

## **Evaluation Of Corporate Governance On Organizational Performance: Case Of NSSF Uganda Head Office**

By

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### **Abstract**

Corporate Governance is crucial in determining firm performance. The “givens” that the directors bring to the decision-making table impact on the strategies and plans adopted to drive business. The financial information of the National Social Security Fund (NSSF) Uganda between the 2013-2020 periods suggests that NSSF Uganda’s targets for meeting the 2015-2025 strategy are being achieved and the research aims to evaluate the effects of corporate governance on NSSF’s good performance. The study will build on Agency Theory and Modern Portfolio Theory. It is the interest of the study to evaluate how corporate governance (transparency, accountability, equity, and board composition) affects organizational performance. To achieve this objective, the study will adopt descriptive research design. The target population included the entire staff complement of NSSF Uganda. Data collected was tabulated and analyzed by use of Microsoft Excel VBA. Based on this sampling criteria, the researcher had specified a desired level of personnel in each group (directors, managers, and staff). This formed a representative of group of personnel across all carders in the organization. The researcher employed a questionnaire for collecting qualitative data. The results of the questionnaire’s findings was analyzed through a mixed methodology approach to make objective inference. The researcher applied a mixed methodology and correlation quantitative data analysis to assess correlation coefficient of different study variables. The findings herein have the potential to inform firm practices as well as add to the existing body of knowledge on corporate governance and organizational performance. The stakeholders in the pension sector should develop clear strategies in line with the study variable relationships to enhance organizational performance. The strategies will help foster the development and implementation of corporate governance structures. The findings of the study assessed the significance of the relationship between transparency, accountability, equity, and board composition as a predictor of the Fund’s performance. In conclusion, the researcher assessed transparency, accountability, and equity and board composition as enablers of good corporate governance practice and positive determinant of organizational performance.

**Key words:** Uganda, Corporate Governance, Organizational Performance, NSSF

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### **Introduction and Background**

Poor management of companies leads to poor company performance and ultimately their collapse. In the recent past, there have been scandals that have rocked reputable firms and led to their failure across the globe. Some of these companies include Enron, Parmalat Finanziaria, China Aviation Oil, Chase Fund and WorldCom, among others. Some of the reasons for failure include ineffective boards, board interference, internal control failures, poor strategies, greed, and lust for power, too much expansion and ill-advised acquisitions, dominant CEOs, deficiency of oversight functions, negligent shareholders, and poor financial disclosures, among others. These issues are mitigated by the existence and enforcement of legal and regulatory frameworks. However, if institutions are weak, the enforcement of such frameworks becomes difficult. Therefore, good frameworks include both an institutional framework for policy implementation and a set of policies. Enforcement of good frameworks influences the external financing of firms and affects the valuation of the shares of affected listed firms (OECD, 2011).

Corporate governance has implications for economic development especially in helping to increase the flow of financial capital to firms in developing countries. This is quiet.important for policy makers in Africa who are concerned with attaining high long-term. growth rates of about 7 percent per annum within the framework of the New Partnership for Africa’s Development (NEPAD).

Corporate governance has implications for economic development, especially in helping to increase the flow of financial capital to firms in developing countries. This is quite important for policymakers in Africa who are concerned with attaining high long-term growth rates of about 7 percent per annum within the framework of the New Partnership for Africa’s Development. (Charles C. Okeahalam and Oludele A. Akinboade, 2003).

More closely, ahead of the onset of the COVID-19 crisis, local pension sectors had been growing rapidly across the African region since the late 2000s. Further development and appropriate regulation of pension funds with longer-term investment horizons could enable the institutions to become important sources of local finance for infrastructure and other longer-term socioeconomic development needs. (Jacqueline Irving and IFC, 2020).

Uganda is considered as a country with an entrepreneurial culture. However, there is an alarming rate of business failure especially for organizations that rarely achieve their full potential. The reason behind this trend is poor financial disclosures, the ambiguous structure of business ownership, and lack of transparency (Wakaisuka-Isingoma, Aduda, Wainaina & Mwangi, 2016). There is thus a need for good corporate governance practices to reduce failure rates of businesses.

