

**IMPACT OF HUMAN RESOURCE MANAGEMENT PRACTICES ON  
ORGANIZATIONAL PERFORMANCE  
A CASE STUDY OF GULU UNIVERSITY COLLEGE OF HUMANITIES AND SOCIAL  
SCIENCES**

**BY**

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**A RESEARCH REPORT SUBMITTED IN PARTIAL FULFILLMENT OF THE  
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### DECLARATION

This research report is my original work and has not been presented for any award in any other University for examination.

Sign Nalubanga Sausiya Date 10<sup>th</sup>/10/2015

**Nalubanga Sausiya**

### APPROVAL

Research project has been submitted for examination with my approval as supervisor of  
Kampala international University

Sign  date 22.10.18

Ms. Abiria Patricia

## **DEDICATION**

I humbly dedicate this research to my Mother Mrs Tibiwa Hadijah , my father Lubanga Wassiwa  
May almighty God bless you all!

## ACKNOWLEDGEMENT

I wish to acknowledge my indebtedness to the following people; my supervisor Mrs Abiria Patricia, for her efforts and his constructive guidance which made it possible for me to produce this work.

And all the possible responds on the side of my parents Mr Lubanag Wasswa and Mrs Tibiwa Hadijah for the encouragement and support in terms of advice and finance, may the almighty God bless you abundantly.

Special thanks go to my mum who persisted with me up to the end.

Finally, I thank the almighty God for the life, wisdom, knowledge and energy given to me during this time for not going astray and not falling sick during this research. Glory is to the highest God.

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# **CHAPTER ONE**

## **INTRODUCTION**

### **1.0 Introduction**

This chapter will introduce the study by providing the background of the study. It will explain the statement of the problem elaborating on what the actual dilemma at Gulu University is. The purpose and objectives of the study will also be in this chapter. The inter-connection of the independent and dependent variables is also illustrated in the same chapter and will mark the end of this chapter one.

### **1.1 Background of the study**

Human Resource Management can be described as a strategic, integrated and coherent approach to the employment, development and well-being of the people working in organizations. It has a strong conceptual basis drawn from the behavioral sciences and from strategic management, human capital and industrial relations theories. This foundation has been built with the help of a multitude of research projects (Armstrong, 2010).

Human resource management (HRM) is the policies, practices, and systems that influence employees' behavior, attitudes, and performance. Many companies refer to HRM as involving "people practices". There are several important HRM practices that should support the organization's business strategy: analyzing work and designing jobs, determining how many employees with specific knowledge and skills are needed (human resource planning), attracting potential employees (recruiting), choosing employees (selection), teaching employees how to perform their jobs and preparing them for the future (training and development), evaluating their performance (performance management), rewarding employees (compensation), and creating a positive work environment (employee relations). An organization performs best when all of these practices are managed well. At companies with effective HRM, employees and customers tend to be more satisfied, and the companies tend to be more innovative, have greater productivity, and develop a more favorable reputation in the community (Raymond A. Noe, 2011).

Employees are one of the most important assets of an organization as they contribute to its growth and success (Danish and Usman, 2010). Malik et al. (2010) concluded that in the era characterized by rapid and continuous change, knowledge capital must be retained in order for

organizations to be productive and responsive to the needs of their stakeholders. Likewise, universities as training and research institutions need to attract, retain and develop their employees. Universities need employees who are well trained and motivated so that they are committed to their work of conducting research and training for the development of the nations (Lew, 2009). Research literature has shown that effective application of some human resources management (HRM) practices enables university employees to be committed to their work for good performance of the universities (Chen et al., 2009; Shahzad et al., 2008).

## **1.2 Statement of the Problem**

Findings from a number of empirical studies have been conducted to test the relationship between human resource management and performance indicate that high commitment and or high involvement human resource management practices have a positive impact on firm performance (Huselid, 1995). Indeed selected human resource management practices are practiced by management of public universities (kakoza 2016). However there have been strikes over employee pay, poor conditions of work, and reports of absenteeism by staff, understaffing and many other human resource related issues in Ugandan public Universities and all this have been linked to poor practice of human resource management. (Prof Baryamureba 2017). It is upon this background that this study seeks to find out to what extent do recruitment and selection job design, reward systems training and development as components of best human resource management influence performance of Gulu University and what extent do the best practices contributes to the achievement of university objectives. The study will recommend possible solution to the management of Gulu University on how to enhance selected practices and effectiveness of human resource management to contribute to overall organizational performance.

## **1.3 Purpose of the study**

The main purpose of the study was to identify the impact of HR practices on organizational performance and assesses Gulu University's human resource practices on its Performance. In order to materialize this objective, the following specific objectives were considered.

## **1.4 Objectives of the study**

To identify the selected best human resource management practices at Gulu University.

To identify indicators for organizational performance at Gulu university in relation to the selected human resource management.

To examine the relationship between best selected human resource management practices organizational performance.

### **1.5 Research question**

1. What are best human resource practices at Gulu University?
2. What are the indicators/measures of performance in relation to selected human resource practices at Gulu University?
3. To what extent does selected human resource management practices impact organizational at the college of social science and humanities at Gulu University?

### **1.6.0 Geographical Scope of the study**

The geographical scope of the study is Gulu University, Gulu district in northern Uganda.

#### **1.6.1 Contextual scope**

The contextual scope is the practice of human resource management and the study focused on four core human resource management practices which included recruitment and selection, job design, reward system and performance management.

#### **1.6.2 Time scope**

The study was undertaken in three month starting February may and ended in April 2018

### **1.7 Significance of the Study**

This study is going to be of importance to different stakeholders in the following ways:

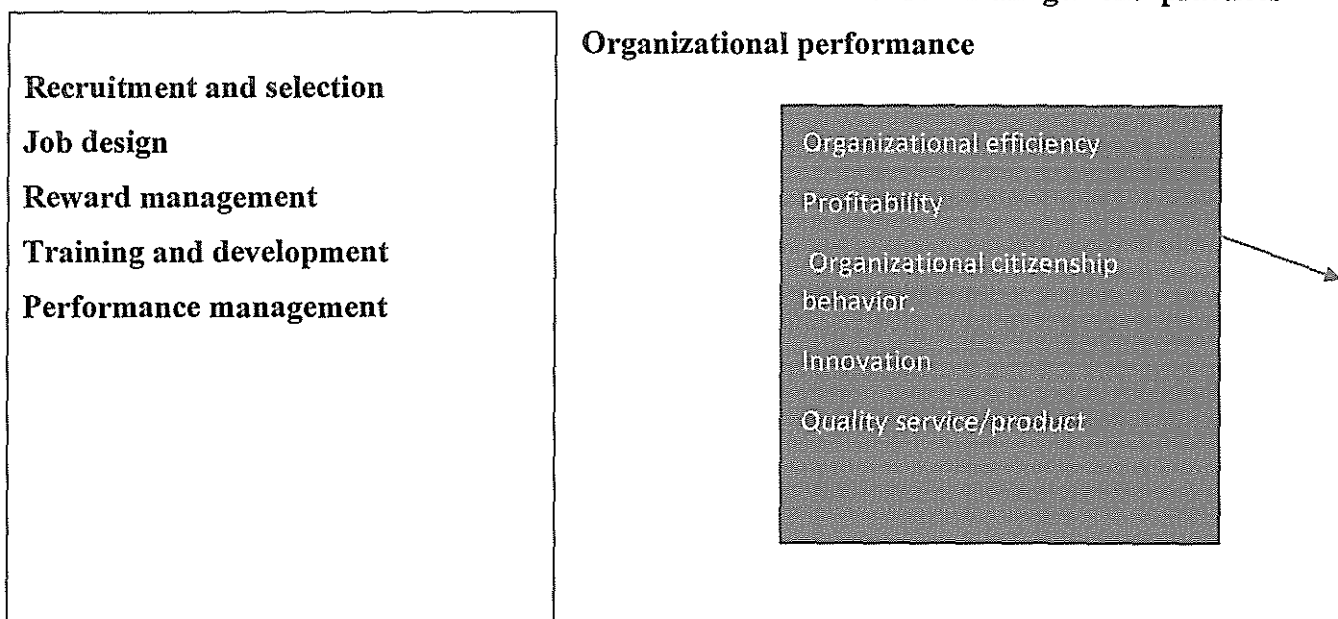
The results of this study will be kept in the university library and will be used as reference material for those students and researchers who might have an interest in doing a research in the same or related area.

The Universities will be able to identify the human resources practices that are key in contributing to the University's performance and aim to adopt them for competitive advantage and formulation of appropriate management practices.

The findings will be used as a training tool for expatriate managers and human resource specialists who are in charge of articulating the human resource function in organizations.

## 1.7 Conceptual framework

### *Conceptual framework model*



**Source: John Odhiambo Oluoch**

Based on various studies when recruitment and selection is done, it has a direct influence on organizational performance which will lead to high productivity. For the organization to compete at the business environment, its human resources must be motivated, attracted, and retain them through promotion which is based on merit. Better reward system has a greater significance on employees' performance as this will motivate them leading to high turnover hence improved performance. Likely, the employees' turnover will reduce as well as the organization attracting more employees who willing to join the organization. Organizations job design leads to the increase of its value position that engages a greater clarity of work role and allows innovation hence increases organizational productivity. It also enhances teamwork among employees since some jobs are interrelated and this will lead to a greater mutual that is benefitting to the

organization in terms of productivity. Training and development enable the organization employees' to acquire skills and knowledge that is required by the organization and this will inevitably foster employees to perform well and progress and that will enhance the organization to achieve its objectives. Organizational performance management helps to evaluate employee's needs, performance, motivation and what to do in order to improve its performance in the entire organization since the organization work as a system. Improved systems will lead to a greater contribution that will ensure that employees work towards the achievement of the organizational objectives.

