

HUMAN RESOURCE PRACTICES AND EMPLOYEE PERFORMANCE

IN NANSANA MUNICIPAL COUNCIL

BY

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### DECLARATION

I NAKANGU ZIYADA do hereby declare that this dissertation is my own original work and that  
is it has not been submitted for a similar degree in any university

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### Approval

This Research Report has been presented for Examination with my Approval as the Appointed Supervisor.

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## DEDICATION

This work is dedicated to my parents, Mr. and Mrs. Bakaki Abasi , Kasifa Katooko and Mr Kibazo Timothy. Not forgetting my brothers and sisters.

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## **ABSTRACT**

The study was to examine Human resource Practices and employee performance in Nansana Municipality council. The objectives of the study include; establishing different types of Human resource Practices in Nansana Municipality council, To establish the indicators of Human resource practices in Nansana Municipality council, To determine both the positive and negative impact of Human resource Practices on employee performance in Nansana Municipality council

Research design: A cross sectional design was adopted by the researcher. The study population comprised of 50 respondents of Nansana municipality council in various departments. There is free Training and development in Nansana Municipality council as human resource practice which provide innovations and opportunities to learn new technologies and improve employee skills, knowledge and firm performance. There is free and fair Recruitment in Nansana Municipality council which important in obtaining the number and quality of employees that are required to satisfy the strategic strategies of the organization at minimal cost. Decision-making system is also enhanced in the structure as one of the Human resource Practice as it helps to minimize technical complexity to enable operations run smoothly. I conclude the following; Effective communication is credited as a human resource practice. Training and development as human resource practice which provide innovations and opportunities to learn new technologies and improve employee skills, knowledge and firm performance. This will enable the concerned parties to perform their duties to best of their abilities and deliver. The researcher recommends that further research should be carried out on the following areas so as to get more knowledgeable related human resource practices and employee performance. The Impact of Human Resource Management Practices on Employee Turnover.

## **CHAPTER ONE**

### **1.0 Introduction**

This chapter covers the background of the study, the problem statement, and justification, purpose of the study, the objectives of the study, research questions, significance and scope of the study.

### **1.1 Back ground**

A plethora of research exists examining the relationship between Human Resource Practices and employee performance. Such research has been conducted at the corporate (e.g., Huselid), business unit (e.g., Wright, Gardner, and Moynihan, 2003) and department level (e.g., ). Studies have examined multiple industries (e.g, Guthrie, 2001), within a single industry (e.g., MacDuffie, 1995) or even within a single corporation (Wright et al., 2003). While the observed effect sizes may differ across studies, qualitative reviews of this literature conclude that in almost all cases Human Resource Practices are found to be at least weakly related to performance (Boselie, Dietz, & Boon, 2005; Wright, Gardner, Moynihan, & Allen, 2005). This conclusion is supported by a recent meta-analysis concluding that the mean effect size for the Human Resource performance relationship is approximately .05 (Combs, Ketchen, Hall, & Liu, 2006) implying that a one standard deviation increase in the use of high-performance work systems is associated with a 4.6% increase in return on assets. However, these empirical results tie Human Resource Practices to distal performance measures, without measuring more proximal outcomes.

By virtue of human capital as a main source for productivity and competitive advantage (Khan, 2015), organizations must consider the critical role of human resource practices and make every effort to develop and sustain this capital. The development of human capital can be achieved by Human Resource Practices. Literature looks at these practices as antecedents of various

organizational outcomes. Findings from Guerci et al. (2015) demonstrated that Human Resource Practices enhance the organizational climate. According to Shahnawaz and Juyal (2006), Human Resource Practices (i.e. training, employee participation, training and career development) are significantly predicting organizational commitment. Furthermore, Human Resource Practices are significant for improving employees' performance and enhancing the achievement of organizational goals (Ahmed & Akhtar, 2012).

Meyer and Allen (1997) divided Human Resource Practices into two types: control-related practices that aim at increasing efficiency and depend on output-based rewards and commitment-related practices that aim at increasing effectiveness and depend on conditions facilitate the achievement of the organizational goals. Employee empowerment, intensive communications about employees' tasks and performance, training and development, recruitment, and performance-based rewards are examples of commitment-related practices cited by Pfeffer (1998).

The numbers of micro and small enterprises and people working in the formal and informal sectors are growing rapidly around the world since 18th century, and account for the bulk of new employment and for the majority of the working poor. In assessments of working and employment conditions, including issues of occupational safety and health, maternity protection, work-family issues, homework, working time, wages and income, work organization, sexual harassment, violence at work, workload, worker's welfare facilities, housing, nutrition and environment, the millions of women and men in micro and small enterprises and the informal economy (MSE/IE) face perhaps the greatest problems among the working population (Rinehart. 2004). Conducive work environment ensures the wellbeing of employees which always was

enable them exert themselves to their roles with all force that may translate to higher productivity (Akinyele, 2007).

In Africa, many research studies have conducted regarding the impact of working condition on employee productivity. Levert, Lucas and Ortlep (2000) conducted a research study on South African nurses and found high burnout on three levels: emotional exhaustion, depersonalization and low personal accomplishment. They attributed the nursing burnout to a high workload and other organizational factors with in the hospital. In addition, a study conducted in South Africa found that working condition has negative impact to the productivity. Noble (2003) states that more attention should be paid in identifying and dealing with working condition because when employees have negative perception to their environment they sometimes suffer from chronic stress.

From early 1 990s government of Uganda embarked on the country's Economic Recovery Programs, aimed at removing structural distortions and imbalances in the economy by providing an enabling environment for local government development. Despite the government's efforts to make Uganda's private sector more competitive, very little appears to be happening in comparison to other countries (Nyanzi, 2012). The Global Competitiveness Report 2014/15 has ranked Uganda 122 out of 144 economies.

Uganda still lags behind Rwanda (62) and South Africa (56) which are the top performers in Africa - while Kenya is ranked 90 (World Economic Forum, 2014). This leads us to propose that the local government Human resource management is a necessary but not sufficient condition for employee performance. The solution to the performance problem lies more at how the Human Resource Practices are handled at the local level.

Researchers within Human Resource Management (HRM) field have been concerned with how HRM can lead to improved employee performance (Huselid, 1995; Delbridge and Keenoy, 2010). While early HRM studies tended to propose a direct link between Human Resource Practices and employee performance, recent evidence suggests that the relationship is most likely mediated by a range of attitudinal and behavioral variables at the individual level employee engagement, task performance, and OCB (Guest, Conway, & Dewe, 2004; Kuvaas, 2008; Snape& Redman, 2010). Prior HRM-performance-studies tended to focus on the macro level and proposed a direct relationship between the two, but lacked convincing theoretical explanations (Guest 2011). Recent research has adopted a social exchange framework and quantitative methodologies at the micro level to suggest that the relationship is most likely mediated by attitudinal variables, especially employee engagement which has ushered in a very recent interest in the parallel stream of research linking employee engagement and employee outcomes.

Bringing the two streams together suggests that engagement may constitute the mechanism through which Human Resource Practices impact individual and organizational outcomes within the framework of social exchange theory.

Municipal council of Nansana is a local authority established under the Local government Act Cap. 243 of Uganda. It is situated in Uganda's Busoga sub region.

A recent stream of thinking in this area has focused on the ways in which human resource Practices can elicit organizational commitment from employees, a construct which is argued to impact their motivation and desire to stay with the firm. However, recent advances have been made in the conceptualizations of both Human Resource Practices and organizational

commitment. The purpose of this chapter is to provide a more detailed analysis of the link between Human Resource Practices and employee performance.

## **1.2 Statement of the problem**

In organizations performance was realized at the levels of organization, process and individuals and the interrelationships among these will define the vantage points of the organization. In contributing to the overall goal of the organization, Human resource practices are implemented as this benefits not just the organization but also the individuals making up that organization Hagberg and Heifetz (2000).