Khan (2011) defines corporate governance as “broad term that describes the processes, customs, policies, laws and institutions that directs the organizations and corporations in the way they act, administer, and control their operations” (p. 1). He explains further that corporate

governance involves formulating and implementing frameworks that reduce the principal – agent problem. It's assessed in terms of key principles noted as: transparency, accountability, equity, and composition of the governing body. The principal – agent problem arises when the shareholders' interests' conflict with the managers' interests. It leads to issues that are associated with better asset control in the interests of stakeholders. With poor corporate governance, managers get more benefits at the expense of the firm which ultimately leads to poor performance. It is argued that companies therefore require good corporate governance to grow and survive in the long term.

Good corporate governance is anchored in transparency, accountability, equity, composition of boards & management and responsibility. This ensures that corporate objectives are achieved through sufficient disclosures and making decisions effectively, company transactions are transparent, the company complies with the legal and statutory obligations, the interests of shareholders are protected, and the values and business ethics are upheld. Several factors compel organizations to abide by a set of good governance principles. These include alert customers, smart and vigilant investment community, awareness in companies to be exemplary corporate citizens, and stern regulations (du Plessis, Hargovan & Bagaric, 2011).

Investors and markets notice well-governed companies and respond positively towards them, companies need to access investor capital and attract the best workers from all over the world, and well-governed organizations boosts the confidence of investors and help in securing more capital in the long term. The study sought to explore corporate governance in NSSF Uganda and how it affected organizational performance. NSSF Uganda was established by an act of parliament to protect employees from social and economic uncertainties in life. Its formation is stated under Cap 222, section 2, (The National Social Security Fund Act, 1985).

There is established a fund to be known as the National Social Security Fund, into which there shall be paid all contributions and all other payments made in accordance with this Act and out of which there shall be paid all benefits and other payments required by this Act. (p. 3). As of 2020, NSSF Uganda had 18 branches, four sub-branches, 23 outreach centers, 566 dedicated staff, 54,700 registered employers, 2.1 million registered members, total contributions of UGX 1.2 trillion, total revenue of UGX 1.471 trillion, 1.28 % cost of administration, total assets worth UGX 11.3 trillion, turnaround time of 7 days, and UGX 496 billion benefits paid out to members (NSSF Uganda, 2020).

Jenatabadi (2015) defines organizational performance as “the nature and quality of an action performed in a company to achieve the accomplishment in its primary functions and tasks to produce profit” (p. 2). (“The Effects of Effective Communication on Organizational Performance ...”) He further explains this by stating that performance can be seen as the output of organizational effort that is measured against expected outputs or objectives. Every company tries to achieve desired objectives by using resources readily available. Elena-Iuliana and Maria (2016) argue that performance is not only the meeting of an outcome, but also the comparison between the outcome and set objectives.

Organizational performance is indicated by various methods of performance measurement. Performance measurement is the quantitative method or numerical indicator of how well organizational objectives have been met. This requires in-depth analyses of both qualitative and quantitative data of the performance parameters, with a defined frequency for analyses (Felizardo, Félix & Thomaz, 2017). Most performance measures are usually based on

costs and financial measures. The most used financial measures are Return on Equity (ROE), Return on Assets (ROA), and profit margins. Several models exist that can be used to measure performance. The company of focus for this study is National Social Security Fund Uganda (NSSF Uganda). Key indicators of performance are customer satisfaction, profitability, growth, and productivity.

### **Statement of the Problem**

NSSF Uganda formulated a strategy in 2015 – 2025 whereby it expected to achieve certain milestones by the year 2025. The management and the board purposed to achieve a UGX 20 trillion asset size by 2025 (NSSF Uganda, 2016). This meant that as from 2015, assets must grow by UGX 1.6 trillion every year through maintaining an aggressive strategy of maintaining cost, better investment returns, and increased collections. The NSSF turnaround time target for processing benefits for 2020 was set at 7 days and by the year 2025 reduced to 1 day (NSSF Uganda, 2017). The detailed information availed in the financial statements and the annual reports as of 2020 reveal that NSSF Uganda has realized a growth of UGX 1.2 trillion in average and that the turnaround time for 2020 was 7 days NSSF Uganda is generally on course to deliver performance targets and as of 30 June 2020:

Total assets stood at Ushs13.2 trillion against a target of UGX 13.7 trillion.