## **2.6 Summary of the Chapter**

This study has provided some evidence for the positive. Significant and relationship that results between the influence of best human resource management practices on organizational performance as illustrated under the following themes of the study; recruitment and selection, if the organization intend to succeed in achieving their goals and objectives, then it is important that they focus on the skilled and knowledgeable manpower since the human resource is the backbone of the organization's best performance. If the organization recruits the right employees, it will be able to minimize on cost and maximizing on output as there will be well, effective and efficient utilization of organizations resources. Organizations which rewards their employees stands a chance to be at the leading front in the market since they are motivated and hence they will put more effort leading to a higher production of goods and services and also reduced labor turnover. The rewards offered will automatic add value to the organization and this lead to the realization of the goals and objectives as the study have previously shown. The organization with a better job design are prone to flourish in the market as this will make the employees to feel free, comfortable, well fitted to their work and this will strengthens the bond which will lead to the organization to achieve its objectives. Employees feel that they owned the job thus minimize the supervision and as a result, the reduction of cost of production hence high profits. Training and development is a practice that the organization must undertake to remain relevant to the market due to the dynamism in the global business. Training will enable employees to acquire new skills and knowledge which will help them to perform their duties as expected. For example, technological changes had adverse effect to the organizations that do not embrace it and thus, they don't survive the wave. Therefore, it is necessary that the organization

its asset the human resource for the greater achievement of the organizational objectives. Performance management as a component of the best practices of the human resource management, the organization management therefore, should assess and evaluate their employee's in terms of their performance if they are to achieve their objectives. This therefore, will enable the management to identify the needs of their employees and what can be done in order to perform as expected that is, to produce quality goods and services, satisfy their clients, availability of goods and services at the right time, just to mention but a few.



## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter consists of review of literature on concept of best human resource management practices on organizations. The review is focused on the themes of the study which covers; recruitment and selection, reward system, job design, training and development and performance management. Also the theoretical framework, motivational theory, conceptual Framework and summary of literature review.

#### **2.2 Concept of Human Resource Management Practices**

Human resource management practices refers to organizational activities directed at managing the pool of human resources and ensuring that the resources are employed towards the fulfillment of organizational goals. An increasing body of work contains the argument that there exists a positive relationship between so called “high performance work practices” and different measures of company performance (Fey and Bjorkmon 2001). Such a “high performance work practices” include comprehensive employee recruitment and selection procedures, Incentives, compensation, and performance arrangement systems and extensive employee involvement and training.

Human resource practices are the levers or mechanisms through which employee skills can be developed” (Park et al, 2003). Human resource practices are the primary means by which firms can influence and shape the skills, attitudes, and behavior of individuals to do their work and thus achieve organizational goals. Human resource practices are designed to improve the knowledge, skills and abilities of employees; boost their motivation, minimize or eliminate loitering on the job and enhance the retention of valuable employees; those practices consist of employee recruitment and selection procedures: incentive compensation and performance management policies and extensive employee training, participation and involvement in decision-making.

According to Havel and Tzafrir (1996), human resource management activities can influence an organization’s performance through improvement of employees’ skills and quality-selection and

training and the increase of employee motivation-incentive compensation. Human resource practices enhance organizational effectiveness and performance by attracting, identifying and Retaining employees with knowledge, skills and abilities and getting them to behave in a manner that will support the mission and objectives of the organization. Thus the effectiveness of human resource management practices depends on how it creates the appropriate attitudes and behaviors in employees, in addition to its implementation.

Human resource management practices influence employee skills through the acquisition and development of a firm's human capital. "Human capital corresponds to any stock of knowledge or that contributes to his or her productivity." Garibaldi P, (2006). Recruitment procedures that provide a large pool of qualified applicants will have a substantial influence over the quality and type of skills that new employees possess. Providing formal and informal training experiences, such as basic skill training, on the job experience, coaching, mentoring and management development, can further influence employees' development. Human resource management practices can influence employee through the use of valid selection methods to hire appropriately skilled employees and through comprehensive training to develop current employees. Even high skilled will not perform effectively if they are not motivated. Managers can use human resource management practices for the motivation of employees to work both harder and smarter. Dessler (1997) Categorizes human resource management system according to five activities: Selection, training, compensation, labour relations and employee security.

A human resource system increases organizational performance, develops and maximizes an organization's abilities (Huselid, (1995), contributes to continue competitive advantage of the organization (Lado and Wilson, 1994). Thus a good human resource management system consists of a coherent set of practice that enhance employee skills and abilities provide information and participation in decision making and motivation Pfeiffer, (1998): Applebarum et al, (1994), it is accepted that human resource management activities may affect organizational performance either directly or indirectly through human resource management outcomes. Petra and Juan (2004) proposed a model based on their main hypothesis that human resources constitute a source of competitive advantage. This model also considers that know how to establish a human resource management system that incorporates human resource policies and

practices in order to create and to maintain the strategic human capital could have a sustainable competitive advantage.

Many researchers on human resource management practices have been conducted from time to time and researchers have identified different practices by different names. As quoted in (KokJan de et al, 2003), researchers variously refer to certain sets of human resource management practices influenced by the human resource management profession as “best practice”, or “high performance” (Huselid, 1995). “Formal” Aldrich and Langton, (1997). Pfeiffer (1998) argued the most appropriate term is “Best human resource management practices”.

But according to Chandler and McEvoy, (2000), one of the lingering questions in human resource management research is whether or not there are a single set of policies or practices that represent a universally superior approach to managing people. Theories on the best practices or high commitment theories suggest that universally, certain human resource management practices, either separately or in combination are associated with improved organizational performance. Researchers have also found that those well-paid, well-motivated workers, working in an atmosphere of mutually and trust generate higher productivity gains and lower unit costs Boxall, (1996).

The human resource management practices, systems or strategies have often been referred to as high-involvement or high performance work practices Moses A, (2004). No one has consistently defined, or even uniformly named high performance work practices HPWPs. They have been called high performance work systems, alternate work practices, and flexible work systems (Delaney and Hoddard, 2001). Despite the name variances, many of these programs share common elements including rigorous recruitment and selection procedures, incentives based upon performance, and extensive training programs focused on the needs of the business between human management and organizational performance is the high-performance work system. Framework provided by Appelbaum et al, (1994). At the core of a high performance work system, according to Appelbaum et al, is an organization that enables non-managerial employees to participate in substantive decision.

The high performance work system also requires supportive human resource practices that enhance worker skills and that provide incentive for workers to use their skills and participate in decision. Although High Performance Work Practices (HPWPs) have often been touted as being good for both employers and employees, these practices require significant investments in human capital via training, coordination of initiatives, and time for managerial and employee input. Because of the large investment in human capital, the value of these practices may be cost if the investment is not offset by increased efficiency and effectiveness. Many researchers argued that while performance human resource management increases a company's productivity and profits (Ichniowski, show and Prennushi, 1995), the effect is more pronounced when complementary bundles are used together.

Literature demonstrates that three approaches have been used by the researchers to examine the link between human resource management practices and performance. They are the contingency, configurationally and universalistic approaches (Delery and Doty, 1996). The contingency approach posits that the impact of an organization's human resource management practices is contingent on its consistency or fit with other activities (for example, strategic choice, employee attitudes, type of industry, country characteristics) in the organization or its environment. From the behavioral point of view, the contingency approach asserts that there is a unique set of employee attitudes and behaviors that are required to implement an organization's strategies successfully.

According to the configurationally approach, human resource management practices should be bundled or designed to achieve both the horizontal and vertical fit to be most effective. Horizontal fit refers to the implementation of internally consistent bundles of human resource management practices, while vertical fit refers to the harmony of the human resource management practices with other organizational characteristics (Arthur, et al., 1994). Thus the effectiveness of any human resource management practice is dependent on its relationship with other human resource practices; they cannot be used as stand-alone practices.

The universalistic approach argues that there is a fixed set of best human resource management practices that can create value in different situational environments for example cultural,

economic and that the organizations facing the same conditions should adopt a similar mix of human resource management practices (Pfeiffer, et al 1994). From theoretical and empirical Perspectives, it is important to investigate the association between human resource management Practices and firm performance.

Several models and large body of researchers have documented to explore the line between human resource management and organizational performance (Hilltrop, 1996). Most of the researchers have paid their attention to the manufacturing sector and these theoretical and empirical studies have generally focused on human resource management practices within western organizations. Findings from a number of empirical studies have been conducted to test the relationship between human resource management and performance indicate that high commitment and or high involvement human resource management practices have a positive impact on firm performance (Huselid, 1995).

In one another study Redman and Mathews (1998) identify and “Human resource management bundle” of key practices which support service organizations quality strategies being:

- i. Recruitment and selection of example, ‘Total quality recruitment; zero defects recruitment’ right first time recruitment.
- ii. Reward system, for example, bonuses available for staff willing to be multi-skilled.
- iii. Job design, for example, encouraging a sense of cohesiveness and designing empowered jobs.
- iv. Training and development, for example, front line staff having enhanced interpersonal and social skills.
- v. Performance management with links to contingent reward systems, for example, gathering customer feedback to recognize the work by employees over the above their expected duties, which in turn are likely to lead to a bonus for staff.

### **2.3.1 Recruitment and Selection**

“Recruitment is the process of locating individuals who might join and encouraging them to apply for existing or anticipated job openings” (Dessler, 2007). Recruitment is the development of a pool of job candidates in accordance with the human resource plan. Further it can be explained as the process of locating, identifying and attracting capable applicants. During this

process, efforts are made to inform the applicants fully about the qualifications required to perform the job and the career opportunities the organization can offer its employees.

