002). The following sentiments substantiate this theme:

"We really need financial resources, so that the company can smoothly operate again. At the moment the company is operating at a loss because it does not have all the necessary resources." (Participant 6).

"The company doesn't have sufficient financial resources, and other material resources needed to keep it running". (Participant 3).

These findings collaborate with the findings of Foster & Kaplan (2011) who stated that organisations should maintain strong human resource for optimal performance. In order for organisation to survive, it must train and develop its human resources, for it is the human resources that hold the key to its survival, prosperity, future economic and social

development. The success of any organisations is also by ensuring that the available human resources are motivated adequately (Overholt et al., 2007). The major causes of organisational conflicts are sharing of limited resources. Employees always compete for the scarce resources. Therefore it's the prime responsibility of the management to ensure that the available scarce resources are utilized properly for the benefit of the organisation and other stakeholders (De Beer, 2006).

4.9.2 Sub-theme 6.2: Improving conflict management protocols

Managers should develop appropriate strategies to resolve conflicts as they arise in their organisations (Bank of Namibia (BoN), 2015). Management should put in place appropriate procedures to be followed to resolve any conflict which might arise in the organization (Dowling, 2010). This theme is supported by the following quotes from the participants:

"If this organization can improve the way they resolve organizational friction, I am sure this can make this company more productive again." (Participant 5).

"TransNamib need to improve the way they resolve organizational disputes." (Participants 3)

These findings correspond to the findings of (Briscoe & Claus, 2008) who stated that organizations need to have appropriate conflict management procedures in place all the time for them to keep their workforce productive. The procedures in place to resolve conflicts should be communicated to all employees. For instance, when any disagreements arise among the employees, it should be reported to the management and then management should get statements from the parties involved, brainstorm the

issue and make recommendations on how to resolve the conflict (Chata, 2010). The outcome of the resolution should be binding to all parties involved and they should commit themselves that in future, they will continue to resolve conflicts as they arise amicably. Therefore, depending on the nature of the conflict it's recommendable that the management should apply more than one strategy to resolve it.

4.9.3 Sub-theme 6.3: Availing proper monitoring and evaluation tools

Employee's performance evaluation criteria should be clearly spelled out and communicated to all employees. Employees should be evaluated impartially considering the performance standard set. Therefore, to avoid the situation of conflicts to arise in organizations related to performance evaluation, the standards set by management should be specific, measurable, achievable and realistic and should have time limit (SMART) (Bourne, Kennerley, & Franco-Santos, 2005). In addition the employees should be reviewed and get the progress report on their performance. This will make employees to know their strengths and weaknesses. The following quotes justify this recommendation from the participating members.

"TransNamib need to have a proper monitoring and evaluation criteria so that the management can evaluate the organizational performance." (Participant 2)

"If TransNamib can improve on its monitoring and evaluation strategies, it has the potential to improve its productive capacity." (Participant 5)

The findings above concur with the findings of (Aguinis, 2009; Flora, 2009; Good & Skeates, 2013) who stated that organisational success lies in the availability of proper

monitoring and evaluation structures which can be used by management to assess their own productivity.

4.9.4 Sub-theme 6.4: Availing a realistic communication policy

Managers in various organizations should encourage open communication policy, so that all employees should get the right information at the right time (Lusthaus, Adrien, Anderson, & Carden, 1999). This to some extent will minimize the degree of suspicion about the organization financial position. Masunda (2013) stated that employees should be allowed to have access of the financial statements to see how their organization is performing. The following quote substantiate this recommendation:

"If TransNamib can improve on their communication on financial issues, this will help to reduce suspicion on some members of management who are said to be robbing the organisation."(Participant 4)

"There is need to improve the organisational communication strategies on issues relating to the organisational progress. Employees should not get information through grape vines."(Participant 3).

This finding harmonizes with the findings of Kelton & Stephanie (2011) who emphasised on the need for organisations to have proper communication structures. On this aspect Flora (2009) state in his corporate laws that employees should not receive organisational information through grape vines.