Customer satisfaction stood at 88% against a target of 86%.

Benefits payout averaged 7 days against a target of 7 days.

Staff satisfaction was 93% against a target of 85%.

This was recorded in NSSF's transparency testament that the Fund is performing well across most fronts and for that matter. The fund continues its trajectory match and adhering to the strategic plan and sustaining the achievements of four key goals: Growing the Fund, Happy customers, Happy staff, and Benefits turnaround time in record time. This performance by the fund raised the researcher's curiosity on the direct effect of corporate governance on the performance. The researcher opines that corporate governance tenets in the objectives (transparency, accountability, equity, and balanced composition) have a positive effect on organizational performance. The researcher has thus formulated study objectives and questions to investigate the effect of corporate governance on organizational performance. Therefore, there is a need to investigate the correlation between corporate governance and how the set targets within the strategic plan are being met.

### **Objectives And Research Questions**

The purpose of this study is to evaluate corporate governance on the organizational performance of NSSF Uganda.

### **Objectives of the Study**

The following are the objectives of the study:

- (i) To analyze the effects of transparency on the organizational performance of NSSF Uganda.

- (ii) To analyze the effects of accountability on the organizational performance of NSSF Uganda.
- (iii) To analyze the effects of equity on the organizational performance of NSSF Uganda.
- (iv) To analyze the effects of board composition on the organizational performance of NSSF Uganda.

### **Research Questions**

The following are the questions that the study aims to answer:

- (i) What is the relationship between transparency and organizational performance at NSSF Uganda?
- (ii) What is the relationship between accountability and organizational performance at NSSF Uganda?
- (iii) What is the relationship between equity and organizational performance at NSSF Uganda?
- (iv) What is the relationship between board composition and organizational performance at NSSF Uganda?

### **Literature Review**

This section aimed to conceptualize the study within the bounds of existing knowledge. It Many research endeavors have investigated the influence of corporate governance on the performance of organizations. For instance, Matama (2012) conducted a study examining the role of corporate governance in promoting the financial performance of selected financial services organizations in Uganda. His findings revealed that corporate governance significantly influenced the overall financial performance of these institutions. In particular, the study highlighted the significance of transparency and confidence, revealing their notable favorable impact on financial performance. Transparent practices and the dissemination of information emerged as vital components in cultivating trust across diverse stakeholders. In another study Boyd and S. Gove (2017) discussed key corporate governance challenges and opportunities that inform need to address these challenges and open questions globally. Campbell K and A. Mínguez-Vera (2008) have also provided key insights on gender diversity in the boardroom and firm financial performance.

In Africa, Godfried Asamoah (2013) examined the role of corporate governance mechanisms in maximizing shareholder value of banks listed on the Ghana Stock Exchange (GSE). He studied seven (7) banks of the financials industry listed on the GSE. He expressed the viewpoint that numerous studies, primarily centered on advanced economies, have validated a favorable correlation between effective corporate governance and organizational performance. Nevertheless, in the context of Ghana, this connection remains less defined, with academic literature presenting diverse outcomes.

Despite these valuable contributions, there appears to be a scarcity of literature investigating the relationship between corporate governance and organizational performance in Uganda's pension sector. This research gap necessitates a study that focuses on bridging this knowledge deficiency. Considering the National Social Security Fund (NSSF) holds a prominent position in Uganda's pension sector, investigating the correlation between corporate governance and organizational performance within NSSF holds substantial relevance and importance. The results of this inquiry have the potential to offer valuable perspectives for shaping forthcoming

policy choices in the sector. This impact is assessed by evaluating organizational performance across seven parameters as outlined in the study objectives.

### **Transparency**

Transparency in an organization is positively related to performance. Investors spend more on the shares of a transparent company as compared to companies with a similar financial performance but poor transparency (UNCTAD, 2003). According to Aydamir (2012), information impacts external investors who face the task of determining the level of risk associated with their investments. An effective disclosure framework establishes trust in the stock market and shapes the conduct of companies, ensuring the protection of investor rights (OECD, 2011). Transparency and disclosure also enhance stock market liquidity. Aydamir (2012) opines that timely and reliable information increases confidence within decision-making authorities in an organization. It enables decision-makers to make sound business decisions that impact positively on growth and profitability. In emerging markets, transparency is the most important reform for corporations. Companies should therefore improve disclosure of information to boost investor confidence.