Selection is the process of choosing individuals who have relevant qualification to fill existing or projected job openings (Dessler, 2007). It is the process of assessing candidates and appointing a post holder to ensure that the most appropriate candidates are hired. Successful employee hiring decisions are the foundation of any organizations' success. Most managers and senior executives would agree that the task of hiring can be one of the responsibilities with the impact in their organization. There is no doubt; hiring mistakes are quite costly to the organizations, regardless of the size of the organization. Hiring mistakes cause disruption in the workplace. People who do not perform up to desired standard cause a drain on other staff resources, making that staff far less productive, costing real dollars. In addition, management must devote time to attempt corrective actions. This takes away time from other duties for managers.

To sustain the high level of competitive advantage a firm requires talented and skilled workers (Liao and Chuo, 2006). Huselid (1995) has found that organizational productivity and high performance depends on the selection of the right person, which is also a pathway to reduced turnover more so, they identified a positive link between hiring a manager and employees, and the creation of the right culture for organizational growth. Selection is the process of choosing a candidate from a group of applicants who best meets the selection criteria for a particular position. In this process the right person chosen for the requisite qualifications and knowledge is placed in the appropriate job position to decrease the costs and maximum the profits by means of their merit and talent. (Vlachos 2008) Cho, et al (2006) have identified that there is a positive and significant relationship among human resource management practices and staffing (recruitment source, pre-selection test, IQ test, structured interview and biographical information blank of the organization) for improving financial or profit performance. As a result organizations are encouraged to attract qualified candidate for survival and growth thus for improving financial or profit performance.

Mintzberg has said that strategy is the stream in which a range of desperate activities takes place. In that vein, selection is often strategic; a range of activities is undertaken in the general 'stream'

of finding people to 'fill a role: According to Terpstra and Rozell (1993) past studies have showed explored the linkage of specific Human resource management practices functions to organizational performance. Human resource management activities carefully orchestrated to play a specific part in a grand design in which the whole is greater than the sum of the parts key elements in selection are; a clear and precise specification, effective use of multiple techniques, elimination of redundant processes, measurement, and evaluation and continuous improvement. A formal recruitment procedure is the first step towards a more strategic and value-added Human resource management systems. In order to have the best impact on performance many of the advanced human resource techniques require the selection of certain types of workers; those that have the personality traits to be motivated by and perform well in teams, or those that are slightly more educated and will respond better and more quickly to training.

### **2.3.2 Reward System**

Reward systems practices have become popular in order to align reward systems with the important changes that are occurring in the way organizations are designed and managed Lawler et al, (1992). One of important attributes of work organization is the ability to give reward to their members. Pay, promotions, fringe benefits, and status symbols are perhaps the most important rewards. Because these rewards are important, the ways they are distributed have a profound effect on the quality of work life as well as on the effectiveness of organization. Organization typically rely to do four things namely; motivate employees to perform effectively, Motivate employee to join the organization, Motivate employee to come to work, and Motivate individuals by indicating their position in the organization structure. There are several principles for setting up an effective reward system in an organization; Give value to reward System, employees must have preference for the type of rewards being offered, many employees prefer cash reward and plaques. Some employees like to see their name in company newsletter, others like the public recognition surrounding award ceremony, make the reward system simple to understand, and elaborate procedures for evaluating performance, filling out forms, and review by several levels of management lead to conclusion.

The system must be easy to understand if it is to be used effectively. Lay down performance standards with the control of the team. Make the reward system fair and effective. Ensure

participation in the reward system. Involve people in the reward process and empower them to do the needful. Most organizations use different types of rewards. Examples of recognitions and rewards include money, plaques, trophies, certificates citations, public recognition, official prerequisites, special assignments, parties or celebrations or other meaningful celebrations. The most common are wages or salary, incentive systems, benefits and prerequisites, and awards. For majority of people, the most important rewards for work is the pay they receive. For one thing an effectively planned and administered pay system can improve motivation and Performance. Money may not actually motivate people. Surprisingly, there is no clear evidence that increased earning will necessarily lead to higher performance.

A great deal of research has been done on what determines whether an individual will be satisfied with the rewards he or she receives from a situation. The following five conclusions can be reached about what determines satisfactions with rewards; Satisfaction with reward is a function of both how much is received and how much the individual feels should be received. When individuals receive less than they feel they should receive, they are dissatisfied. When they receive more that they should, they tend to feel guilty and uncomfortable. People's feelings of satisfaction are influenced by comparisons with what happens to others. These comparisons are made both inside and outside the organizations they work in, and are made similar people. Individuals tends to rate their inputs higher than others.

In addition to the obvious extrinsic rewards individuals receive (e.g. pay promotion, status symbols), they also may experience internal feelings that are rewarding to them. These include feelings of competence, achievement, personal growth, and self-esteem. The overall job satisfaction of most people is determined both by how they feel about their intrinsic rewards. People differ widely in the rewards they desire and how much important the different rewards are to them. One group feels money is most important, while other group feels interesting work and job content is. Both groups, of course, are able to find examples to support their point of view. Many extrinsic rewards are important and satisfying only because they lead to other rewards, or because of their symbolic value.



Reward systems are of different types namely; incentive and Rewards; Organization financial incentive are designed to provide direct motivation – do this and you will get that. Financial rewards provide a tangible form of recognition and can therefore serve as indirect motivators, as long as people expect that further achievement will produce worthwhile results. Financial incentives aim to motivate people to achieve their objectives, improve their performance on enhance their competence or skills by focusing on specific targets and priorities. Financial rewards provide financial recognition to employees for their achievement in the shape of attaining or exceeding their performance targets or reaching the level of competence skill. Achievement bonus, team based lump sum payment our organization provides in this category. Competency related Pay may be defined as method of rewarding people wholly or partly by reference to the level of competence they demonstrate in carrying out their roles. Also people may be rewarded with reference to their level of competence. Skill Based Pay links pay to the level of skills used in the job and, sometimes, the acquisition and application of additional skills by the person carrying out the job or competency. In competence related pay scheme in addition to pure skill. Organizations evaluate the potential cost of skill-based pay as well as its benefits rigorously before its introduction.

Team based rewards are payments or other forms of non-financial rewards provided to members of a formally established team which are linked to the performance of that team. Team based rewards are shared amongst members of the teams in accordance with a scheme or ad hoc basis for exceptional achievement. Rewards for individuals may also be influenced by assessments of their contribution to team results. To develop and manage team based rewards it is necessary to understand the nature of teams and how they function. Profit sharing is better known, older and more widely practiced which is associated with participative management theories. Profit sharing is a group based organization plan. The fundamental objectives of profit sharing are; to encourage employees to identify themselves more closely with the organization

By developing a common concern for its progress, to stimulate a greater interest among employees in the affairs of the organization as a whole, and to encourage better co-operation between management and employees.

Merit Pays are the most widely used for paying performance. Merit pay system typically gives salary increases to individuals based on their supervisor's appraisal of their performance. The purpose of merit pay is to improve motivation and to retain the best performers by establishing clear performance reward relationship. Employee benefits are elements of remuneration given in addition to the various forms of cash pay. The organization provides a quantifiable value for individual employees which maybe deferred or contingent like a pension scheme, insurance cover or sick pay, and also it includes elements that are not strictly remuneration, such as annual holydays. Benefits in general do not exist in isolation. They are a part of comprehensive compensation package offered by the organization.

The objectives of employee benefits are; get increase the commitment of employees to the organization, to demonstrate that the organization cares for the needs of its employees and to meet the personal security and personal needs of the employees. Also to ensure, that the benefits are cost-effective in terms of commitment, and improvement in retention rate. Benefits representing large share of total compensation and therefore, have a great potential to influence the employee, unit, and organizational outcome variables. The empirical literature indicates that benefits do indeed have effect on employee attitude, retention, and perhaps job choice. Statutory and Voluntary Benefits are given to the employees by the organization regardless of whether it wants to or not for example, social security benefits, insurance, provident fund. Voluntary benefits as provided by organization are vacations, holydays, and special leave, sick leave, health insurance, educational assistance, and employee discounts.

Financial reward systems are designed to provide direct motivation, do this and you will get that. Financial rewards provide a tangible form of recognition and can therefore serve as indirect motivators, as long as people expect that further achievement will produce worthwhile results. It aims to motivate people to achieve their objectives, improve their performance on enhance their competence or skills by focusing on specific targets and priorities. Financial rewards provide financial recognition to employees for their achievement in the shape of attaining or exceeding their performance targets or reaching the level of competence skill.

Achievement bonus, team based lump sum payment are examples of financial rewards. A shop floor payment-by-result scheme or sales representative's commissions are examples of financial Incentive.

### **2.3.3 Job design**

Job design is the process of deciding which tasks and responsibilities will be undertaken by a particular employee. It also covers the methods, systems and procedures for the work. In today's business environment, proper job design can help a company to become more successful and competitive in the market. "The theory of job design as we know it today rests largely on the premise that effective performance and genuine satisfaction in work follow mainly from the intrinsic content of the job" (Anderson, 2006). Classical theorists developed a number of principles that believed would minimize the rationality and efficiency of the organization. These principles emphasized the importance of clear and unambiguous channels of authority, centralization of decision making, adherence to rules and regulations, and the division of labor. The latter principle states, that maximum work efficiency will be achieved if jobs are simplified and specialized to the greatest extent possible.

The notion is that employees will function most efficiently if they perform the same specialized functions repeatedly instead of spreading their attention and energies across more several more complex tasks. Taylor's principles of management underlying the industrial engineering approach to the design of work as follows; the work to be done should be studied scientifically to determine in quantitative terms, how the work should be divided among workers for maximum simplicity and efficiency, and how each part of the work should be done efficiently. Employees selected for the job should be matched according to the skills demanded by the job. Employees should be trained by management on how to perform the task as specified exactly by scientific analysis of the work.