4.9.5 Subtheme 6.5: Increase employee morale

The organisational management should be involved in employees' lives to let them feel loved and valued not only as employees, but also as family members and as human beings

(The Organization for Economic Cooperation and Development (OECD) , 2004). When people are cared for, they will give more than one can imagine they could do for you and your cause. Management needs to send gifts to employees around every possible event in their lives and they should also understand that employees are the lifeblood of their operation (Brown & Caylor, 2009). The following quote supports the need for increasing employee morale at TransNamib:

"The organization needs to improve in the way they handle social and personal problems. At list we need to feel that we are part of the organization."(Participant 4).

"The management need to work very hard to improve the employee morale. As it is now we are so much demoralized and we don't feel the desire to go and work." (Participant 6).

These findings concur with the findings of Flamholtz (1995) who stated that the organizational management should actually take care of them and put more focus on what's ahead rather than reflect on how much has been achieved. Taking time to reflect, though, helps employees appreciate how much they have done (Aguinis, 2009). This will help to raise employee morale and their ultimate performance.

4.10 Summary

This chapter presented the findings of the study from both the questionnaire and interviews. Each of the presented finding of the study was aligned to the reviewed literature of the study. This chapter finally presented the recommendations which emanated from the

study. The next chapter presents a summary of the findings, conclusion and the areas for further study.

This chapter presents a summary of the chapters in the study followed by a discussion of the main findings of the study, recommendations and the conclusions of the study. The chapter also presents the areas for further study based on the main findings of the study.

2.1 Summary of the chapters

Chapter 1: Introduction and background of the study

The chapter introduced the background of the study, it deliberates on Transviamb as a Nigerian state-owned enterprise and then further described the problem statement. The chapter outlined the research questions and rationalized the significance of the study. It communicates the limitations of the survey and its sensitivity. Lastly, the chapter defined the unfamiliar terms.

Chapter 2: Literature Review and theoretical framework

The chapter presented the theoretical framework that guides the study; it then defined and discussed the concept of organizational performance. The chapter discussed the empirical studies on the overview of performance management, factors that contribute to poor performance in organizations and the strategies that can enhance high performance in organizations.

CHAPTER 5: DISCUSSIONS, RECOMMENDATION AND CONCLUSIONS

5.1 Introduction

This chapter presents a summary of the chapters in the study followed by a discussion of the main findings of the study, recommendations and the conclusions of the study. The chapter also present the areas for further study based on the main findings of the study.

5.2 Summary of the chapters

Chapter 1: Introduction and background of the study

The chapter introduced the background of the study, it deliberate on TransNamib as a Namibian state owned enterprise, and then further described the problem statement. The chapter outlined the research questions and rationalize the significance of the study, it communicate the limitations of the survey and its sensitivity. Lastly, the chapter defined the unfamiliar terms.

Chapter 2: Literature Review and theoretical framework

The chapter presented the theoretical framework that guides the study; it then defined and discussed the concept of organisational performance. The chapter discoursed the empirical studies on the overview of performance management, factors that contribute to poor performance in organisations and the strategies that can enhance high performance in organisations.

Chapter 3: Research Methodology

The chapter offered the approach and methodology. It presented the research design, population, sample and instruments used to assemble data, data collection procedure and data analysis as well as the ethical consideration for this study.

Chapter 4: Analysis and Representation of data

This chapter presented the findings of the study. It gave meanings to the discoveries by demonstrate it with tables, charts and graphs. The chapter further discussed the findings on how each of the identified factors contributes to poor performance at TransNamib. The last part of the chapter presented the strategies that can be implemented to moderate the current problem being faced by TransNamib.

Chapter 5: Discussions, Recommendation and Conclusions

The chapter presented a summary of the chapters in the study followed by a discussion of the main findings of the study then recommendations and conclusions of the study. The chapter also presented the areas for further study based on the main findings of the study.

5.3 Summary of the main findings

The broad purpose of this study was to investigate factors contributing to poor performance of TransNamib, therefore the study sort to answer the following questions:

- a. What are the factors contributing to poor performance of TransNamib?
- b. How the factors does contributes to poor performance of TransNamib?
- c. What strategies can be implemented to mitigate on the current problem being faced by TransNamib?