### **Accountability**

Accountability is a remedy for manipulation and fraud. Raut (2014) posits that financial fraud, non-disclosure, and falsification of financial values in financial reports put users' information at risk. Misleading, vague, and inadequate information obstructs the proper functioning of markets, leading to a surge in capital expenses and deterring potential investments (OECD, 2011). To reduce these issues, it is the practice of most companies to contract independent, external auditors to audit the financial reports and to attach audit reports to the financial statements (Raut, 2014). The auditors must not be the management consultant for the same companies to avoid conflicts of interest and client pressure to appease management. Organizations should therefore put in place measures to verify financial reports and safeguard the financial reporting integrity.

### **Equity**

Equity and fair treatment within organizations are attractive to investors, as they seek companies that provide equal shareholder rights. These rights encompass access to company information, share registration, share trading, board member election, and voting at shareholder meetings, all of which can influence the company's direction (Aydamir, 2012). However, many companies grant major shareholders differential voting rights, allowing them to retain control with minimal equity (OECD, 2011), potentially leading to conflicts of interest between major and minor shareholders. This situation can lead to misuse of influence by majority shareholders for personal gains, adversely affecting minority shareholders' interests. This practice results in reduced investor interest, lower valuations, challenges in succession planning, and limited access to equity funding. To address this, organizations should establish procedures that promote shareholder participation by notifying them of meetings and facilitating voting.

### **Board Composition**

Age diversity within organizations has shown a positive correlation with organizational performance. In a study by Ferrero-Ferrero, Fernández-Izquierdo, and Muñoz-Torres (2015),

which examined 146 companies listed in indices like Deutscher Aktienindex 30 (DAX 30), Financial Times Stock Exchange Index (FTSE IN), and Cotation Assistée en Continu 40 (CAC 40) in 2009, a clear connection was established between board diversity and Corporate Social Responsibility (CSR) performance. Specifically, companies with higher generational diversity demonstrated enhanced CSR performance. This trend is attributed to the fact that generational diversity fosters innovation and the formulation of effective strategies to address diverse financial aspects. This, in turn, facilitates the adoption of sustainable business approaches. Hiebl's comprehensive analysis in 2013 also suggests that younger board directors contribute to innovative and sophisticated control systems.

In another study by Mori (2014), which surveyed 105 board directors from 63 financial institutions across Kenya, Uganda, and Tanzania, a positive correlation was established between age diversity and organizational performance. Younger board members were found to excel in monitoring roles and resource provision within the board. However, it's noteworthy that Hiebl (2013) highlights that existing findings on board characteristics can be conflicting, indicating that younger board members are preferable during turbulent market conditions, while older members might be more suitable for maintaining stability during less volatile periods.

### **Research gaps**

The existing body of literature has not adequately addressed the pension sector in the East African region, a crucial component of the formal structures supporting post-employment society. Moreover, a significant portion of the available literature is centered around transparency and financial performance, leading to gaps in the understanding of transparency's role in organizational performance within the financial sector and NGOs in developing nations. These gaps become prominent in contexts where transparency procedures are still evolving, affecting the support for organizational growth and performance, which can consequently result in shortcomings in performance and the communication of such issues to key stakeholders. This void in the literature underscores the necessity of this study in the pension sector, particularly focusing on NSSF in Uganda.

### **Research Methodology**

To satisfy the objectives of the research, the researcher intends to apply a mixed research design (qualitative and quantitative research). In specific the Convergent Parallel Design. The researcher aimed to collect quantitative and qualitative data concurrently, analyze the two data sets, and obtain an interpretation. A more complete understanding was derived from two databases, and results were corroborated by different sources. The purpose of this design was "to obtain different but complementary data on the same topic" (Morse, 1991, p. 122) to best understand the research problem. The intent in using this design was to bring together the differing strengths and nonoverlapping weaknesses of quantitative methods (large sample size, trends, generalization) with those of qualitative methods (small N, details, in-depth) (Patton, 1990). The results of the questionnaire (closed and open-ended) findings were analyzed to make objective inferences. Correlation analysis was applied to assess the correlation coefficient of different study variables.