Less than 50% of the required staff in Uganda was the available to serve rural populations. Although there is no conclusive evidence concerning the relationship between service outcomes and the number of human resources (HR) available, it was clear that qualified and motivated human resources are essential for adequate service provision.

The performance of Ministry and Local Authorities in Uganda and indeed the entire local government was a cause for worry from the perspective of the human resource practices and employee performance. Bloom et al (2009) have stated that human resource practices in local governments in Africa is very poor compared to that of other local governments in other developed countries. In the few months of the 2012/13 fiscal year, employee performance of local government, Eastern region in particular emerged as an issue of national concern. It was this that prompted the researcher to look for the loopholes in Nansana municipality council and establish the relationship between human resource practices and employee performance.

### **1.3 Purpose of the study**

The purpose of the study was to examine Human resource Practices and employee performance in Nansana Municipality council.

### **1.4 Objectives of the study**

The objectives of the study include; -

- i. To establish different types of Human resource Practices in Nansana Municipality council.
- ii. To establish the indicators of Human resource in Nansana Municipality council
- iii. To determine both the positive and negative impact of Human resource Practices on employee performance in Nansana Municipality council

### **1.5 Research questions**

The following questions were deemed necessary by the researcher to help in conducting a

1. Identify Human resource Practices in Nansana Municipality council?
2. What are the indicators of employee Performance in Nansana Municipality council?
3. Determine the impact of Human resource Practices on employee performance in Nansana municipality council?

### **1.6 Scope of the study**

The study will focused on Human resource practices and employee performance in Nansana municipal council with attention on the complexities in achieving employee performance outcomes. The study takes an insight on Human resource Practices and indicators of employee in an organization while analyzing on what kind of motivational measures could help enhance



employee performance. The research will be carried out between August and October 2019. The biggest part of the study will be carried out in Nansana municipal council in Wakiso District

### **1.7 Significance of the study**

This research will be helpful in a variety of ways and may not be limited to the following significance: -

The study will be very important to the local governments and other stakeholders in that it was to provide feedback to them concerning proper application of Human resource Practices and employee performance.

It could also be of very important use to other researchers in related fields in that they would be able to use it for consultation as a secondary source of data.

The research study will help to inform Nansana Municipality council about the motivational problems and develop strategies to minimize the problems.

The study will add on to the existing literature on Human resource Practices on employee performance in Nansana municipality council.

### **1.8 Justification of the study**

Improving employee performance has gained attention in both private and public sector. Attention also needs to be placed in the effort of motivating employees. Efforts need to be made to ensure that reasons preventing optimal employee performance are identified. A lot of studies and literature focus on motivation but little attention has been given to motivation in Nansana municipal council in practice. The research was also helping the managers and the workers, to realize their obligations and responsibility towards, the good employee performance of the organization.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

This chapter covers the Human resource Practices, indicators of employee performance and the impact of Human resource Practices on employee performance.

#### **2.1 Theoretical Literature Review**

##### **2.1.1 Fredrick Herzberg's two Factors' Theories**

Fredrick Herzberg's two factors theory (1966) explains that employees are effected by two factors that is hygiene factors which ensure that employees does not become dissatisfied these are working conditions, quality of supervisor, status, job security, salary, company policies and administration and interpersonal relationships while motivational factors which cause employees become satisfied are achievement, recognition, advancement to higher level task, responsibility, job itself, growth and development. Qasim (2012) has also used Herzberg two factors theory to explain the link between the concepts of human resource management practices and employee performance within an organization.

##### **2.1.2 Adams's Equity Theory (1965)**

Equity theory is concerned with the perception of people about how they are being treated as compared to others (Armstrong, 2001, p.163). Equity theory proposed that employees will be better motivated if they are treated equitably and will be demotivated if they are treated inequitably. Adam state that there two types of equity that is distributive equity which deals with feelings that people feel they are rewarded in accordance with their contribution and in

comparison, with others. The other is procedural equity or procedural justice that is concerned with the perceptions employees have about the fairness of procedures in such area as performance appraisal, promotion and discipline are being operated. This theory predicts that if the HRM practices are perceived to be fair and equitably provided they will lead to job satisfaction. Conversely, if HRM practices are perceived to be unfairly and inequitably provided they will leads to job dissatisfaction. The above stated theories are relevant to this study since they predict a relationship between human resource management practices and employees performance in organizations.

## **2.4 Review of related literature**

### **2.1 Human Resource Management (HRM)**

Bratton and Gold (2009) define HRM as the strategic approach to managing employment relations which emphasis that leveraging peoples' capabilities is critical to achieving competitive advantage, this being achieved through a distinctive set of integrated employment policies, programs and practices. But also, HRM is "a strategic and coherent approach to the management of an organization's most valuable asset; the people working there who individually and collectively contribute to the achievement of its objective" (Amstrong, 2011 p. 3.). Mondy and Noe (2005) identify the functions of HRM as staffing, human resource development, compensation and benefits, safety and health and employee and labor relations.

#### **2.2.1 Human resource Practices.**

Human resource Practices is the framework of practices through which an organization can fulfill all tasks required to achieve its objectives. Human resource Practices comprise into processes and procedures. A more complete system would include policy structure, decisions

points, framework of resource allocation, accountability, communication, schedule for activities to be completed as well as auditing tools to implement corrective actions and creating an upward spiral of continuous improvement. Usha et al., (2010) have posited that quality management may include what they call soft practices like supervision, inspiration, spirituality leadership and counseling while hard practices include those with physical evidence like communication, structuring and managing facilities. In this study, we considered management decision making, structure, processes, communication and management style.

### **2.1.1 Training and development**

Training is designed to provide learners with the knowledge and skills needed for their present job (Fitzgerald 1992) because few people come to the job with the complete knowledge and experience necessary to perform their assigned jobs. Becker (1962) provides a systematic explanation of investment in human capital and associated productivity, wages and mobility of workers. Such investments not only create competitive advantages for an organization (Salas & Cannon- Bowers 2001), but also provide innovations and opportunities to learn new technologies and improve employee skills, knowledge and firm performance. In fact there is an increasing awareness in organizations that the investments in training could improve organizational performance in terms of increases sales and productivity enhance quality and market share, reduced turnover, absence and conflict, (e.g Huselid 1995, Martocchio & Baldwin 1997, salas & Cannon-Bower 2000).

It is widely stated in the training literature that both managers and non-managers receive less training in SMEs than in larger organizations, especially in smaller and micro companies (Forth, Bewley and Bryson, 2006; Hoque and Bacon, 2006; Johnson and Devins, 2008). In their study

### **2.1.3 Decision-making**

According to Provan (1985), decision system should be enhanced in the structure as one of the Human resource Practices. For instance, the power a board yields will affect the CEO's decision ability to play a key role in implementing policy. This should also minimize technical complexity to enable operations run smoothly. The regulatory pressure also affects decision making. When the organization is highly regulated and controlled, perception of uncertainty always looms, hence no policy implementation becomes effective. Strategic decisions are non-programmable decisions that involve the commitment of substantial resources at the level of the total enterprise (Ghemawat, 1991, cited in Wally and Baum, 1994). The process of choice or decision-making can be conceptualized as involving three intertwined activities namely, intelligence activity, design activity and choice activity (Wally and Baum, 1994). Intelligence activity is environmental scanning that involves gathering and processing of information. This information gathering provides cues for recognizing potential decision situations and formulating alternatives.

### **2.1.4 Human Resource Structure**

The Human resource structural form of the organization is an essential factor in determining performance. Ansoff and McDonnell (1991) define structure as the arrangement of tasks, roles, authority and responsibility through which a firm does its work. This does not differ much from view of Thompson and Strickland (2001) who posits that structure is no more than the managerial device for facilitating and implementing organizational activities. Structuring refers to activities of setting up organizations and ensuring smooth internal functioning. The key outcome here is having functional units involved in specified processes and roles. Structure

specifies the authority levels and hierarchy, task grouping, coordination and those necessary resources to run the organization. Structuring should lead to rational decision making, clear levels of management and enhanced efficiency.