### **2.3.4 Training and Development**

To meet the challenges inherent in 21st century work careers and organizations, employees required to continuously update their knowledge, skills and work habits and the organizations to invest highly in the development of their human capital. Researchers indicate investments in

training employees result in beneficial firm level. Training is the acquisition of knowledge skills, and competencies as a result of the teaching of vocational or practical skills and knowledge that relate to the specific useful competencies.

The purpose of training and management development programs is to improve employee capabilities and organizational capabilities. The knowledge and skills of its employees, the investment is returned in the form of more Productive and effective employees. Training and development programs may be focused on individual performance or team performance. The creation and implementation of training and management development programs should be based on training and management.

Development needs identified by a training needs analysis so that the time and money invested in training and management development is linked to the mission or core business of the organization. To be effective, training and management development programs need to take into account that employees are adult learners theory of adult learning or “Andragogy” is based on five ideas; that adults need to know why they are learning something, adults need to be self-directed, adults bring more work-related experiences into the learning situation, adults enter into a learning experience with a problem-centered approach to learning, and adults are motivated to learn by both extrinsic and intrinsic motivators. Having a problem-centered approach means that workers will learn better when they can see how learning will help them perform tasks or deal with problems that they confront in their work. At different stages of their careers, employees need different kinds of training and different kinds of development experiences. Investing in human resources through training and management development improves individual employee capabilities and organizational capabilities.

A more recent development on the job training plan, according to the United States Department interior, proper plan should include; An overview of the subjects to be covered, the number of hours the training is expected to take , an estimated completion date, and a method by which the training will be evaluated. Training is important to the organization in the following ways; Training develops people, it improves performance, it raises morale, it increases people’s health and effectiveness of the organization and, the productivity of the organization. Training also enables learning and personal development, it is essential for the organization as it ensures

quality, customer satisfaction and finally, it improve productivity, moral, management succession, business development and profitability.

There are many different training and development methods on job training namely; informal training, classroom training, internal training courses, external training courses, skills training, product training just to mention but a few ,all these are some of the available to use and apply to individual training needs and organizational training needs.

### **2.3.5 Performance Management**

Effective performance management system enable the organization to objectively and systemically rate employee performance while providing tool necessary to take that performance level and equate it to compensation actions. The core of any organization is its staff. How effectively organization maintains a quality of employees is linked to its ability to manage its staff and recognize the contribution of each player. Employees have always expressed the desire for open feedback regarding their performance. More and more companies embracing the pay for the pay concept and it's the compensation. A well-executed performance plan enables the organization to achieve critical goals. Performance critical goals are as follows; recognize the efforts and contribution of the current staff, reward staff with compensation directly linked to performance, motivate staff and improve performance, orient staff toward goal achievement retain key employees through the use of competitive compensation program, and to attract quality employees with effective performance management system.

The key elements of a performance management system include the following; a formal compensation philosophy statement, salary administration program, and a formal audit or success rating overview on an annual or periodic basis with disclosure of results of management. A formal compensation philosophy statement construction to develop and implement a fair, consistent and industry competitive program so as to attract motivate and retain qualified employees. This program is specifically designed to compensate employees on the basis of their performance, consistent with the companies needs and financial capabilities, salary administration program will provide the company with a competitive, easy to use, performance driven pay delivery system.

This will include the necessary guidelines for determining salary increases based on Performance as well as related administrative procedures. It establishes every position internal relative worth to a company by measuring a position's potential fulfillment of duties against the amount of value being given by the present employee through job evaluation. A formal audit success on annual or periodic basis with disclosure of results to key management. This is mostly effectively performed by an outside human resource consultant or consultancy firm, whose objectively allows them to observe and identify strengths and weaknesses that are not observable from within. Performance appraisal program are used to evaluate on employees job related performance with the primary objective being an improvement of the individual's Performance. It also provides justification for determining an employee's compensation and promotion.

### **Organizational performance**

Organizational performance (OP) is an indicator which measures how well an enterprise achieves their objectives (Hamon, 2003). Organizational performance is concerned with product or service quality, product or service innovation, employee attraction, employee retention, customer satisfaction, management/employee relation and employee relation (Delaney and Huselid, 1996). Organizational performance can also be measured through the level of high organizational citizenship behavior, team work, employee turnover, goal achievement and employee career growth Human resources have been identified to be both valuable and a source of competitive advantage (Legge, 1995). According to Bontis (1999), the human elements of the organization are those that are capable of learning, changing, innovating and providing the creative thrust which if properly motivated can ensure the long-term survival of the organization. Delery (1998) observed that the methods used by an organization to manage its human resources can have a substantial impact on many organizationally relevant outcomes. Implementation of appropriate HRM practices for university employees will promote university performance as Lew (2009) noted that employees play a strategic role in improving ratings in key areas like research quality, academic reputation of faculty, academic program quality, research contribution to society, preparation of tomorrow's leaders and quality of graduates. Realizing the importance

of promoting university performance, many universities are embarking into strategizing its HRM (Sirat, 2005). For this to materialize, it is significant that the country's universities improve their world class university ranking by attracting and retaining excellent and experience academicians and support staff.

One of the sectors which will play an important role is education especially the higher learning institutions. The nation needs more human resources capable of performing different activities both in public and private sectors. Subsequently, the higher learning institutions are expected to produce high-quality human resources. Malik et al. (2010) training and development of well-qualified human resources will depend on the performance of the universities subjected to effective implementation of different bundles of HRM practices such as selection, compensation, information sharing, participative decision making, job definition, training, career planning and performance management among others.

Little empirical research has been conducted to examine the effects of HRM practices on public universities performance in Uganda. In order to effectively investigate whether human resources are capable of contributing to competitive advantage, it is pragmatic to examine HRM practices in as many settings as possible. Therefore, this study is to examine the impact of HRM practices on organizational performance in Uganda with a particular focus on Gulu University.

### **2.3 Best Human Resource Management Practices and organizational performance**

The study outlines empirical review on best human resource management practices that influence organizational performance namely; recruitment and selection, rewards system, job design, training and development and performance management. In the globalization era, the changing global market competitiveness has created new challenges for organizations as well as individuals (Pfeiffer 1994). For firms to maintain or create competitiveness, it is necessary that they build and retain their skilled and talented human resources. Many previous empirical studies have established a linkage between human resource management practices and firm performance (Delary and Doty 1996). These linkages enhance organizational success in the rapidly changing business environment. Consequently, the role of human resource management becomes strategic and proactive (Chris Brewster 2004) to create more dynamic workplace environments.

Schuler and Jackson (2006) and other social scientists assert that human resource management is the main pathway to satisfy shareholders, investors, customers, society and organizational members, Huselid (1995) has identified the link between human resource management practices and turnover productivity and financial performance when he found a negative relationship of employee skills and organizational structure on turnover, and where employee skills and organizational structure and employee motivation have a positive impact on firm performance. Indeed high performance work practices are likely to have an effect on firm performance. In his study all human resource management variables are reported to have a significant association with firm performance.

Huselid and Delery, (1996) contended human resource management practices, particularly selection and training, are associated with perceived firm performance in profit and non-profit organization. In addition, Wright Snell, and Dyer (2005) asserted that firm competitiveness can be enhanced by a high performance work system, and that it has a positive relationship with organizational effectiveness. Research focusing on the firm level impact of human resource management practices has become popular among researchers (Wagner, et al., 1994). During the past decade, how human resource management practices affect organizational performance has become a crucial issue. The literature includes studies that focus on the performance effects of specific human resource management practices, such as training (Bartel,et al.,(1994).

Researchers impacting relationship between human resource practices and firm performance, however, they have operationalized human resource practices in several different ways. For example, some researchers have examined only one human resource practices in several different ways. For example, some researchers have examined only one human resource practice namely; staffing practices, compensation practices, Training practices, while other researchers have viewed human resource practices and control systems and have therefore focused on compensation incentive and reward systems. Is the most intensively studied human resource practice. However, the best human resource practices may be independent. Social science literature provides some theoretical and empirical support for this expectation. McMhan (1992) argued that researchers should examine “bundles” of human resource practices and their



collective effect, rather than the effect of isolated and their collective effect, rather than the effect of isolated human resource practices, on firm performance.

Human resource activities are interdependent, and as a whole they generate certain outcomes for the firm. Further studies provide support for such arguments as they found that bundles of human resource practices were significantly related to workers' productivity and firm financial performance. Although some studies have established positive associations between consistent bundles of human resource management practices and organizational performance, they have found that not all bundles have an equal impact on a firm's performance. Similar results are reported by Goodernham, et al., (2006). Who found a positive impact of human resource Management practices on firm performance of 3,281 firms in Europe. The results provide modest evidence for the positive, significant relationship that exists between firm performance and human resource management practices. The existing literature on human resource management practices the recent theoretical work on the resource based view of the firm (Barney, 1998) supports the notion that human resource management may be an important source of competitive advantage. He further argued that resources lead to sustainable competitive advantages when they are valuable, rare inimitable and well organized.

The researcher found that without having adequate human resource, the organization will be unable to achieve established goals; hence managing human resource, is the key role of success of an organization. Currently, most organizations have treated their people as the most important resource of an organization, specifically human resource as the most important asset in the service organization than manufacturing organization and improvements have to be linked more strongly to the issues in the organization, hence become aware of human resources than earlier due to the accelerating trends of globalization. The previous studies have supported the notion that when appropriately designed, human resource management practices can help organizations to enhance performance.