### **Research Design**

The researcher used correlational design which examines the relationship between two or more variables without manipulating them. It assesses the degree of association or correlation between variables. Therefore, the researcher applied mixed research (qualitative and quantitative research). This involved the use of questionnaires (with closed-ended and open-ended questions).

### **Sampling Procedures and Techniques**

The study adopted a correlational design which examined the relationship between two or more variables without manipulating them. A mixed sampling method incorporating homogeneous sampling and simple random sampling was used. The sample size was obtained from the table generated by Krecjie and Morgan (1970). The details are highlighted in the table below.

<b>Respondent classification</b>	<b>Population</b>	<b>Sample</b>	<b>Sampling technique</b>
Executive Management	19	10	Purposive (homogeneous) sampling
Branch Managers	18	5	Simple random sampling
Relationship Managers	45	18	Simple random sampling
Team members	484	67	Simple random sampling
<b>Total</b>	<b>566</b>	<b>100</b>	<b>17% of the population is sampled</b>

Source: NSSF Annual report 2020

### **Construction of Research Instruments**

The utilized online survey comprised a combination of open-ended and closed-ended questions. Basic demographic details, such as age and gender, were positioned at the questionnaire's outset. The question sequence progressively advanced from straightforward to intricate queries. Participants were also given the opportunity to address any other concerns they might have had before receiving gratitude for their participation.

To enhance response rates, a cover letter was contemplated as part of the questionnaire approach. This succinct letter succinctly explicated the research aims in an accessible manner. Data was meticulously handled without revealing individual identities, and details concerning the potential accessibility of findings to external parties were communicated once the study was completed.

Furthermore, a structured interview guide was crafted to collect qualitative data directly from the interviewed sample. Complementing this, secondary data from NSSF Uganda's annual reports was acquired, with a focused analysis on trends spanning multiple annual reports.

### **Data Collection Methods And Procedures**

The study employed online semi-structured questionnaires, which combine structured and unstructured questions aimed at participants (Punch, 2012). Data on firm performance was derived from NSSF Uganda's annual reports. The data collection process encompassed several steps: an initial request for data collection made to NSSF Uganda, acquiring approval from both the University and NSSF Uganda to distribute questionnaires along with a cover letter to employees, engaging designated personnel to facilitate the questionnaire distribution, electronically distributing the questionnaire during working hours to minimize disruption,

obtaining an introductory letter from Mount Kenya University, seeking permission from NSSF Uganda to access targeted respondents, and upon obtaining permission, entering a Non-Disclosure Agreement (NDA) and collecting data from respondents. Subsequently, the researcher undertook data entry, conducted data analysis, and proceeded to compile the report.

### **Research Findings, Analysis And Presentation**

The study utilized an online semi-structured questionnaire that incorporated a mix of open-ended and closed-ended questions. Fundamental demographic information such as age and gender was collected at the outset of the questionnaires. Subsequent sections of the questionnaire delved into aspects relevant to the research objectives.

The study aimed to engage 100 NSSF participants, representing diverse roles within the organization. Out of the 100 targeted respondents, 65 valid and insightful responses were vailed with a response rate of 65%, acceptable about Sekaran (2003)

### **Summary of research findings on transparency and its effect on the Fund performance.**

The responses identified that transparency improves overall performance at the Fund. Respondents highlighted it improves integrity hence trust in the processes and increased membership of the Fund. The Fund's performance is monitored and measured throughout the year and in turn derives confidence from members which results in increased contributions, customer satisfaction upwards, and therefore growth. Internally, with transparency comes motivation and engagement as it brings a sense of responsibility amongst the teams which translates into hard work and, hence good performance. It contributes to shaping employees' mindset regarding the organization's direction, thereby enhancing productivity and accountability.