Ruekert et al (1985) emphasize that many organizations give more attention to planning and strategic programs than recognizing the diversity of Human resource structures available for implementing such plans; identifying likely impact of structure on the variety of performance dimensions and examining a set of contingent environment factors, which moderate the effects of structure on performance. Thompson and Strickland (2001) and Ruekert (1985) propose operationalization of structure in terms of centralization (decisions shared in the social system), formalization (extent activities are governed by rules, procedures and contracts), complexity (special arrangement of work flow) and standardization (prescribed procedures and practices). These have a common thread with Miller's (1986) description and that of Galan and SanchezBueno (2009).

### **2.1.5 Communication**

Effective communication has long been credited as a prime factor in the attainment of high levels of organizational effectiveness (Greenbaum, 1974). Organizational communication consists of various message sending and receiving phenomena affecting formal social units in which individuals work toward common goals. Organizational communication is defined as a system in terms of purpose, operational procedures, and structure. Zawacki (1974) argued that the achievement of organizational goals is the main purpose of organizational communication; and for organizations to achieve this, they have to employ appropriate communication networks, communication policies and communication activities. However, Bacharach (1977) shows the

view that the effect of organizational size, shape, decentralization, routinization and boundary spanning on the frequency of communication between departments heads and subordinates must be well analyzed. Bacharach (1977) discovered that in fewer complexes, in less formal and more decentralized organizations, communication is greater than in complex, formal, centralized organizations. Thus, findings of Greenbaum (1974) demonstrates that even similar organizations might be different in communication dimensions; it was determined that considerable skepticism presently exists between managers and theorists with regard to what barriers are separating theory and practice actually and how they might be overcome.

## **2.2 Indicators of Human Resource Practices**

### **2.2.1 Financial Performance**

The interest in quantifying the impact of HR practices on financial performance has led to a number of studies which linked the impact of HR practices to specific firm outcomes. Turnover, for example, has been linked to job security, presence of a union, compensation level, culture, and demographics (Arnold & Feldman, 1982; Baysinger & Mobley, 1983). Productivity has been linked to HR practices of “transformational” labor relations (those emphasizing cooperation), quality of work life programs, quality circles, training, extensive recruiting efforts, and incentive compensation systems (Cutcher - Gershenfeld, 1991; Katz, Kochan, & Keefe, 1987; Weitzman & Kruse, 1990). Investments in various HR practices have been linked to firm financial performance, such as: training (Russell, Terborg, & Powers, 1985), selection and staffing (Terpstra & Rozell, 1993), appraisals (Borman, 1991), and compensation (Gerhart & Milkovich, 1992).

### **2.2.2 Human resource management (HRM) designs**

There is broad agreement that a strategic approach to human resource management (HRM) involves designing and implementing a set of internally consistent policies and practices that ensure a firm's human capital (employees' collective knowledge, skills, and abilities) contributes to the achievement of its business objectives (Baird & Meshoulam, 1988; Jackson & Schuler, 1995; Schuler & Jackson, 1987). Fundamental to the strategic HRM perspective is an assumption that firm performance is influenced by the set of HRM practices firms has in place. Recent empirical evidence supports this basic assumption (Arthur, 1994; Cutcher Gershenfeld, 1991; Huselid, 1995; Huselid & Becker, 1996; MacDuffie, 1995).

### **2.2.3 HRM capabilities scales and policy**

Paradoxically, the preliminary empirical research, which established a relationship between HRM policies and practices and firm performance, made little distinction between policies and practices that reflect the more traditional, or technical, personnel perspective and those that reflect the adoption of the strategic human resource management perspective. Moreover, prior work has not considered the types of capabilities of human resources staffs associated with the effective implementation of these two types of HRM policies and practices. The strategic role of a firm's HRM system has become the focus of empirical investigation somewhat more recently (Jackson & Schuler, 1995). Other strategic HRM activities include team-based job designs, flexible workforces, quality improvement practices, employee empowerment, studies designed to diagnose a firm's strategic needs, and planned development of the talent required to implement competitive strategy and achieve operational goals. For these strategic HRM activities, there is



little shared understanding about how to achieve effective implementation, and there are few regulatory guidelines; in addition, occupational specialization is not yet apparent. Given these conditions, effective strategic HRM activities should be relatively rare across a population of firms (Gerhart & Milkovich, 1992; Gomez-Mejia & Balkin, 1999).

### **2.3 Impact of Human resource Practices on employee performance**

Human resource practice, training and development are beneficial not just for the organization itself but also to the individual employees. On the one hand, training and development leads to improved profitability and/or more positive attitudes toward profit orientation, improves the job knowledge and skills at all levels of the organization, improves the morale of the workforce and helps the employees identify with organizational goals (Sims, 1990). On the other, training and development benefits individual employees through helping them make better decisions and effective problem solving, assisting in encouraging and achieving self-development and self-confidence, helping an employee learn to handle stress, tension, frustration, and conflict, increasing job satisfaction and recognition and moving the person toward personal goals while improving interaction skills (Sims, 1990).

The classical approaches to strategic HRM imply that the role of good Human Resource Practices is to maximize the contribution of human assets in order to achieve corporate goals (Huselid, 1995). Discussion of HR outcomes suggests that good HR practices act to improve the self-confidence and flexibility of the workforce and contribute to increased motivation, morale and OCB, which in turn are related to individual and business performance (Becker & Huselid, 1998, 2006; Appelbaum, 2002; Tamkin, 2004). Because no exact number of practices in the good HR practices 'bundle' are agreed upon (Boxall, & Macky, 2007; Delery, 1998; Becker &

Huselid, 1997; MacDuffie, 1996; Thompson, 2000; Batt, 2002), this study looks at nine very common set of good HR practices (antecedents) Job design characteristics, role clarity, material supplies, collaboration /teamwork, reward & recognition, perceived social support. compensation fairness, job security, employee development, which have been found to have impact on HR outcomes ( Rich et al, 2010; Hackman & Oldham, 1980; Xanthopoulou, et al, 2009; Seigts & Crim, 2006; Harter et al, 2002; Demerouti & Bakker, 2011; Kahn 1990; Rhoades & Eisenberger, 2002; Ryan & Deci, 2000) and hence to test the model in the context soft drink industry in Uganda.

Good Human Resource practices represent the conceptual dimensions of social exchange that manifest not only the norms of exchange from an employer's point of view, but also specify the resources of exchange between employers and employees. Certain HR practices (e.g., proper job design, training, pay level, benefits level, and job security) reflect higher levels of rewards offered to employees (Shaw et al., 2009; Tsui et al., 1997). On the other hand, certain HR practices, for example, Individual pay-for-performance systems, employee monitoring, and formal performance appraisals reciprocate employer expectations about employee performance levels (Shaw et al., 2009). This presents a fair exchange relationship. Thus, from an exchange theory view, good HR practices will likely increase employees' perceived obligation to the employer, elicit engagement, as well as high in-role performance (Shaw et al 2009). The concept of organizational citizenship behaviours (OCBs) was introduced to the research literature by Organ (Organ, D. W. & Ryan, K., 1995). OCBs are voluntary contributions at work that include altruistic helping behaviours, compliance with work norms and requirements, courtesy to others to ensure smooth working relationships, sportsmanship to maintain performance under adversity, and civic virtue to contribute constructively to issues that arise in the workplace

Over 20 years ago, Human resource practices have transpired as a major Dumont in local governments to realize employee performance, so Human resource practices has changed the ways local governments perform their duties. At a strategic level it is agreed that Human resource practices uplifts managerial resources from transaction processes to strategic activities (Rajkumar, 2002) .