Objective 1: Identifying factors contributing to poor productivity: The study found out that there are many factors that are contributing to poor performance of TransNamib. Deprived management and supervisory skills is one of them. Inadequate of resources, financial and physical resources is one of the major cause of TransNamib catastrophe. The study further obtained that the working conditions of TransNamib are not conducive. Employees are not motivated their salaries sometimes got delayed. The investigation also unveiled that there are no staff developmental facilities at TransNamib. In addition to the above, the study also found out that poor communication at TransNamib hampers effective communication among the employees, employees are harassed, poor stakeholders engagement in the organisation, and that the organisation is failing to attract qualified personnel who can do excellent job and exceedingly perform as a result of poor working conditions. Lastly, the organisation does not have proper monitoring and evaluation tools to assess their productivity.

Objective 2: Establishing how the various factors listed inhibit the productive capacity of the workers: The study unveiled that production based on resources, thereby if operational resources are lacking obvious the outcome will be weak. Furthermore, if the working environment is not conducive and employees are not well motivated, it can lead to employee absenteeism, thereby hampering the productivity of the organisation. The poor working conditions at TransNamib obstructing the organisation from attracting qualified personnel and at the end of the day the available personnel who are unqualified are unable to elevate the production capacity of the organisation. In addition to that low morale among the employees is making them fail to put more effort in whatever they do leading to low

productivity. Moreover, if personnel of TransNamib are not being developed via trainings, they cannot be skillful for them to do proper job. The unavailability of proper salaries makes the employee doubt the organisation and thus increasing employee absenteeism which leads to poor production. The organisation failure to manage employees' personal problems makes the employees feel unwanted and not being part of the organisation and each time their effort is minimum which hampering the organisations productivity. In addition, the study also revealed that lack of proper monitoring and evaluation tools in the organisation results to organisational management fail to assess their own progress. Lastly, poor communication in the organisation can never be a good friend to success, thus why all of the above worsen the production of TransNamib.

Objective 3: Strategies that will mitigate the current problem being faced by TransNamib: The exploration established that if TransNamib reduced the over reliance on the government and start diversifying their business and generate their own income it will overcome the minus status of the organisation. Also, if TransNamib avail the needed resources from financial to physical resources the production will be boosted. The strongly adaptation of corporate governance practices will improve the organisation management and leadership styles thereby result in positive outcomes. TransNamib should improve its motivational strategies, consider developing staffs, improve transparency and engage effective communication are all strategies that revealed by the study and deemed to help TransNamib in mitigating the current production problem.

5.4 Recommendations

The study recommended that the organisation need to avail sufficient operational resources: material, financial etc. for employees to use them and be more productive. In addition to that it also recommended that it should also set proper monitoring and evaluation tools so that they can assess their productivity. Furthermore the study recommended that the organisation need to set proper communication protocol among the employees as well as management, so that information is appropriately disseminated to everyone through prescribed procedures rather than relying on grape vines. It also recommended that the organisation need to improve its working environment, benefits in order to attract expertise, who have vast experience in managing such an organisation. The study further recommended that the organisation should avail staff developmental opportunities to the employees for them to be equipped and enriched with the right skills that will increase their production capacities in various tasks. The study further recommended that the intervention of government expertise is needed to help TransNamib become productive again. Lastly, TransNamib should enforce the adaptation of corporate governance practices.

5.5 Areas for further study

The study only used three departments for TransNamib public relations, Human resources (Administration) and Finance, more studies need to be done to include all the departments for TransNamib so that whatever findings are elicited are representative of all the departments for TransNamib.

5.6 Conclusion

The study concluded that the management for TransNamib needs to look for suitable ways to alleviate on the various factors that are inhibiting productivity of the organisation. Some of these factors need to be addressed at organisational level, some at individual level. The study concluded that TransNamib need to start diversifying the business and generate extra income rather than just relying on the government subsidies since it does not make profit. It was further concluded that operational resources of TransNamib such as ageing rolling stock, old infrastructure, failing rail network and outdated equipment be strongly considered by the management with the help of the stakeholders, especial the government and modernized. The research concluded that, issues of motivational strategies, developing staffs, improving transparency and engage effective communication can all help TransNamib in extenuate its production problem.