The published periodic reports and open discussions on performance hold people accountable, which encourages continuous improvement. Transparency builds trust which enhances teamwork and improves productivity at the fund. Transparency ensures that every action of the Fund is in the best interest of its members and therefore it improves its performance. Transparency statements are usually published annually to allow public scrutiny of the overall performance of the organization, which creates checks and balances and keeps management in check thus improving the overall performance. Transparency creates an open environment where everyone is aware of the Fund's status and makes the Fund openly accountable to all stakeholders.

Transparency is the key to the best corporate governance. A transparent organization will always build strong support from all the stakeholders because stakeholders are always kept abreast with the activities of the organization. Hence better accountability using the Fund's Balance scorecard as an example, every staff member's performance on the power BI dashboard – this helps to know the performance of each KPI of everyone and the reward to be given, and this leads to improved performance on a daily.

Externally, members feel that their money is secure and have confidence in doing business with the Fund which leads to improved performance of the Fund as a whole. Overall transparency creates trust among the stakeholders about the NSSF which leads to improved performance.

### **Summary of research findings on accountability and its effect on the Fund performance.**

The primary data strongly emphasized the dedication of the Fund's management to the accountability process, which in turn enhances performance. This was also confirmed by the regular reports furnished showing the Fund management's commitment to accountability.

The findings derived from the primary data robustly corroborate the idea that the Fund's management is dedicated to the accountability process, consequently enhancing performance. These outcomes are consistent with theories emphasizing the favorable correlation between accountability and organizational performance.

The measures implemented by the Fund to enhance accountability and performance further reinforce the theoretical underpinnings of the study. For instance, the Fund's adherence to its core values, such as customer-centricity, innovation, efficiency, integrity, and teamwork, are in line with theories that advocate for ethical practices, customer satisfaction, and collaborative approaches to drive organizational success.

Additionally, the establishment of an effective online payments system, the use of tools like Power BI for reporting and balancing scorecards for remuneration, and the provision of regular performance reports to the board and management committees demonstrate the application of performance-based theories in practice.

The Fund's focus on role clarity, training, risk and audit assessments, member meetings, and the adoption of an integrated financial reporting approach further align with theories that emphasize the importance of clear roles, continuous improvement, risk management, stakeholder engagement, and transparent communication.

Furthermore, the inclusion of performance rewards, target setting, open-door policies, and whistle-blower policies reflect the incorporation of motivational and governance theories to foster accountability and ethical behavior within the organization.

Lastly, the establishment of policies, regulations, procedures, and guidelines by the Board of Directors resonates with governance theories that emphasize the importance of governance frameworks in supporting effective management.

### **Summary of research findings on equity and its effect on the Fund performance.**

Some of the elaborate measures that the Fund has implemented to ensure equity, fairness and independence improve performance include:

- a) The Fund emphasizes teamwork as a key value. With equity everyone feels equal and performs at the same level which creates teamwork and leads to positive performance. Independence gives you liberty to exercise your potential and create trust on both sides and this leads to being responsible and high performance.
- b) Recruitment and onboarding policies are fair and set the tone for the culture at entry point.
- c) Career progression and promotion opportunities are through free and fairly held interview process. Standard appraisal performance is a tool used for all employees.
- d) The Fund does not tolerate racial and gender gaps in employee pay and advancement and has got anti-discrimination and anti-sexual harassment policies. (SHEA policies).

- e) The different heads of departments are also given the opportunity to professionally manage their teams within the confines of the Fund's policies. This ensures that the teams thrive and deliver.

The respondent obtained a positive response that the management of the Fund is committed to the equitable treatment of the personnel at all levels. That has contributed to positive performance. One respondent advised, "Management is 100% committed and it does encourage positive performance because everyone is free. Unless you know the MD physically when you find him with staff you might not tell who the MD is, Manager, Logistic Assistant etc.". The Fund prides itself on an open-door policy. Employees' mental health and wellbeing is highly encouraged, and all measures are taken to ensure the same.