The purposes of learning from the employee perspective are basically to acquire skills and knowledge to do the job and to gain promotion and advance career. In facilitating career changes, training and development also caters for the personal and professional developments of the employees. Learning can be defined as knowledge obtained by self-directed study, experience, or both; the art of acquiring knowledge, skills, competencies, attitudes, and ideas retained and used; or a change of behavior through experience (Maycunich 2000). Senge (1990) believes that learning has little to do with taking in information; rather it is a process that ices capacity. Learning is about building the capacity to create that which one previously could not create.

OCB has been shown to have significant relations with employee engagement (for example Saks, 2006).Schaufeli and Bakker (2004) suggest that job resources (good HR practices) are related to engagement and engagement is in turn, related to employee outcomes like turnover intention, OCB, and organizational commitment. Previous research has demonstrated that perceptions of the environment are important in predicting work engagement (Alarcon et al., 2008, Saks, 2006). Given that the job resources are expected to predict engagement and engagement predicts outcomes, it is possible that engagement mediates the relationship between the job resources and the outcomes such as job satisfaction, turnover intentions and OCB. This is consistent with the

Maslach et al. (2001) model and is more likely given that most of the job resources (e.g. job characteristics, POS,) have been associated with various outcomes. Furthermore, several studies have found that engagement mediates the relationship between antecedent variables and outcomes (Schaufeli and Bakker, 2004; Somientag, 2003).

An important theoretical issue that has dominated the field in the last decade concerns the precise nature of the mechanism linking Human Resource Management and performance outcomes. This issue is called the 'black box', i.e., the mediating link between HRM and performance. In recent years, many suggestions have been made regarding the nature of this 'black box', but most scholars emphasize the perceptions and experiences of employees as the main linking mechanism. HR practices forge a psychological contract between employer and employee that in turn affects these perceptions and experiences.

Also Ulrich and Brockbank (2005) appended that strategic contribution accounts for almost half of HR's total influence on employee performance. Norton (2009) made a key point about what differentiates the scorecard from other business performance measurement frameworks in the marketplace: "Many people will build a list of measurements that are non-financial and think that they have a balanced scorecard, but in our view the scorecard has to tell the story of company's strategy. The biggest mistake organizations make is that they think that scorecard is just about measurement." Huselid, Becker and Beatty (2005) also confirmed that the HR Scorecard is designed to guide management of the HR function.

Training and Development basically deals with the acquisition of understanding, know-how, techniques and practices. In fact, training and development is one of the imperatives of human resource management as it can improve performance at individual, collegial and organizational

levels. As the process of ‘increasing one’s capacity to take action, organizations are now increasingly becoming particular with organizational learning and therefore collective development. Organizational learning, on the other hand, refers to the “efficient procedure to process, interpret and respond to both internal and external information of a predominantly explicit nature. According to Easterby-Smith (1999), the emergence of the concept of organizational learning is central on the hitherto idea that prior advocacies of learning are tended to its commercial significance and are lacking of empirical information on learning processes. These intellectual intangibles can be translated into an organizational resource through the people that acquire, infer and utilize such towards the achievement of the organization-wide training and development (Armstrong, 2006). Training and development are planned learning experiences which teach employees how to perform current and future jobs more effectively. Sims (2002) emphasizes that training focuses on present jobs while development prepares employees for possible future jobs. Basically, the objective of training and development is to contribute to the organization’s overall goal.

## **2.4 Employee Performance**

Employee performance is the job related activities expected of a worker and how well those activities and responsibilities are executed. Employee performance management is a processes for establishing a shared workforce understanding what is to be achieved at an organization level. It’s about aligning the organization objectives with the employees agreed measures, skills, competence, requirements, development plans and delivery of results.

It own unique contribution to the achievement of the objectives *of* their organization by forging meaningful linkages between personal and sectional objectives and overall objectives. (Hurley,

1999)

Performance characteristics include; rate at which work is regularly produced, accuracy, professionalism, and deliverability of produced work, understanding of the objectives, practices and standards of work, Problem solving, effectiveness in written and verbal exchanges, willingness to identify and address opportunities for improvement, Adaptability, Planning and organization skills, set goals, and maintain organizational systems., Teamwork and cooperation, Judgment , responsiveness, reliability and conscientiousness demonstrated on the job, Creativity, Leadership and appropriateness of cost controls and financial planning within the scope defined by the position (Decenzo, 1999).

**2.5 Indicators of Employee Performance**

Indicators of employee Performance is used in a generic sense in this study to cover the systematic monitoring of performance over time using both quantitative and qualitative data. This is in line with international practice (see for example Bouckaert, 1995; Hatry, 1999; and Jackson and Palmer, 1992). However, a distinction is sometimes usefully made in the literature between performance measures which are precise quantitative data, and performance indicators which act as signals to alert managers to issues which may need to be examined further. Given the nature of public service work, performance indicators tend to be much more common than performance measures.

**2.5.1 Time, cost and quality parameters**

Traditionally, the success of employee performance is measured on time, cost and quality parameters; although, most projects in Uganda have not performed well on each of these

dimensions and examining a set of contingent environment factors, which moderate the effects of competence on performance. Thompson and Strickland (2001) and Ruekert (1985) propose operationalization of competence in terms of centralization (decisions shared in the social system), formalization (extent activities are governed by rules, procedures and contracts), complexity (special arrangement of work flow) and standardization (prescribed procedures and practices). These have a common thread with Miller's (1986) description and that of Galan and Sanchez-Bueno (2009).

### **2.5.3 Employee Turnover**

Employee turnover as indicator reflects the rate of employees leaving the organization in relation to the average number of employees in the organization during the reporting period (Holtom et al., 2008; Steel & Lounsbury, 2009), these studies mostly are devoted to such type of employee turnover as voluntary employee turnover. There are many empirical studies confirmed the negative effect of the high level of voluntary employee turnover on organization's productivity and profitability (Brown et al., 2009; McElroy et al., 2001), workforce performance (Shaw et al., 2005), instrumental communication and behavioral commitment (Mueller & Price, 1989), social capital (Shaw. Et.al., 2005). The rate of employee turnover implies both economic and social effectiveness of human resource management of different types of organizations. This indicator is considered as one of the key indicators of organization's general management and, directly, human resource management effectiveness. Since high level of voluntary employee turnover has negative impact to organization's economic and social processes, the important role of human resource management is appraised in employee turnover reducing.

The theme of human resource management's impact on employee turnover is not so new in scientific studies at global level. Initially the specialists' interest to the role of management in the employee turnover process and to the managerial methods for employee turnover reducing emerged in the early 20th century (e.g. Douglas, 1919; Fisher, 1917; Willits, 1915). In contemporary scientific studies, the effect of human resource management on employee turnover is described by various ways: a) measuring the correlations between organizational performance, including the variables characterized the employee turnover, and human resource management effectiveness or human resource management systems, expressed as set of specific practices or techniques (e.g. Arthur, 1994; Huselid, 1995; Richard & Johnson, 2001), b) similarly to previously mentioned but focusing directly to the connections of employee turnover with human resource management systems (e.g. Gardner et al., 2011), c) measuring the employee turnover correlations with the specific human resource management practice (e.g. Barrick & Zimmerman, 2009) with the specific technique of some practice (e.g. Williams, 2000), presenting the results of meta-analysis of employee turnover (e.g. Holtom et al., 2008), f) developing the employee turnover models (e.g. Steers and Mowday, 1981) discovering the non-managerial causes of employee turnover that could be avoided by the human resource management measures. Considering the abundance of employee turnover studies, nevertheless there is a lack of comprehensive review of human resource management practices impact on employee turnover.

Bauer (2004) emphasized that one of the key concerns during implementation of Employee Performance Indicators is the ability to differentiate more important strategy-driven metrics from the plain vanilla metrics. Selection of the wrong metrics for Employee Performance Indicators can significantly damage or even submarine a performance management initiative. Eckerson



(2007) in his paper claimed that metrics are powerful force that can drive change in an organization but only if the right metrics are developed and applied.