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Namongoanyo T.M Nchiwilepo

P. O. Box 5746

Ongevediva

Namibia

21 October 2016

The Chief Executive Officer

TransNamib Holdings Limited

Windhoek

Dear Sir/Madam

RE: Request for permission to conduct a research

My name is Namongoanyo T.M Nchiwilepo, a student studying the Degree of Master of Business Administration (Finance) at Namibia Business School at the University of Namibia.

I am carrying out a research to investigate the factors contributing to poor performance of South African Enterprises - a case of TransNamib. This is in partial fulfillment for the award of the Degree of Master of Business Administration (Finance).

APPENDIX 1: PERMISSION LETTER TO CONDUCT A RESEARCH

Naamonganye T.M Nghiwilepo

P. O. Box 3746

Ongwediva

Namibia

21 October 2016

The Chief Executive Officer

TransNamib Holdings Limited

Windhoek

Dear sir/madam

RE: Request for permission to conduct a research

My name is Naamonganye T.M Nghiwilepo, a student studying the Degree of Master of Business Administration (Finance) at Namibia Business School at the University of Namibia.

I am carrying out a research to investigate the factors contributing to poor performance of State Owned Enterprises: a case of TransNamib. This is in partial fulfillment for the award of the Degree of Master of Business Administration (Finance).

I therefore ask for permission to conduct a research in your organisation in order for me to get information related to my studies where appropriate. Your assistance in this regard is greatly appreciated.

Yours faithfully

Naamonganye T.M Nghiwilepo

(Researcher)

AN INVESTIGATION INTO FACTORS CONTRIBUTING TO POOR
PERFORMANCE OF STATE OWNED ENTERPRISES (SOEs): A CASE OF
TRANSNAMIBIA

Introduction

My name is Naamonganye T.M Nghiwilepo. I am a Master student at Namibia Business School at the University of Namibia. I am pursuing a Master Degree of Business Administration (Finance).

To the Respondent

Thank you in advance for taking your time to participate in this investigation. This questionnaire has been designed to help carry out research on the factors contributing to poor performance of TransNamibia for purely academic purposes under the Master of Business Administration (Finance) programme. Your contribution to this research is highly valued and strictly confidential.

Please fill the questionnaire to the appropriate manner, your accurate and frank response is important to the success of this survey.

APPENDIX 2: QUESTIONNAIRE



NAMIBIA BUSINESS SCHOOL

AN INVESTIGATION INTO FACTORS CONTRIBUTING TO POOR PERFORMANCE OF STATE OWNED ENTERPRISES (SOEs): A CASE OF TRANSNAMIB

Introduction

My name is Naamonganye T.M Nghiwilepo. I am a Master student at Namibia Business School at the University of Namibia. I am pursuing a Master degree of Business Administration (Finance).

To the Respondent

Thank you in advance for taking your time to participate in this investigation. This questionnaire has been designed to help carry out research on the factors contributing to poor performance of TransNamib for purely academic purposes under the Master of Business Administration (Finance) programme. Your contribution to this research is highly valued and strictly confidential.

Please fill the questionnaire in the appropriate manner, your accurate and frank response is important to the success of this survey.

Section A: Biographical information of the employees

A1. Gender

Male	1
Female	2

A2. Educational Level

Primary	1
Secondary	2
Diploma	3
Degree	4
Other	5

A3. Department worked for

Finance (Administration)	1
Human Resources	2
Public Relation Officer (PRO)	3
Other	4

A4. Years of experience

<5	1
5-10	2
11-15	3
16-20	4
>20	5

Section B: Questions related to organisational management

B1. How do you rate the quality of your work content at TransNamib?

Very poor	1
Poor	2
Good	3
Very good	4
Excellent	5

B2. Which of the following work practices and procedures are often breached by employees at

TransNamib

Occupational health and safety	1
Excessive absenteeism	2
Theft	3
Harassment	4
Other	5

B3. How do you rate the way in which TransNamib manages employee's personal problems

Very poor	1
Poor	2
Good	3
Very good	4
Excellent	5

B4. How do you rate the availability of resources for TransNamib?

Very inadequate	1
Inadequate	2
Adequate	3
Very Adequate	4
Abundant	5

B5. How do you rate TransNamib Organisational Management and leadership skills?

