

# **Readiness for Collaboration among Organizations Promoting Employment Opportunities for Graduates: The Case of Makerere University, Kampala Capital City Authority, Enterprise Uganda and Nation Media Group in Uganda**

By

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## **Abstract**

This study delved into the structure, social capital and agency of Makerere University, Kampala Capital City Authority, Enterprise Uganda and Nation Media Group to establish their readiness to collaborate with other organizations to promote employment opportunities for graduates. The organizations' readiness for collaboration was investigated because inter-organizational collaboration is theorized to create the synergy and efficiency needed to address complex and multifaceted societal problems like unemployment among educated youths. The study's conceptualization hinged on the propositions of Gray's collaboration theory. In the study, data were collected from staff and leaders of the organizations using self-administered questionnaires, key informant interviews and reviewing relevant documents. The data were analyzed using descriptive statistics, chi-square goodness of fit and content analysis techniques. The organizations were found to have highly centralized, hierarchical and bureaucratic structures with "Tell" decision-making, high power distance, stringent job codification and rule observation. They were also found to have inadequate social capital, where trust, reciprocity and mutuality are low. Finally, the organizations' agency was found to be more individualistic than collaborative. These attributes were primarily due to the individualistic nature of the organizations' mandates as given by their legal instruments, policies and human resources manuals. Therefore, it was concluded that the structure, social capital and agency of Makerere University, Kampala Capital City Authority, Enterprise Uganda and Nation Media Group were not ready to collaborate. It was recommended that the Parliament of Uganda amends the University and Other Tertiary Institutions Act, 2001 (as amended), Kampala Capital City Authority Act, 2011 (as amended), and the other relevant instruments giving the mandate and mode of operation of the organizations to expressly encourage the organizations to seek collaboration with other organizations in their efforts to alleviate societal challenges. Likewise, it was recommended that the governing bodies of Enterprise Uganda and Nation Media Group amend the organization's mode of operation to prioritize collaboration in pursuit of societal objectives. Subsequently, the organizations' management teams will depart from pursuing individualistic objectives and decentralize and democratize in ways that increase the likelihood of collaboration.

**Keywords:** Organizations, Structure, Collaboration, Readiness, Agency, Social capital