## **2.6 Summary of the chapter**

This study has provided some evidence for the positive, Significant relationship that results between the influence of best human resource management practices on organizational performance as illustrated under the following themes of the study; recruitment and selection,

reward system, job design, training and development, and performance management. If the organization intend to succeed in achieving their goals and objectives, then it is important that they focus on the skilled and knowledgeable manpower since the human resource is the backbone of the organization's best performance. The chapter has also defined the concept of human resource management and the selected best human resources.

## CHAPTER THREE

### RESEARH METHODOLOGY

#### 3.1 Introduction

This chapter describes the methodology that is to be adopted by the researcher in order to reach the research design, target population, sample and sampling procedures, data collection instruments, validity and reliability.

#### 3.2 Research Design

This study adopted qualitative analysis with descriptive survey design. According to Mugenda and Mugenda (2003), a survey is a method and interventions of sociological and psychological variables. A descriptive design is concerned with determining the frequency with which something occurs or the relationship between variables Bryman and Bell (2003). Orodho (2003) define research design as the scheme, outline or plan that is used to generate answers to research problems.

#### 3.3 Target Population

The targeted population of the study was 275 and sample size determined consisted of 50 administrators distributed as follows; 9 deans of faculties. There are 7 directors, 9 administrative assistant, 1 senior administrator, 1 registrar, 19 head of department, and 4 human resource officers.

**Table 1: Target of Population**

Gender	dean	Ass adm	dir.	registrar	S adm	HOD	HROs	Total
Male	7	6	5	1	1	9	2	31
Female	2	3	2	-	-	10	2	19
Total	9	9	7	1	1	19	4	50

#### 3.4 Sample Size Determination and Sampling Procedure

According to Mugenda and Mugenda (2003), a sample is a subject of a particular population. It is a group of subjects from which data is collected. For the purpose of this study, the study adopted census survey since the target population was small.

### **3.4.1 Sample Size Determination**

The study adopted a census method because the number was limited and 50 questionnaires were circulated to 50 administrators of the college of humanities and social sciences Gulu University. 50 questionnaires were returned.

### **3.4.2 Sampling Procedure**

Every subject of the targeted population formed sampling unit of the study as expected and therefore the study covered 50 units.

## **3.5 Research Instruments**

The study employed the use of a structured questionnaire which was divided into five sections in reference to the objectives of the study, bearing both open and ended questions. The research instruments were administered by the researcher that resulted to in depth conversation between the researcher and the respondents in order to obtain more deep and detailed information. In addition, the interviewer controlled the process hence probing more by adding questions that can help to add more information unlike in an observation method.

### **3.5.1 Pilot Testing**

The researcher tested the reliability of the instrument by using 10 percent of the population Mugenda and Mugenda, (2003) by administering questionnaires to the college of humanities and social sciences Gulu University which is one of the constituent of colleges of the university since they practice the best human resource management practices in the management of the college. Further, the final documents were developed and applied to the respondents in the final research. Piloting was used to establish whether the questions were able to measure what they were intended to measure, whether the respondents interpreted all questions in the same way, if the researcher is bias and rectified any errors. Piloting the study instruments increased their reliability and validity.

### **3.5.2 Validity of Instruments**

The validity of the instruments ensure scientific usefulness of the findings arising thereof. It is the extent to which the instruments captured what they purported to measure Mugenda, (1999) to

uphold content validity, the researcher discussed the content with the supervisor before proceeding to the field. This was to ensure vague, irrelevant and unclear questions eliminated or corrected.

### **3.5.3 Reliability of Instruments**

Reliability is a measure of the degree to which a research instrument yields constant results after repeated trials Mugenda and Mugenda (2003). According to Nachmias and Nachmias, (1992) reliability is the extent to which a measuring instrument contains variable errors, that is errors that appear inconsistently from observation during any of the one measurement attempt that vary each time a given unit is measured by the same instrument. It is the degree to which an instrument will give similar results for the same individuals at different times.

### **3.6 Data Collection Methods**

The study employed survey method because it made it possible to gather all types of information; it's efficient and economical than observation. Data was collected using questionnaires and interview schedules. The questionnaire was preferred in the study because the respondents were literate and hence they were be able to understand and to answer questions asked adequately. It can collect a lot of information in a short time Kothari (2004) and more so, it enables the respondents to feel free to respond to the questions inhibitions since they are not been watched Orodho (2000). Questionnaires were given out to the respondents this is to give them to have time to answer the questions and thereafter collected by the researcher as per the agreed time. Other methods used in the study included the interviewing method to collect data from top level respondents and the documentary review method for review of human resource information systems (HRIS).

### **3.7 Data Analysis**

The researcher used qualitative analysis using descriptive analysis because the data collected were in qualitative nature and it was easy to understand and to describe each theme of the study.

### **3.8 Ethical Issues**

The purpose of the research was explained adequately to the respondents and assured them of Utmost confidentiality. Moreover, the entire research was legally sanctioned by the Kampala international University which will remain the owner of the research.

### **3.9 Summary of the Chapter**

The chapter gives the methodology of the study, target population, sampling procedure and sample size determination. It explained details of the study tool used for the research, data collection methods and analysis, and ethical issues.

## CHAPTER FOUR

### DATA ANALYSIS, PRESENTATION AND INTERPRETATION

#### 4.1 Introduction

This chapter details the results of the study as proposed in the research methodology. This chapter presents data analysis which means categorizing, ordering, manipulating and summarizing of data, to intelligible and interpretation from using statistics. The presentations of the findings in this research were done using frequency, tables and percentages and discussions on the findings were made in line with the objectives of the study.

#### 4.2 Respondents Return Rate

The study administered 50 Questionnaires to the targeted respondents of whom 50 were duly Filled and returned. This represented a return rate of 100% which according to Mugenda and Mugenda was very excellent. According to Mugenda and Mugenda (1999) a 50% response rate is adequate, 60% good and above 70% is rated very well. This implies that basing on this assertion; the response rate of 100% in this case is very good.

#### 4.3 Demographic Information of the Respondents

The study sought to determine the characteristics of the respondents based on their gender, age and educational level and the findings are as presented below.

##### 4.3.1 Distribution of respondents by gender

The respondents were required to state their sex and the findings were tabulated below

**Table 2: of distribution of respondents**

gender	frequency	percentage
Male	19	38%
Female	31	62%
Totals	50	100%

The findings of the study as indicated in the table revealed that (31) 62% of the college of humanities and social sciences administrators were female compared to their male counter parts

which were (19) 38%. This therefore indicates that, administration profession has been dominated by male due to their perquisite qualifications and their desire to rule than female however, the study discovered that, even though the females were few than male, the number of males administrators has of late increased.

#### **4.4 Best Human Resource Management practices and Performance**

In this section the study sought to establish the influence of best human resource management Practices on the performance of Gulu university.

##### **4.4.1 Recruitment and Selection**

The study intended to determine the extent to which recruitment and selection as a component of best human resource management practices influences the performance of the Gulu University. Gulu university recruit through two recruitment methods which include the advertisement of vacancies in local advertisement and employee referrals and the methods and procedures the organization apply and the results were as shown in the table below.

**Table 3:recruitment and section.**

<b>method</b>	<b>frequency</b>	<b>percentage</b>
<b>Newspaper advertisement</b>	<b>32</b>	<b>64%</b>
<b>Employee referral</b>	<b>12</b>	<b>24%</b>
<b>University recruitment</b>	<b>6</b>	<b>12%</b>
<b>Totals</b>	<b>50</b>	<b>100%</b>

The study as shown in the above table indicated that all the respondents indicated that were interviewed at (50) 100% are in agreement that the recruitment were mainly done by the organization through the local newspaper, employee referrals, and university recruitment. Under this the employees were asked how they joined the organization and the above are mediums for joining the organization. This shows that the organization preferred and believed that through the methods and procedures they use are convenient to enable them recruit the best candidates they need to join their organization.



**Table 4 Challenges of Recruitment**

The study was interested to find out the challenges the organization face during the recruitment they included long process, interest, and ethnicity and the table shows the results arrived at after the study.

challenge	frequency	percentage
Long process	23	46%
Interest	12	24%
Ethnicity	15	30%
Total	50	100%

The study as shown in the above table, (23) 46% of the respondent acknowledge that the constraints faced during the recruitment is time consuming since it is a long process and that lead to the organization not to recruit in time and this will lead to the organization malfunction as the skeleton staff will be overwhelmed with the work load entails in the organization especially in such a big organization. The (12) 24% of the respondents indicated that interest is also a factor that hinders the recruitment process and this is because there are some influential individuals who want their people to find their way to the employment even if they are not qualified. This was also explained in terms of organizational politics were some influential peoples interest always overpowered policies and the law. The last (15) 30% cited the ethnicity as the major hindrance in the process of recruitment and this is because individuals in senior positions influence and create positions for the tribesmen and this will deter the efficiency of the organization since some of these people are not experienced to deliver in terms of their performance.