The wrong metrics can wreak havoc on an organization processes and demoralize employees. Further Eckerson (2007) described what characterizes “good” Employee Performance Indicators. Piccolo (2004) states that unequivocally from a meta-analysis study that good leadership is a tenet for successful management practice. Managers with Strategy-driven metrics from the plain vanilla metrics a style of involvement, participation and consultation will share vision and inspiration among their juniors and in turn improve employee satisfaction through a family-friendly work place. There should not be a management of the status quo, but ongoing learning and adaptability. This has been reaffirmed by Bloom, Genakos, Martin and Sadun (2011).

#### **2.5.4 Value for money**

Securing value for tax payers from this spend is clearly key concern. Good employee performance in initiatives seem to deliver a significant contribution to this end. One of the main objectives of central government is to demonstrate the achievements of value for money (VFM) in local governments (DPWS 2002; Europe Economics 2001; DOF 2001). Their concern should be to extract the variables of employee performance system that contribute to VFM in local government. VFM in this context is defined as “the optimum combination of whole-life cost and quality (or fitness for purpose) to meet the user’s requirement” (Europe Economics 2001). Theoretically, if a good performance system is applied to a local government agency, VFM, and overall internal control may be maximized by increasing the level of on-contract expenditure both within and across agencies (DOF 2001), by increasing agency compliance with and across established under government policies (DOF 2001). A good employee performance can also

facilitate assessment of VFM by providing internal process efficiencies, freeing up staff time to be spent on value-added activities (OGC 2002), and through aggregation of a cross-government contracts ensuring that volume discounts will be obtained (OGC 2003).

### **2.5.5 Availability**

Improved performance is assessed by looking at the availability of staff, in terms of presence at work (as opposed to absence). Absenteeism of employees is a frequently occurring phenomenon in many facilities, especially in resource-poor areas. When staff cannot concentrate and stay on their work because of poor working condition, it can benefit a health facility to offer support. A study done by WHO reports that one of the way to improve retention is by increasing job satisfaction at facility level and by addressing the living and working conditions of health workers. It further suggests that opportunities to improve retention include addressing the needs of specific groups of health workers. Taking caution of contradictory results by Goldstein and Ward (2004) and Kaisi (2008), Ray et al (n.d) advocate for increasing participation in the activities of generating, evaluating and choosing alternatives, which should result in organizational benefits.

## **2.6 Conclusion**

Studying the relationship between HR practices and performance outcomes is an important research theme. In an overview article, Boselie et al. identified the main research issues within the field. These primarily concern the conceptualization and measurement of the central concepts and several theoretical issues about their relationship. These issues remain important in the contemporary debate. HRM is commonly defined as a set of employee management activities, but there is no consensus regarding which HR practices should be included in a 'comprehensive

HRM checklist'. Even more important is the question as to whether one should examine discrete HR practices or employ a systematic HRM approach. According to the systems approach, one should regard interrelated HR practices that affect performance as a 'synergistic whole'. In this study we follow the systems approach, as this was proven valuable in earlier studies.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.0 Introduction**

This chapter deals with answering the ‘how part of the study’. It presented a background against which the study was conducted by embracing the analysis of, and the rationale for, the data collection methods, research design, sampling design, data analysis methods, and the limitations of the study and how they are averted.

#### **3.1 Research design**

A cross sectional design will be adopted by the researcher. It involved the use of descriptive and analytical research. The descriptive involved understanding the main role played by human resource management in relation to employee performance. Analytical will be used in the evaluation of the facts gathered in Nansana municipal council.

#### **3.2 Study Population**

The study population will comprise of 58 respondents of Nansana municipality council in various departments.

#### **3.3 Sample Size and sampling procedure**

The sample is determined by the use of the following formula  $n = \frac{N}{1 + Ne^2}$  where  $n$  represents the total sample size,  $N$  is study population and  $e$  is the level of significance. Hence  $n = 50$  respondents.

A total of 50 respondents were used as a sample size. In the study, purposive sampling as

opposed to probabilistic sampling was used because it is user friendly and saves time. This ensured that the relevant personnel of Nansana municipality council were selected to provide data. This simplified the exercise since any member who was around in each department was used to get the necessary information. This technique was used because it based on experience and qualifications.

### **Data Sources**

A combination of primary and secondary data sources will be used to extract data. Primary data will be sourced from interviews, questionnaires, observation and recordings of people of Nansana municipality council.

Secondary data will mainly be sourced from a body of existing literature basing on topic which is Human Resource Practices and employee performance. Data sourced from text books, journals, magazines, news bulletins and sources at various research centers including Nansana municipality council.

### **3.5 Research procedure**

The researcher will introduce herself with an introductory letter from Kampala International University which will be presented to the respondents in case of any doubt. This will grante the researcher permission to administer the questionnaire. She explained the purpose of research and the date for collection of the questionnaire is agreed upon.

### **3.6 Data collection methods**

#### **3.6.1 Questionnaire method**

Questionnaires will be used to obtain responses from respondents. It will comprise of structured questions that will adopt a three (3) point linkert scale that will require respondents to fill in as appropriate from disagree, not sure and agree.

### **3.6.2 Documentary Review.**

The researcher will review documents at the municipality to collect data related to the study variables.

### **3.7 Data analysis and presentation**

Data was be edited, sorted and coded, this ensures accuracy and completeness. The researcher will use frequency distribution tables and percentages to analyze the data collected using Micro Soft

Excel. Visual representations included bar graphs or histograms to show variations of subtotals and pie charts to show the composition of a total.

Some data will be presented in tabular form as per questionnaire results obtained. Pie charts generated from excel to present percentages response in the questionnaire and interview data collected from the respondents will be used. It involves establishment patterns, percentages, summing totals and comparisons.

### **3.8 Limitations of the study**

Financial constraint; this may came in due to the need of finance for the collection of data. A lot of financial support was required for transport, communication, typesetting, printing and binding. Power interruption which delayed the typing and printing.

Confidential information may also be hard to get some times the respondents did not reveal some needed information.

### **3.9 Ethical Considerations**

To ensure confidentiality of the information provided by the respondents and to ascertain the practice of ethics in this study, the following activities were implemented by the researcher: The researcher got a transmittal letter from the Department which will help me to introduce to the place where am going to carryout research. The questionnaires were anonymous and the responses in the questionnaire were confidential. Informal consent will be got from the respondents to participate in the research.

## CHAPTER FOUR

### INTERPRETATION AND DISCUSSION OF FINDINGS

#### 4.0 Introduction

This chapter deals with presentation, interpretation and analysis of findings in a bid to answer the research questions and achieve the study objectives. The researcher administered 58 questionnaires of which 50 were returned fully filled by the respondents. These findings and discussions are represented according to the research objectives of the study, the presentation and analysis of the findings heavily relied on distributive approach.

#### 4.1 Response rate

The researcher sampled 50 respondents when examining Human resource practices and employee performance in Nansana municipality council. The researcher was able to get responses from all the 50 respondents using questionnaires.

**Table 1: showing the demographic characteristics of gender of respondents**

Gender	Frequency	Percentage (%)
Male	35	70
Female	15	30
Total	50	100

**Source: Primary Data 2019**

From the response, 35 of the respondents which makes 70% were Males while 15 (30%) were females. Hence the number of male respondents was greater than the female respondents. This is



due to gender inequality and low levels of education among women in Nansana municipal council.

## 4.2 Bio-Data

Here the researcher is discussing the age group, number of respondents, age distribution, formal education and their percentage rate in Nansana municipal council.

**Table 2: showing the age distribution of respondents.**

Age group	No. of respondents	Percentage (%)
Below 20yrs	2	4
21—30yrs	10	20
31—40yrs	14	28
41—50yrs	22	44
Above 51yrs	2	4
<b>Total</b>	<b>50</b>	<b>100</b>

**Source: Primary Data 2019**

From the respondents, 2 of the respondents representing 4% were below the age of 20 years, 10 respondents represented by 20% were between the age of 21-30 years, 28%, and 14 of the respondents in the range of 31-40 years, 22 respondents who are the majority in the range of 41-50 years at 44% and above 51 were 4 % 2 respondents. This is because those in the age of 41-50 years were easy to cooperate with them compared to the rest.