The results regarding equity measures have been linked to the theories as below:

### **Summarizing the research results on board composition and its impact on the Fund's performance**

The researcher assessed whether the current composition of board members and senior management influence positive performance. A significant majority of the respondents as seen above indicated there was indeed positive correlation with the following reasons:

- a) Optimal board composition affects the strategic plans set which drive performance in the short and long-term. This has led the Fund to record several successes and awards over time.
- b) The Fund's Board is gender balanced, though for the senior managers not yet fully gender balanced but at least the senior manager as all people, people, people based so it does lead to positive performance.
- c) The Board and Senior management have the right expertise and experience.
- d) The board and EXCO both have highly professional people.
- e) One respondent noted they did not believe the composition of the board influences performance. Their leadership and skills do.
- f) A good mix of gender encourages multitasking and enhancement of diverse talent and strengths from all.

Indeed, there was agreement that there exists a positive correlation between board composition and positive performance at the Fund. More in-depth when the researcher sought clarity on what composition structures from a skills and gender perspective best improve on performance of the Fund, the responses included:

- a) Equal opportunities for all.
- b) Financial / investment skill set and gender balance for diversity and human resources management.
- c) Proper gender balance at all management levels results in proper representation which plays a key role in performance.
- d) Encouraging more ladies to apply for senior management and leadership roles.
- e) Need for women empowerment e.g., having a creche in the workplace to facilitate new mothers easily settle in at work.
- f) More ladies on the EXCO and Board are needed.

- g) All staff are given equal opportunity for job opening and interviews best on skill set and not merely by gender.
- h) Competition for employment positions is open to all with the desired skills.

### Conclusion

The findings highlight the tenets of corporate governance (accountability, transparency, equity, and board composition) were strong predictors of organizational performance. This thus paves the way for the summary of findings, discussion conclusions and recommendations. The study strongly highlighted accountability, transparency, equity, and board composition are robust predictors of organizational performance with an 89.60% or 0.8959 correlation for positive performance.

The researcher determined Cronbach's alpha for reliability. Cronbach's alpha measures the consistency and correlation between sets of related variables. The results were correlated, and the alpha coefficient determined as follows,

$$\alpha = \frac{N \cdot \bar{c}}{\bar{v} + (N - 1) \cdot \bar{c}}$$

Were,

$$\alpha = \text{Cronbach's alpha} = 0.8959$$

$$N = \text{number of items} = 22$$

$$\bar{c} = \text{average covariance between the items} = 59.39$$

$$\bar{v} = \text{average variance} = 8.60$$

Cronbach Alpha of 0.8959 was realized and deemed acceptable for research.

### Recommendations

The four final distinct recommendations correspond to each objective of the study. These recommendations focus on enhancing transparency, accountability, equity, and board composition in the pension sector:

**Transparency:** To improve transparency in the pension sector, it is recommended that pension funds regularly disclose comprehensive and easily accessible information regarding their performance, investment strategies, fees, and governance practices. This can be achieved through the publication of annual reports, periodic updates on fund performance, and proactive communication with stakeholders. Additionally, implementing mechanisms for independent verification and external audits can enhance transparency and instill greater trust among stakeholders.

**Accountability:** To strengthen accountability within the pension sector, it is crucial to establish robust mechanisms for monitoring and evaluating the performance of pension funds. This can be accomplished by implementing clear performance metrics and benchmarks, conducting regular audits, and promoting stakeholder participation in decision-making processes. Moreover, fostering a culture of transparency and integrity within pension fund management will reinforce accountability and ensure responsible stewardship of pension assets.

**Equity:** Promoting equity in the pension sector requires a multi-faceted approach. Firstly, it is recommended to review and revise existing policies and procedures to ensure fair treatment of stakeholders, including pension plan members, employees, and retirees. Additionally, efforts should be made to address gender disparities and promote diversity within pension fund boards and management teams. This can be achieved through targeted recruitment strategies, training programs, and the establishment of diversity and inclusion policies.

**Board Composition:** Enhancing board composition in the pension sector involves selecting board members who possess the necessary skills, expertise, and diversity to effectively govern pension funds. To achieve this, it is recommended to establish clear criteria for board member selection, including qualifications related to finance, investment, risk management, and governance. Furthermore, promoting diversity in terms of gender, ethnicity, age, and professional backgrounds can bring different perspectives and enhance decision-making processes within pension fund boards.

By implementing these recommendations, stakeholders in the pension industry can work towards fostering a more effective and trustworthy pension system that promotes the interests of plan members and ensures long-term sustainability.

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