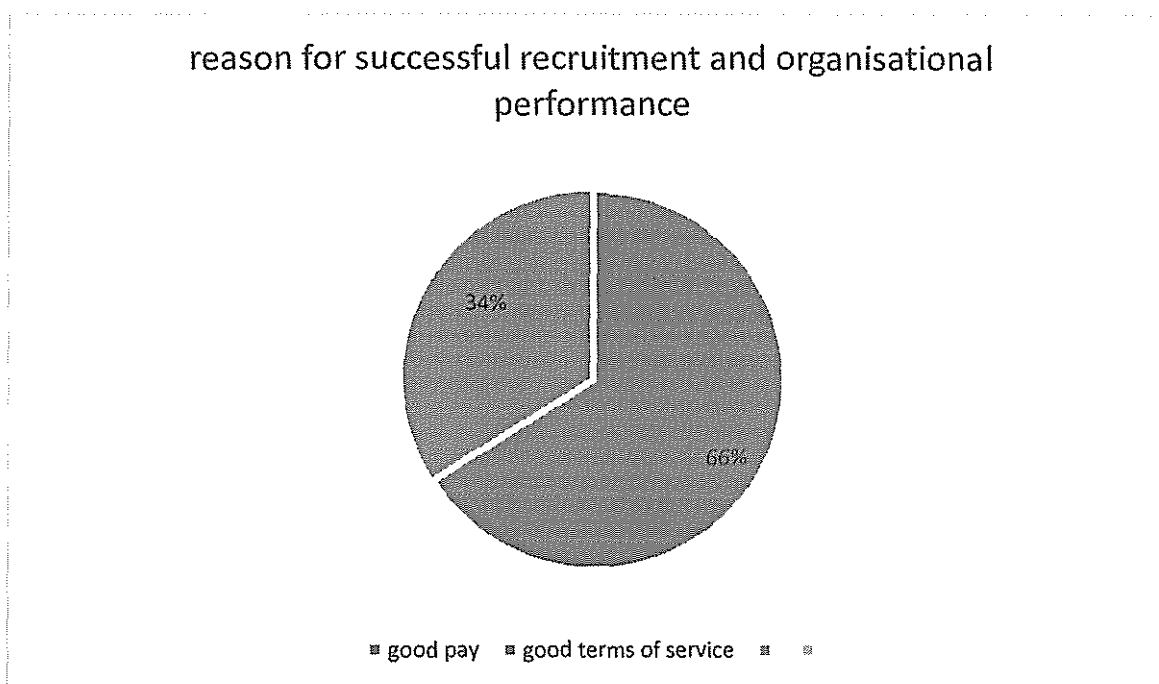
**Table 5: Candidates Joining Organization**

The study was intended to find out the reasons why the candidates after the interview and the Following responses were given by the respondents.

response	frequency	percentage
Pay	33	66%
Good terms of service	17	34%
totals	50	100%

The responded views as shown in the above table were varied into two main categories by (23) 66% stating that good pay is the main reason why people move from one job to another because the main reason why people work is to earn money so that they can be able to satisfied their personal needs and families. However, (17) 34% of the responded were of the opinion that terms of the service is the main reason why people move from one organization to the other because the employee is secured at work and other benefits such as medical, insurance are take care of as compared with the high pay job without security.

**Figure 1 : the study translated this on the pie chart below**



**Table 6: Candidates not joining the Organization**

The study sought to know why the candidates that have gone through the interview and selected do not join the organization thereafter and the responses were as follows

response	frequency	percentage
Low pay	29	58%
Poor working conditions	21	42%
Total	50	100%

In the above table, the results shows that, (29) 58% indicated that most candidates will not join the organization if the pay is below what they are expected since most candidates are employees in other organizations and yet are searching for a greener pastures. So this will leave them with an option of not taking up the offer since the pay is low. The remaining (21) 42% of the respondents indicated that, despite of the low pay, they feel that working conditions crown it all for the selected candidate to take up the offer since they job security is assured.

#### 4.5 Reward system

This section of the study intended to assess the extent to which reward systems as a best human resource management practices influences performance of Gulu University and, therefore how the organization satisfied their employees. The study was carried out and the outcome was as follows.

##### 4.5.1: Job Grade Determination

The study was intended to determine how the progression in the job grade was determined in the organization and the study found the following findings as shown in the table below.

**Table 7: Job Grade Determination**

Response	frequency	percentage
Time and job	-	-
Merit	14	28
Established steps	23	46
Others	13	26
Total	50	100%

The study results in the table above showed that none of the respondents indicated job and time as a factor that, the organization use to determine job grade. The study further indicated that, (14) 28% of the responses indicated that job grade is based on merit and that those who have demonstrated their work have been promoted to the next grades however, there are those who have not been promoted despite of their merit. The (23) 46% of the results indicated that, job grade is determined by established step of the organization and provided by standing orders this will enable the organization to abide with its rules and regulations as well rewarding employees who have worked hard and to enable the organization meet their clients' demands in terms of

service delivery. The (13) 26% of the remaining respondents cited ethnicity in promotion and this brings in division among employees. The results from the study indicated that, salary review structure did not exist in the organization rather salary structure was reviewed by the public service commission and that the salary was reviewed through the collective bargain agreement which was negotiated between the employer, union since the employee salary was awarded by the government and that there the organization does not operate in its own identity and the revenue generated was given to the government.

#### 4.6 Job Design.

This study intended to establish how job design as a component of best human resource management practices influences performance of the University.

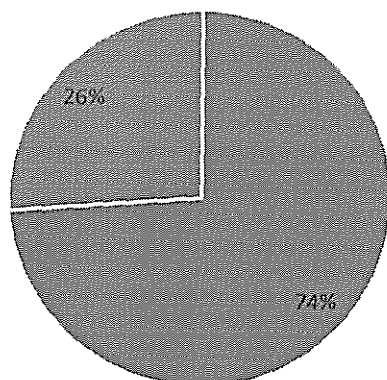
**Table 8: Relevancy of Work Design on Organizations Objectives.**

The study results therefore, on the relevancy of job design with the organization objectives was recorded as follows.

RESPONSE	FREQUENCY	PERCENTANGE
Work design relevant on organizational objectives	37	74%
Work design not relative on organizational objectives	13	26%
total	50	100%

The study responses as shown in the above table were as follows, (37) 74% agreed that the work designed are well suited to the organizations' objectives and this was a view that the organization will be able to make or maintain its competitive edge in the market. However, (13) 26% indicated that, work design does not suit the organization and the review therefore should be considered so that, the organization is able to compete in the market environment.

### work design and organisational objectives



■ work design relvant ■ work design not relvant ■ ■

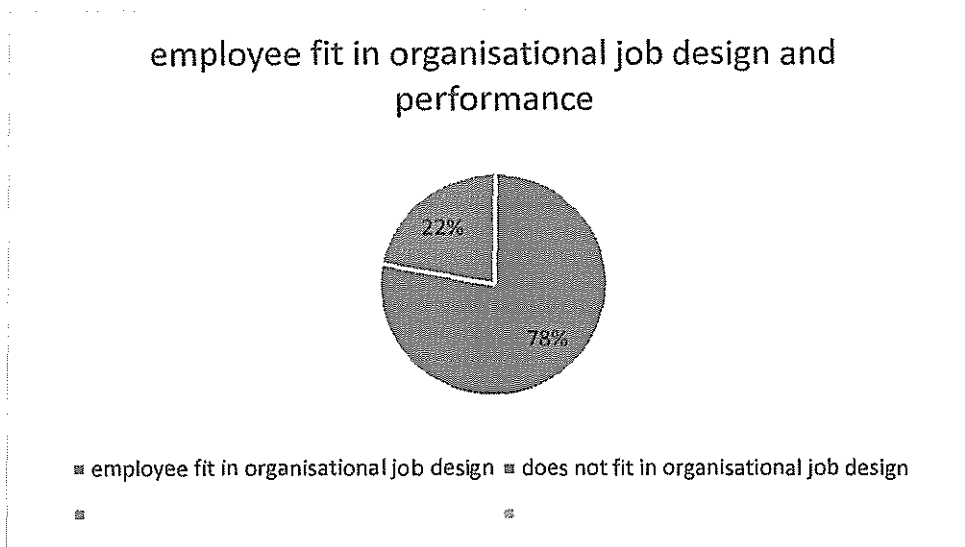
**Table 9: Employees fit in Organization Job Design**

The study sought to find out if the employees fit in the organizational job design and the following results were recorded.

RESPONSE	FREQUENCY	PERCENTANGE
Employees fit in organizational design	39	78%
Employees does not fit in organizational design	11	22%
total	50	100%

The study as indicated in the above table determined that, (39) 78% of the respondents indicated that the employees fit in the organization job design because they work in their respective areas of specialization and that this make them to perform their work well that led to the achievement of the organization objectives. The remaining (11) 22% of the respondents did not agree that the employees fit in the organization job design this is because there are employees who work in different areas of their profession and this will hinder them to deliver as per the expectation of the management thus will lead to the low achievement of the expected results.

**Figure 2 : This data was translated onto a pie chart as below**



**Table 10: Job Description**

The study sought to find out if the organization had the job description and the respondents were as follows in the table below.

RESPONSE	FREQUENCY	PERCENTANGE
Organization had job description	50	100%
Organization does not have job description	-	-
Total	50	100%

The study results indicated in the table above shows that 100 % of the respondents agreed that the organization has the job description this is because the jobs in the organization are categorized into departments that employees were deployed in their respective departments based on their job description. This is because the organization is has a well establish structure and work description is therefore part of the organizations arrangements to perform well in the market environment hence competitive edge.

#### 4.7 Training and Development

The study intended to what extent, do training and development as a best practice of human resource management practices influences the performance of Gulu University. The study was carried out and the following results were found in each of the questions asked.

**Table 11: Organization Train its' Employees**

The study intended to seek from the respondents if their organization trains its employees and the results were tabulated as follows.

RESPONSE	FREQUENCY	PERCENTANGE
Organization train its employee	50	100%
Organization does not train its employees	-	-
Total	50	100%

The results from the respondents indicated in the above table shows that, 100% of the total respondents unanimously agreed and indicated that their organization train employees and this is because the organization is aware of the importance of training and developing its 'employees so that, they remain relevant creating a competitive edge in the market environment.