### **Years of Employees' service in Nansana municipality council.**

**Table 3: showing Employees Years of service in Nansana municipality council.**

<b>Years of services</b>	<b>No. of respondents</b>	<b>Percentage %</b>
Below 5 years	4	8
6-10 years	12	24
11—15 years	6	12
16—20 years	16	32
21—25 years	6	12
26-30years	4	8
Above 31	2	4
<b>'Total</b>	<b>50</b>	<b>100</b>

**Source: Primary Data 2019**

From the response, 8% of the respondents representing 4 respondents had worked in Nansana municipality council for less than 5 year, 12 respondents at 24% had served for a period between 6-10 years, 6 respondents at 12% had served for a period of 11-15 years, 16 respondents at 32% have served for a period between 16-20; 12% representing 6 respondents-had served for 21-25 years, 4 respondents at 8% served for a period between 26-30 years and 4% over 31 years.

**Table 4. Showing level of education attained by the respondents**

<b>Category</b>	<b>No. of respondents</b>	<b>Percentage %</b>
Secondary	4	8
Diploma	9	18
Bachelors	28	56
Masters	7	14
Casual laborers	2	4
<b>Total</b>	<b>50</b>	<b>100</b>

**Source: Primary Data 2019**

From the respondents, 4 (8%) respondents were at a level of secondary, 9 (18%) at a level of diploma, 28 (56%) at Bachelors level, 7 (14%) at a level of masters and 4% of the respondents others. The majority of the respondents had attained Bachelor's Degree level of education hence this will cause an impact in future if it is not worked upon.

### **4.3 Findings of the study**

In this section the researcher is going to discuss the finding of the study objective by objective.

#### **4.3.1 Human resource Practices**

In light to the objective of Human resource practices, the researcher established the following to be the likely practices in Nansana municipal council.

There is free Training and development in Nansana Municipality council as human resource practice which provide innovations and opportunities to learn new technologies and improve employee skills, knowledge and firm performance.

There is free and fair Recruitment in Nansana Municipality council which important in obtaining the number and quality of employees that are required to satisfy the strategic strategies of the organization at minimal cost.

Decision-making system is also enhanced in the structure as one of the Human resource Practice hence this helps to minimize technical complexity to enable operations run smoothly.

There is also Human resource structural of the organization as Human resource practice. This helps to define the structure as the arrangement of tasks, roles, authority and responsibility through which a firm does its work.

Effective communication is credited as a human resource practice as it's a prime factor in the attainment of high levels of organizational effectiveness.

There is Pre-employment and employee testing as a human resource practice in Nansana Municipality council. This is vital in way of validating the quality of employees the organization is using.

**Table 5: How the respondents rated the human resource practices in Nansana municipal council**

Human resource practices	Agree		Not sure		Disagree	
	Freq /50	%	Freq /50	%	Freq /50	%
There is free Training and development in Nansana Municipality council as human resource practice which provide innovations and opportunities to learn new technologies and improve employee skills, knowledge and firm performance	50	100	-	-	-	-
There is free and fair Recruitment in Nansana Municipality council which important in obtaining the number and quality of employees that are required to satisfy the strategic strategies of the organization at minimal cost	50	100	-	-	-	-
Decision-making system is also enhanced in the structure as one of the Human resource Practice as it helps to minimize technical complexity to enable operations run smoothly	48	96	2	4	-	-
There is also Human resource structural of the organization as Human resource practice. This helps to define the structure as the arrangement of tasks, roles, authority and responsibility through which a firm does' its work	24	48	16	32	10	20
Effective communication is credited as a human resource practice as it's a prime factor in the attainment of high levels of organizational effectiveness	49	98	1	2	-	-

There is Pre-employment and employee testing as a human resource practice in Nansana Municipality council. This is vital in way of validating the quality of employees the organization is using	50	100	-	-	-	-
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**Source: Primary Data 2019**

From the response, 100% of the respondents agreed that there is free Training and development in Nansana Municipality council as human resource practice, none of the respondent was neither sure nor disagreed. With this reference, training and development is a human resource practice that provides innovations and opportunities to learn new technologies and improve employee skills, knowledge and firm performance.

Similarly, 100% of the respondents all agreed there is free and fair Recruitment in Nansana Municipality council which is important in obtaining the number and quality of employees that is required to satisfy the strategic strategies at minimal cost none neither was not sure nor disagreed. There are a set of activities to attract job candidates who have the needed abilities and attitudes.

From the response, 96% which makes 48 out of the 50 respondents agreed Decision-making system is also enhanced in the structure as one of the Human resource Practice as it helps to minimize technical complexity to enable operations run smoothly, 4% not sure and none disagreed. Effective Decision making is an indicator of employee performance in Nansana Municipality council.

From the response, 48% which makes 24 of the respondents agreed that there is also Human resource structure of the organization as Human resource practice in Nansana municipal council

while 32% of the respondents were not sure and 20% disagreed. This implies that Human resource structure helps to minimize technical complexity to enable operations run smoothly. From the response, 98% agreed that Effective communication is credited as a human resource practice as it's a prime factor in the attainment of high levels of organizational effectiveness in Nansana municipal council, 2% respondents were not sure and none with this practice. Well management of communication is an affect human resource practice.

From the response, 100% of the respondents agreed that there is Pre-employment and employee testing as a human resource practice in Nansana Municipality council. This is vital in way of validating the quality of employees the organization is using in Nansana Municipality council is a Human resource practice; none of the respondents was neither not sure nor disagreed.

#### **4.3.2 Indicators of employee Performance**

The following were the proposed indicators of employee performance as were forwarded to the respondents in the questionnaire;

The success of employee performance is measured on time, cost and quality parameters thus indicators of employee performance and also add to the stock of existing knowledge in understanding the unique context of employee performance.

Competence is a determinant of employee performance as represented by conformance with various interpersonal standards. Measuring competence is essential for determining the ability and readiness of employee to provide quality services.

The rate of Employee Turnover in Nansana Municipality council is an indicator employee performance. The extent to which these differences affect employee quality depends on, among other things, how much employee care about salaries and other working conditions when making career decisions.

Improved performance is assessed by looking at the availability of staff, in terms of presence at work, in this way concentration work is a very key to performance in Nansana municipal council.

One of the main indicators of employee performance is to demonstrate the achievements of value for money in Nansana Municipality council. Value for money in this context is defined as “the optimum combination of whole-life cost and quality to meet the user’s requirement.

**Table 6: How the respondents rated indicators of employee performance**

Indicators of employee Performance	Agreed		Not sure		Disagreed	
	No. from respons e	(%)	No. from respon se	(%)	No. from respon se	(%)
The success of employee performance is measured on time, cost and quality parameters thus indicators of employee performance and also add to the stock of existing knowledge in understanding the unique context of employee performance	50	100	-	-	-	-
Competence is a determinant of employee performance as represented by conformance with various interpersonal standards. Measuring competence is essential for determining the ability and readiness of employee to provide quality services	46	98	1	2	-	-
The rate of employee Turnover in Nansana Municipality council is an indicator employee performance. The extent to which these differences affect employee quality depends on, among other things, how much employee care about salaries and other working conditions when making career decisions	25	50	18	36	7	11
Improved performance is assessed by looking at the availability of staff, in terms of presence at work, in this way concentration work is a very	38	76	11	22	1	2



key to performance in Nansana municipal council.						
One of the main indicators of employee performance is to demonstrate the achievements of value for money in Nansana Municipality council. value for money in this context is defined as “the optimum combination of whole-life cost and quality to meet the user’s requirement	50	100				

**Source: Primary Data 2019**

From the findings, 100% which represents all the 50 respondents agreed that the success of employee performance is measured on time, cost and quality parameters thus indicators of employee performance and also add to the stock of existing knowledge in understanding the unique context of employee performance, neither of the respondents was not sure nor disagreed. Time, cost and quality parameters are simple performance measurement framework for measuring performance of employees in Nansana municipality council.