Very poor	1
Poor	2
Good	3
Very good	4
Excellent	5

B6. How do you rate TransNamib level of organisational transparency i.e. informing employees about decision they will make

Very poor	1
Poor	2
Good	3
Very good	4
Excellent	5

B7. How do you rate the level of corporate governance for TransNamib as an organisation?

Very poor	1
Poor	2
Good	3
Very good	4
Excellent	5

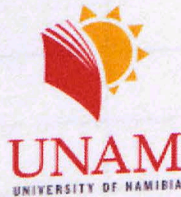
Section C: Mitigation strategies

C1: Which of the following do you think is needed by TransNamib to improve its performance?

Encouragement of a risk aware culture	1
Establishment of suitable risk mitigation strategies	2
Establishment of entity performance culture over time ongoing through (M&E)	3
Active participation of stakeholders in all organisational processes	4
Staff motivational strategies	5

C2: What strategies do you think can be used to improve the performance of TransNamib?

APPENDIX 3: INTERVIEW GUIDE



NAMIBIA BUSINESS SCHOOL

AN INVESTIGATION INTO FACTORS CONTRIBUTING TO POOR PERFORMANCE OF STATE OWNED ENTERPRISES (SOEs): A CASE OF TRANSNAMIB

Introduction

My name is Naamonganye T.M Nghiwilepo. I am doing a Master of Business Administration (Finance) at Namibia Business School at the University of Namibia.

To the Participant

Thank you in advance for taking your time to participate in this survey. The survey is being conducted as a partial fulfillment of the requirements for my Master thesis, to investigate the factors contributing to poor performance of TransNamib. The survey is asking questions about the performance of TransNamib. I am assuring that whatever you say will remain confidential.

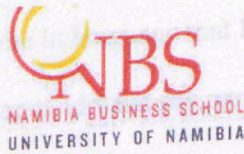
SECTION A: Biographical information of the employees

TransNamib Management	
Department	
Designation	
Gender	
Level of Education	
Years of experience	

SECTION B: Understanding the overall performance of TransNamib

1. How do you perceive your work content in terms of quality and quantity?
2. As an organisation how do you handle breaches of work practices and procedures?
3. How do you handle employee personal problems as an organisation?
4. How can you say about the level of adequacy of your resources as an organisation?
5. As an organisation how are your leadership and managerial skills?
6. What can you about your level of transparency and accountability as an organisation?
7. How is your corporate governance e.g. codes of best practice etc. as an organisation?
8. To what extent do you encourage the risk awareness culture in your organisation?
9. What risk mitigation strategies do you have as an organisation?
10. Do you have organisational entity performance e.g. M & E in place?
11. What staff motivational strategies do you have in place as an organisation?
12. To what extent do you engage the participation of all your organisational stakeholders in design, delivery and oversight of programs and services?

Thank you very much for sharing with me the information on TransNamib.



18 October 2016

TO WHOM IT MAY CONCERN

Ms Tuhafeni Nghiwilepo of Student Number: 201306147 is registered for a Master in Business Administration - Finance at the University of Namibia through the Namibia Business School.

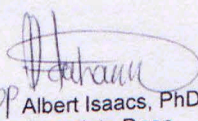
This letter serves to inform you that her research proposal was reviewed and successfully met the University of Namibia requirements.

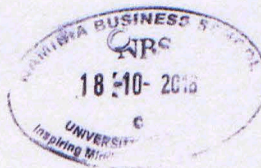
The student has been granted permission to carry out postgraduate studies research. The University of Namibia has approved the research to be carried out by the student for purposes of fulfilling the requirements of the degree being pursued.

If you have any queries please do not hesitate to contact the Business School at the University of Namibia.

Thank you so much in advance and many regards.

Yours sincerely


pp Albert Isaacs, PhD
Associate Dean
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University of Namibia
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APPENDIX 4: INFORMED CONSENT FORM

The study has been described to me in language that I understand. My questions about the study have been answered. I understand what my participation will involve and I agree to participate by my own choice and free will. I understand that my identity will not be disclosed to anyone. I understand that I may withdraw from the study at any time without giving a reason and without fear of negative consequences or loss of benefits.

Participant's name.....

Participant's signature.....

Date.....