**Table 12: Employees Perception on Training and Development**

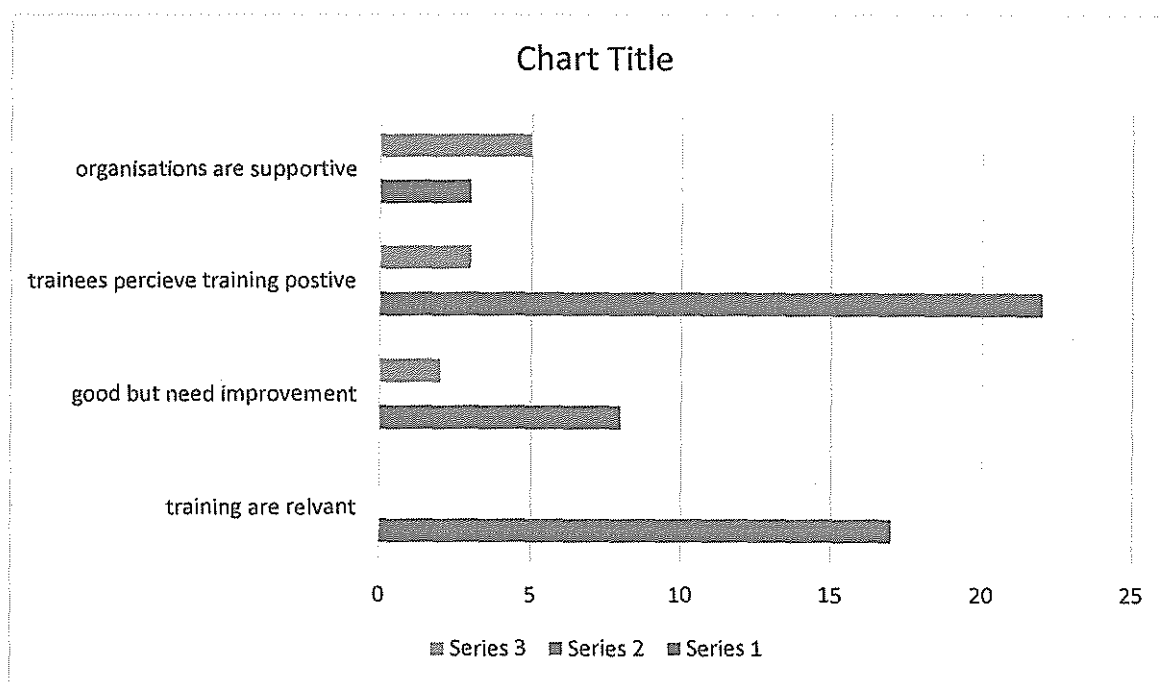
The study was intended to find out the employees perception on training and development and the respondents were as indicated below.

response	frequency	percentage
Trainings are relevant	17	34
Good but need Improvement	8	16
Trainees perceive training positive	22	44
Organization are very supportive	3	6
Totals	50	100

The results from the responses in the table above varied from one perspective of to the other with the (17) 34% indicating that the training and development are relevant to the organizational wellbeing and that without them the organization will not be able to achieve its' objectives. The (8) 16% allude that the training and development within the organization are good but need improvement that may be to improve on the ways in which the organization carries out the training. The greater (22) 44% of the respondents mentioned that training aspect of the organization is very important since it leads to the betterment of the organization in terms of performance and delivery of goods and services to their clients. While the (3) 6% of the respondents mentioned that, training is very supportive and this reflects on the employees whom may have not been able to improve themselves and through the organizations training steps in,

the it is a supportive to such employees as this will lead to their personal growth and improvement as well as the organization that will lead to the achievement of the organizational goals and objectives.

**Figure 3: the above data is represented on the bar graph**



**Table 13:Impact of Training and Development**

The study intended to find out if training and development have appositve impact to both the employees and organization and the results were as tabulated below.

RESPONSE	FREQUENCY	PERCENTANGE
Impact exist between training & performance	50	100%
Impact does not exist between training and performance	-	-
Total	50	100%

The study results showed in the table above that, all the respondents interviewed (50) 100% unanimously agreed that training and development have an impact in the organization and this is because the employees will learn new skills on how to perform their duties, solve problems at

#### 4.8 Performance Management

This study was intended to determine the extent to which performance management as a best practice of human resource management influences performance of college of humanities and



social sciences. The researcher therefore carried out an interview from the respondents and the following results were found as tabulated below.

**Table 14: Performance Management in Organization**

RESPONSE	FREQUENCY	PERCENTANGE
Performance management is practiced	50	100%
Performance management not practice	-	-
<b>Total</b>	<b>50</b>	<b>100%</b>

The study results as shown above in the table from the respondents interviewed showed that, all the respondents alluded to the fact that performance management is practiced in their organization and this is because the organizations' management has realized that their employees performance need to be reviewed so that to identify work performance, their work needs and how to improve their performance so as to meet the expectation of their customers.

**Table 15: Times Performance Management Exercise done in an Organization**

The study sought to find out how many times performance management is carried out in an organization and the following results were obtained from the field as shown in the table below.

response	frequency	percentage
Performance Management is done After Four Months	-	-
Performance Management is done After Six Months	-	-
Performance Management is done Once a Year	50	100
<b>Total</b>	<b>50</b>	<b>100</b>

The study outcome indicated by the respondents showed that the performance management is an exercise that is done only once a year. This is because the organization management had opted for due to the various activities that are involved and also the organization calendar that could not allow it to be done more than once a year.

**Table 16: Performance Management Support on Organizational Objectives**

The study ought to find out from the respondents if performance management support in their organizational objectives and the findings were as follows.

RESPONSE	FREQUENCY	PERCENTAGE
Performance Management Support Organization Objectives	38	76

Performance Management doesn't Support Org. Objectives	12	24
Total	50	100%

The results from the data collected from the respondents as shown in the above table, 76% indicated that performance management supports the organizational objectives while 24% did not agree that performance management support this is because amongst the objectives of the performance management are neither met nor practiced by the management such as promotion, advice the employees who under performed on how to improve or by taking them for training to develop them. However performance management therefore, should enables the organization to assess its' performance standards through its employees and on areas to improve on so that, the organization can maintain its' performance in the vibrant market environment.

## **CHAPTER FIVE**

### **SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSIONS AND**

### **RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter shall give the summary of the research findings as analyzed in the previous chapter. It shall show conclusion per question asked and also the researcher's recommendations.

#### **5.2 Summary of Findings**

This section gives the summary of findings based on the objectives of the study.

##### **5.2.1 Recruitment and Selection**

The study established that all the respondents strongly indicated that the organization deployed the use of i newspapers, employee referrals and university recruitment to recruit new employees. The recruitment process is marred by long processes, interest, and ethnicity which stood at 46%, 24%, and 30% respectively characterized from the influential individuals within organization. Further the study found that employees that joined the organization preferred more pay than terms of service at 66% and 34% respectively.

##### **5.2.2 Reward system**

The study established that, all the respondent indicated that the job determination response varied from merit, established steps and others at the following, 28%, 46% and 26% respectively and that, the organization does not have employee merit review which was strongly agreed at 100% by the respondents.

##### **5.2.3 Job Design**

The study determined that 74% of the respondent agreed that work design are aligned to organizational objectives while the remaining 26% did not agree on the relevancy of work design on organizational objectives. Further study revealed that 78% of employees indicated that employees matched with their job design whereas the remaining 22 did not agree. The study also

revealed job descriptions had a positive impact on the organization performance which stood at 100% ..

Organization employed both internal and external trainers as suggested by respondents at 100%.

#### **5.2.4 Training and Development**

The study established that the organization trains its employees at 100% through both job and off training at 100% and the employee's perception on training was found to vary as follows 34% relevancy of training, 16% improvement on training, 44% perceived training to be positive and at 6%, recognized the support of the organization in objectives. More so, performance management was indicated by the respondents at 100% that they strongly agreed that, the organization needs performance management.

#### **5.2.5 Performance Management**

Performance management of the organization was indicated at 100% that is carried out once a year for the purpose of continuous assessment and review of the organizational performance as well as to identify its weaknesses and strengths that will enable the organization management to seek for the solution of the problems arising and maintaining its course respectively. The study further established that, 76% of the respondents indicated that performance management exercise supports organization objectives compared to 24% which indicated that performance management does not support organizational objectives.

### **5.3 Discussions**

In this section the study discusses the research findings on the basis of objectives in relation to the empirical literature. The research study determined that all over the world, the concept of organizational management is similar and the focus is to achieve organization goals and objectives. Therefore, the concept of the best human resource management practices on the influence of the organizational performance was found to be the back bone of the organizations' management mandate to ensure that these practices are adhered to since they contribute significantly to the organizations existence. The study revealed that to the greater extent, there are practices that are part and parcel of the organization since they contribute to the wellbeing of

the organization in terms of effective and efficiency of the organizations' performance that will enhance the organization to maintain and to competitive in the business environment. The findings signifies the importance of transparency and integrity in the recruitment and selection process since human resource is the organizations' most valuable resource and this will enhance the work performance in the organization leading to the production and delivery of services that meets the clients expectation. However the organizations that are not able to recruit their staff based on merit and professionalism are prone to perform dismally in terms of work output and quality since they did not recruit the right people that could help them to achieve their objectives. When the organization recruit their staff based on merit and integrity, outcome of the work performance will satisfy the needs of their clients and this will results into high revenue returns hence profit making and the maintenance of the organizations' operations. The previous studies have indicated to sustain the high level of competitive advantage a firm, it requires talented and skilled workers (Liao and Chuo 2006). Husselid (1995) has found that organizational productivity and high performance depends on the right person, which is also a pathway to reduced turnover more so, they identified a positive link between hiring manager and employees and the creation of the right culture for organizational growth. Terpstra and Rozel (1993) in their past studies, found that staffing is positively integrated of human resource management is positively related with organizational performance.