From the response, 98% of the respondents agreed that Competence is a determinant of employee performance as represented by conformance with various interpersonal standards in Nansana municipal council, 2% were not sure and none disagreed. Measuring competence is essential for determining the ability and readiness of employee to provide quality services. From the response, 50% of the respondents agreed that the rate of Employee Turnover in Nansana Municipality council is an indicator employee performance, 36% of the respondents were not sure while the 13% disagreed. The extent to which these differences affect employee

quality depends on, among other things, how much employee care about salaries and other working conditions when making career decisions.

From the response, 83% of the respondents agreed that improved performance is assessed by looking at the availability of staff, in terms of presence at work, in this way concentration work is a very key to performance in Nansana municipal council, 11% of the respondents were not sure and 14% disagreed the view. With this view staff availability is an indicator of employee performance.

All the 50 respondents which represent 100% agreed one of the main indicators of employee performance is to demonstrate the achievements of value for money in Nansana Municipality council, none responded otherwise. Good employee performance initiatives seem to deliver a significant contribution to this end.

#### **4.3.3 Impact of Human resource Practices on employee performance**

The following were the proposed impacts of Human resource Practices on employee performance as were forwarded to the respondents in the questionnaire;

The classical approaches to strategic FIRM imply that the role of good Human Resource Practices is to maximize the contribution of human assets in order to achieve corporate goals which in turn are related to employee and business performance.

HR practices benefit employee on job knowledge and skills at all levels of the organization, the morale of the workforce and also helps on employees identify with organizational goals.

Good Human Resource practices represent the conceptual dimensions of social exchange that manifest not only the norms of exchange from an employer's point of view, but also specify the resources of exchange between employers and employees.

At a strategic level it is agreed that Human resource practices uplifts managerial resources from transaction processes to strategic activities that caters for the personal and professional developments of the employees.

HR practices can help an employee to handle stress, tension, frustration, and conflict, increasing job satisfaction and recognition and moving the person towards personal goals while improving interaction skills.

HR practices act to improve the self-confidence and flexibility of the workforce and contribute to increased motivation and morale, which in turn are related to individual and business performance.

HR practices benefit individual employees through helping them make better decisions and effective problem solving, assisting in encouraging and achieving self-development and self-confidence.

**Table 7: Findings on the Impact of Human resource Practices on employee performance**

Human resource Practices on employee performance	agreed		Not sure		disagree	
	Freq	%	Freq	%	Freq	%
The classical approaches to strategic HRM imply that the role	50	100	-	-	-	-

of good Human Resource Practices is to maximize the contribution of human assets in order to achieve corporate goals which in turn are related to employee and business performance						
Good Human Resource practices represent the conceptual dimensions of social exchange that manifest not only the norms of exchange from an employer's point of view, but also specify the resources of exchange between employers and employees.	50	100	-	-	-	-
At a strategic level it is agreed that Human resource practices uplifts managerial resources from transaction processes to strategic activities that caters for the personal and professional developments of the employees	50	100	-	-	-	— -
HR practices can help an employee to handle stress, tension, frustration, and conflict, increasing job satisfaction and recognition and moving the person towards personal goals while improving interaction skills.	48	96	2	4	-	-
HR practices act to improve the self-confidence and flexibility of the workforce and contribute to increased motivation and morale, which in turn are related to individual and business performance.	50	100	-	-	-	-
HR practices benefit individual employees through helping them make better decisions and effective problem solving, assisting in encouraging and achieving self-development and self-confidence.	49	98	1	2	-	-

From the response, 100% of the respondents agreed that the classical approaches to strategic HRM imply that the role of good Human Resource Practices is to maximize the contribution of human assets in order to achieve corporate goals which in turn are related to employee and business performance. Good Human Resource Practices therefore according the respondents can lead to high employee performance in Nansana municipal council.

On the response that HR practices benefit employee on job knowledge and skills at all levels of the organization, the morale of the workforce and also helps on employees identify with organizational goals in Nansana municipal council, 100% agreed. The HR practices have improved on the morale of the workforce and employee identity in Nansana municipal council.

Similarly, 100% of the respondents agreed that Good Human Resource practices represent the conceptual dimensions of social exchange that manifest not only the norms of exchange from an employer's point of view, but also specify the resources of exchange between employers and employees in Nansana municipal council.

From the response, 100% of the respondents all agreed that At a strategic level it is agreed that Human resource practices uplifts managerial resources from transaction processes to strategic activities that caters for the personal and professional developments of the employees.

From the response, 96% of the respondents agreed that HR practices can help an employee to handle stress, tension, frustration, and conflict, increasing job satisfaction and recognition and moving the person towards personal goals while improving interaction skills in Nansana municipal council, 4% of the respondents were not sure and none disagreed. The HR practices

have improved greatly on employee satisfaction and skills which leads to improve performance at individual, collegial and organizational levels.

HR practices act to improve the self-confidence and flexibility of the workforce and contribute to increased motivation and morale, which in turn are related to individual and business performance, 100% of the respondents agreed that it also an Impact of Human resource Practices on employee performance in Nansana municipal council, none responded otherwise.

From the response, 98% of the respondents agreed that HR practices benefit individual employees through helping them make better decisions and effective problem solving, assisting in encouraging and achieving self-development and self-confidence, 2% of the respondents were not sure and none disagreed. The HR practices have improved on the profitability in Nansana municipal council.

## **CHAPTER FIVE**

### **SUMMARY OF FINDINGS CONCLUSION AND RECOMMENDATIONS**

#### **5.0 Introduction**

This chapter presents a discussion of the major findings, conclusion and recommendations as per the research objectives and suggestions for further research. The discussions of the data which was researched and gathered was to examine Human resource Practices, Indicators of employee Performance and Impact of Human resource Practices on employee performance in Nansana Municipality council.

#### **5.1 Summary of the findings**

From the responses, the following are the summary of human resource practices; There is free Training and development in Nansana Municipality council as human resource practice which provide innovations and opportunities to learn new technologies and improve employee skills, knowledge and firm performance.

There is free and fair Recruitment in Nansana Municipality council which important in obtaining the number and quality of employees that are required to satisfy the strategic strategies of the organization at minimal cost.

Decision-making system is also enhanced in the structure as one of the Human resource Practice as it helps to minimize technical complexity to enable operations run smoothly. There is also Human resource structural of the organization as Human resource practice. This

helps to define the structure as the arrangement of tasks, roles, authority and responsibility through which a firm does its work.

Effective communication is credited as a human resource practice as it's a prime factor in the attainment of high levels of organizational effectiveness.

There is Pre-employment and employee testing as a human resource practice in Nansana Municipality council. This is vital in way of validating the quality of employees the organization is using.

**Indicators of employee performance are as follows; -**

The success of employee performance is measured on time, cost and quality parameters thus indicators of employee performance.

Competence is a determinant of employee performance as represented by conformance with various interpersonal standards.

The rate of Employee Turnover in Nansana Municipality council is an indicator employee performance.

Improved performance is assessed by looking at the availability of staff, in terms of presence at work, in this way concentration work is a very key to performance in Nansana municipal council.

One of the main indicators of employee performance is to demonstrate the achievements of value for money in Nansana Municipality council.



### **Impact of Human resource Practices on employee performance.**

The classical approaches to strategic HRM imply that the role of good Human Resource Practices is to maximize the contribution of human assets in order to achieve corporate goals which in turn are related to employee and business performance.

HR practices benefit employee on job knowledge and skills at all levels of the organization, the morale of the workforce and also helps on employees identify with organizational goals.

Good –Human Resource -practices represent the conceptual dimensions of social exchange that manifest not only the norms of exchange from an employer's point of view, but also specify the resources of exchange between employers and employees.

At a strategic level it is agreed that Human resource practices uplifts managerial resources from transaction processes to strategic activities that caters for the personal and professional developments of the employees.

HR practices can help an employee to handle stress, tension, frustration, and conflict, increasing job satisfaction and recognition and moving the person towards personal goals while improving interaction skills.

HR practices act to improve the self-confidence and flexibility of the workforce and contribute to increased motivation and morale, which in turn are related to individual and business performance.

HR practices benefit individual employees through helping them make better decisions and

effective problem solving, assisting in encouraging and achieving self-development and self-confidence.

## **5.2 Conclusion**

### **5.2.1 Human resource practices in Nansana municipal council**

Training and development as human resource practice which provide innovations and opportunities to learn new technologies and improve employee skills, knowledge and firm performance.

There is Pre-employment and employee testing as a human resource practice in Nansana Municipality council.

There is free and fair Recruitment in Nansana Municipality council which is important in obtaining the number and quality of employees that are required to satisfy the strategic strategies of the organization at minimal cost.

Decision-making system is also enhanced in the structure as one of the Human resource Practice as it helps to minimize technical complexity to enable operations run smoothly.

### **5.2.2 Indicators of employee performance;**

The success of employee performance is measured on time, cost and quality parameters. Competence is a determinant of employee performance as represented by conformance with various interpersonal standards.

One of the main indicators of employee performance is to demonstrate the achievements of value for money.

Improved performance is assessed by looking at the availability of staff, in terms of presence at work. The rate of Employee Turnover in Nansana Municipality council is an indicator of employee performance.

### **5.2.3 Impacts of Human resource Practices on employee performance**

There are various Impacts of Human resource Practices on employee performance. These include;

Good Human Resource Practices maximizes the contribution of human assets in order to achieve corporate goals which in turn are related to employee and business performance. HR practices benefit employee on job knowledge and skills at all levels of the organization, the morale of the workforce and also helps on employees identify with organizational goals. Good Human Resource practices represent the conceptual dimensions of social exchange that manifest not only the norms of exchange from an employer's point of view. At a strategic level it is agreed that Human resource practices uplifts managerial resources from transaction processes to strategic activities that caters for the personal and professional developments of the employees.

HR practices can help an employee to handle stress, tension, frustration, and conflict, increasing job satisfaction and recognition and moving the person towards personal goals while improving interaction skills.

HR practices act to improve the self-confidence and flexibility of the workforce and contribute to increased motivation and morale, which in turn are related to individual and business performance.

HR practices benefit individual employees through helping them make better decisions and

effective problem solving, assisting in encouraging and achieving self-development and self-confidence.

### **5.3 Recommendations**

From what the researcher found out, the following is recommended as Human resource practice in Nansana municipal council;

Nansana municipal council should put much emphasis on time and research should be very much considered in Training and development and Recruitment. This will enable the concerned parties to perform their duties to best of their abilities and deliver.

#### **Recommendation on indicators of employee performance.**

From what the researcher found out, the following is recommended as indicator of employee performance in Nansana municipal council;

The human resource management should try as much as possible to make employee performance the first choice in their daily management. This will make it efficient since it would be able to report directly to the board and not through operational managers who may suppress and be corrupted or other irregularities.

#### **Recommendation on impacts of employee performance.**

For employee performance to contribute effectively towards business process improvement (adding value), it is important that there is adequate number of staff in the internal business

department. This enables them to have proper segregation of duties and to carry out work generally.

#### **5.4 Suggestion of areas for future research.**

There is need to undertake further studies in order to establish reasons for inconsistency in the application of HRM practices by the government. This is because the findings indicate that HRM practices are applied inconsistently. The study did not focus on how the HRM practices can be continuously improved and it is, therefore, recommended that further studies be undertaken to address this matter. It is further recommended that future studies on the same subject be undertaken and extend the scope by including other HRM practices not covered in the study. Since the study has concentrated on Government institution, there is also need to undertake similar studies in international research institutes operating in Uganda.

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**APPENDIX I:**  
**A QUESTIONNAIRE ON HUMAN RESOURCE PRACTICE AND EMPLOYMENT**  
**PERFORMANCE**

Dear Respondent;

I am Nakangu Ziyada a third year student at Kampala International University taking a research study under the topic “Human resource Practices and employee performance in Nansana Municipality council”.

The study is for academic purposes only and to full fill the requirement for the award of Bachelor’s Degree in Public Administration and Management.

I kindly request you to fill this questionnaire with at most faith because the answer, results and opinions are very important to the success of this study. The information provided will only be used for academic purposes and will be treated with utmost confidentiality.

**SECTION A**

Please tick or fill in the appropriate space provided

**RIO- DATA**

1. Title of the respondent

(Optional) .....

2. Sex

Male ☐

Female ☐

3. Age Group

Below 20 ☐

21-30 ☐

31-40 ☐

41-50 ☐

50+ ☐

4. Marital Status

Married

Single

☐

Divorced

☐

Separated

☐

Widowed

☐

5. Formal Education

Secondary

☐

Diploma

☐

Bachelors

☐

Masters

☐

Others

☐

6. For how long have you worked with the company?

Below 5 years

☐

6-10 years

☐

11—15 years

☐

16—20 years

☐

21—25 years

☐

26-30 years

☐

above 31

☐

**SECTION B**

**Human resource Practices**

	Agree	Not Sure	Disagree
There is free Training and development of employees at Nansana municipal council.			
Nansana municipality recruits people with the potential and competencies to contribute to the management of public services; ensuring a wider range of skills is available.			
Decisions made by Nansana municipal employees are consistent with the local government principles set out in Cap 243.			
Human Resource Structure is understood by all employees of Nansana municipal council.			
There is effective Communication in the human resource structure of Nansana municipal council.			

In your opinion, suggest other indicators of employee performance

.....

.....

## SECTION C

### Indicators of employee Performance

	Agree	Not Sure	Disagree
Employees finish their tasks on Time, with no extra cost and perform quality work.			
Potential and Competent employees are employed in Nansana municipal council.			
Employee Turnover is low in Nansana municipal council.			
Employees in the municipality come to work on a daily basis.			
Strategy-driven metrics from the plain vanilla metrics			
There is Value for money earned by employees of Nansana municipal council.			

In your opinion, suggest other Human resource Practices on employee performance

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## SECTION D

### Impact of Human resource Practices on employee performance

	Agree	Not Sure	Disagree
There is improvement on the job knowledge and skills at all levels.			
improvement the morale of the workforce and the employees identify with organizational goals			
Human resource practices uplifts managerial resources from transaction processes to strategic activities			
Improvement in profitability and/or more positive attitudes toward profit orientation			
Better decisions and effective problem solving			
encouraging and achieving self-development and self-confidence			
helping an employee to handle stress, tension, frustration, and conflict, increasing job satisfaction and recognition and moving the person toward personal goals while improving interaction skills			
the self-confidence and flexibility of the workforce and contribute to increased motivation, morale			
acquisition of understanding, know-how, techniques and practice improve performance at individual, collegial and organizational levels			

In your opinion, suggest other Human resource Practices on employee performance

.....  
.....

**APPENDIX II**  
**INTERVIEW GUIDE FOR RESPONDENTS:**

Dear Respondents,

My name is Nakangu Ziyada, a third year student at Kampala International University perusing a bachelor's degree in Public Administration and Management. I am conducting a research on Human Resource Practices and Employees Performance in Nansana municipal council. I therefore call upon your cooperation and response towards these questions. The information given to me is for academic purpose and hence treated with utmost confidentiality.

What do you understand by the term human resource practices?

Is there any relationship between human resource practices and employees' performance?

What are the different types of human resource practices in Nansana municipal council?

What are the impacts of human resource practices on employees' performance?

What influences human resource practices in Nansana municipal council?

How can we improve on employees' performance?

What can be done to improve on human resource practices in Nansana municipal council?

What are the indicators of employee performance?

Name of respondent optional: \_\_\_\_\_

Position held in Nansana municipal council. \_\_\_\_\_