The study established that indeed, the reward system of the organization will determine the commitment of employees as they work because after work, the reward is the return that will make the employee to work hard in the realization of the organizations' objectives. This reward acts as a motivator to the employees and this will bind them to feel that they are taken care of and more so, the sense of belonging to the organization. However, if the organization does not reward their employees well then the organization is likely to experience high labor turn over since employees will move in search of green pastures. Such organizations are likely to close down because, the employees are not committed to work and this will results to low productivity as well as compromised quality. Therefore, the organization can only be or maintain its' vibrancy in the market if they reward their employees well and value them as the most important asset of the organization. Previous studies by Lopez E.M (1981) showed that an intrinsic reward is believed to be able to satisfy and motivate employees to perform better.

The organization job design enables the organization employees to equip themselves with the work that they do in line with their varied professions and this will lead to work satisfaction as well as achieving of the organizations' goals. Employees' satisfaction leads to work commitment and hence this will result in the high productivity as well as expected quality that meet clients' expectations. Organizations without a proper job design will not be able to perform well in the realization of its objectives, this is because, some of the employees will not work in line with their profession and this will lead to the losses. This will lead to lack of work satisfaction and commitment and hence low and poor quality production. It is with great concern that, for an organizations to have a well-structured job design as this will enable them to achieve its' goals and objectives. The research study by Anderson, (2006) on the job design rest largely on the premise that, effective performance and genuine satisfactions in work follow mainly from the intrinsic content of the job.

The organization aspect of training and development improves the performance of the employees since they learn new skills and knowledge on how they should improve at work. This makes the organization to equip its' employees with the modern changes that has emerged in the market environment because this will make the organization relevant and to at the competitive edge of the market. Organizations that do not consider to train and develop its' employees are bound to perform dismally in terms of delivery of quality services to its clients and are likely not to survive in the business environment. The previous studies, Collins and Holton (2004), in their evaluation of 83 studies from 1982 to 2001, including education, government, medical, and military organizations, came to a similar conclusion. Even a moderately effective training program can have a substantial effect.

Performance management as a practice in the organization, the study discovered that it will enable the organization to meet the set targets this is because, the assessment of employees and their needs will lead to identify their needs and areas to improve on. This exercise supports the organization platform on achieving its' objectives in terms of effectiveness and efficiency in the organizational operations that will lead to the organization to flourish in the business environment. Organizations which do not practice performance management will not be able to

realize its objectives because they will not be able to assess and monitor their work performance and are likely to struggle to make it the market environment. The previous research by Ashton and Sang (2002) is significant in this respect as they cite a case study organization that having gone down the performance management route was having second thought following costs incurred through staff turnover, changes in company procedures and the need for extensive re training. They acknowledge that it may be that costs involved are so high added markets to remain with the old system. However, they found that, performance management has a positive significant effect to the organizational performance.

#### **5.4 Conclusions**

The study established that, organizations operate under the very similar aspects based on the human resource management practices. More so, the major operations of the organization are expected to meet the needs and demands of their clients as this will enable the organization to maintains its' clients and have in them so that they can be able to operate in the business environment. These practices are fundamental in any of the organization that is focused to achieve its objectives as they will lead to a better and efficient service delivery to its clients. Organizations maintain their workforce by providing better reward system as this will motivate them to toil for the organization hence better work performance. It is therefore significant for the organization to focus on the best human resource management practices if at all they are to achieve their goals and objectives and also to survive in the competitive business environment. This study revealed through that previous studies have confirmed that, these best human resource management practices has a positive significant on organizational performance.

#### **5.5 Recommendations of the Study Findings**

1. The study recommended that for the organizations to be relevant in the business environment there is a greater need of significant for the organizational management to practice the best human resource management practices since it influenced the performance of Gulu University that will enable the organization to achieve its objectives.
2. Recruitment and selection as a component of best human resource practices will enable the University to acquire the right people with relevant skills and profession that will enhance

efficiency in work performance that will enable the organization to achieve its objectives as expected therefore best performance.

3. Reward system as a component of the best human resource management practices that influence the performance of the organizational performance of Gulu University was found to have a significant effect in terms of motivating employees and promoting teamwork that will enormously contribute to the better performance of the organization that will lead to the organization to achieve its objectives.

4. Job design being of the best human resource management practices that influence performance of the organization, the study found that it influenced positively the performance of Gulu university since the organization has a well job design that are aligned to its objectives and this will enable the employees to work towards the a achievement of these objectives that will contribute to better performance.

5. Training and development as a component of the best human resource management that Influence performance, the study revealed that it has a greater and a positive effect in the performance of Gulu university since the University trained and developed its employees so that they can enquire new skills and knowledge that will enable them to perform their duties and in the process the organization will be able to deliver services to the expectation to the satisfaction of their client and this will hence its performance through the achievement of higher revenues and also competitive edge in the business environment.

6. Performance and management as a component of the best human resource management practices that influence performance of the organization, the study discovered that the college through the appraisal process that is done annually has enabled the organization to evaluate its performance by assessing the strengths and weaknesses of its employees and by continuous improvement, the university has been able to maintain its performance in the vibrant business environment. Performance and management is a component of the organizational management cannot be able to do away with but to adhere to for it has a positive significant to the organizational performance that will enable the organization to a achieve its objectives that will contribute to better performance.



## **5.6 Recommendations for further Study**

1. The research recommends that, further studies to be carried out the influence of the best human resource management practices on performance of manufacturing organization, in order to compare and to contrast if the influence of best human resource management practices on organizational performance is the same because the study covered the service producing organization. In order to compare and to contrast if the influence of best human resource management practices on organizational performance is the same because the study covered the service producing organization.
2. The study recommends that, the organization should embrace merit in recruitment and selection processes as this will enhance qualified staff being recruited thus efficiency in service delivery that will lead to the achievement of organizational goals and objectives.
3. The study also recommends that reward system should be considered by the organizational management as a factor that motivates employees to perform well hence achievement of the organizational objectives.
4. The research recommends that, a well job design that suits the organizational objectives. Should be adhered to as this will motivate employees to work and deliver at their various work designations hence, promoting teamwork and cooperation within the organization.
5. This study recommends that, training and development of employees at work will equip them with skills and knowledge that will ease in the work performance that leads to the satisfaction of their clients that will lead to the organization to maintain its' competitive edge in the business environment.
6. The study recommends that, performance management is very significant in the organization as it helps the organization to assess its' performance in terms of its strength and weakness. This will enable the organizational management to improve in areas that can enable them achieve organizational goals and objectives.

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## QUESTIONNAIRE

Please answer all the questions by filling appropriately after carefully reading through them. The questions are seeking your opinion on the influence of the best human resource management practices on organizational performance at Gulu University.

All the answers you gave will help in achieving the objectives of this study. Your answers will be treated with confidentiality and will only be used for the purpose of this study.

1. Gender

☐ Male ☐ Female

2. Age

☐ Below 30 ☐ 31 – 40 ☐ 41-50 ☐ Above 51 years

3. Educational qualification

☐ High School ☐ Diploma ☐ Undergraduate ☐ Post Graduate

4. Department .....

Recruitment and Selection

1. Which of the following recruitment methods and procedures do you apply?

(a) Employee referrals ☐

(b) Advertisement in local newspapers ☐

(c) Internet ☐

(d) Professional bodies ☐

(e) Both internet and Local Newspapers ☐

2. What is the approximate time taken for recruitment?

(a) One month ☐

(b) Two months ☐

(c) Three months ☐

(d) Any other .....

3. What constraints you face during recruitment?

(a) .....

(b) .....

(c) .....

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(d) .....

4. Which of the following selection procedures and methods followed by your organization?

(a) Aptitude test [ ]

(b) Personal interview [ ]

(c) Written test [ ]

(d) Practical test [ ]

5. What constraints do you face while selecting the candidate

(a) .....

(b) .....

(c) .....

(d) .....

6. According to you, what may be the reasons for the candidates to join your

organization?.....

.....

7. According to you, what may be the reasons for the candidates not joining after selection?

.....

.....

#### Reward System

1. Are your employees represented by a union?

No [ ] Yes [ ]

2. How do you rate your union?

(a) Active [ ]

(b) Passive [ ]

(c) Any other .....

3. How is progression in the job grade determined?

(a) Time and job [ ]

(b) Merit [ ]

(c) Established step [ ]

(d) Others.....

4. How often is the salary structure reviewed?.....

5. Does your organization have general increase?

No [ ] Yes [ ]

6. Does your organization have a formal employee merit review process

Yes ☐ No ☐

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Job Design

1. Work design relevant with the organizations objectives?

Yes ☐ No ☐

2. Does your employees fit in the organizations job design?

Yes ☐ No ☐

3. Does your organization has a job description?

Yes ☐ No ☐

4. Are your employees satisfied with the job design?

Yes ☐ No ☐

5. Are there changes you would suggest in your organizations job design?

Yes ☐ No ☐

If yes, explain.....

.....

Training and Development

1. Do your organization train it's employees?

No ☐ Yes ☐

2. Which methods of training do you apply?

(a) On job training only ☐

(b) Off job training only ☐

(c) Both Job on and off training ☐

(d) Others.....

3. How did you find the training methods used?.....

4. How does your employees perceive training and development?

.....

5. (a) Does training and development have an impact to both your employees and the organization?

Yes ☐ No ☐

6. How do you choose or identify employee for training?

.....

...

7. (a) Is there any constraints in training and development?

Yes ☐ No ☐

If yes, how do you encounter them?.....

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#### Performance Management

1. Do you carry out performance management in your organizations?

Yes ☐ No ☐

2. How many times do you carry out performance management in a year?

a) After four months

b) After six months

c) Once a year

3. Does performance management support your organizational objectives?

Yes ☐ No ☐

4. Do you support performance management as a vital tool in your organization? Yes ☐ No ☐

*Thank you for your interest and time*