

**THE EFFECTS OF HUMAN RESOURCE DEVELOPMENT ON
ORGANISATIONAL PERFORMANCE; A CASE STUDY OF
GRAIN MILLING COMPANY - JINJA**

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DECLARATION

I, **MULAGA ROSE** solemnly declare that this work is original and has to the best of my knowledge never been submitted for any award in any institution.

SIGN: *Mulaga*

DATE: *25TH JANUARY 2007*

APPROVAL

This dissertation has been submitted for examination with the approval of my supervisor.

Supervisor: DR OTANGA RUSOKE

Signature: Otanga Rusoke

Date: 25/01/2007

DEDICATION

I dedicate this book to my dear father and mother Mr and Mrs Israel Magesa of Dar es salam.

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ABBREVIATIONS AND ACRONYMS

UGMCL: Uganda Grain Milling Company Limited

ABSTRACT

The study discussed the effects of human resource development on organization performance with a case study of Uganda Grain Milling Company Limited. The research major objectives were to establish the nature of workers employed by Uganda Milling Company Limited, the form of human resource development strategies and the problems that these workers face.

The study was based on qualitative and quantitative methods of research. The major findings showed that there is a direct relationship between human resource in the objectives and literature reviewed.

The study also presented a number of recommendations with the most notable being that companies and organizations should encourage human resource development as a tool of enforcing organizational performance.

CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND TO THE STUDY

Reviews of practices and procedures have occurred in the workplace to achieve and maintain organizational effectiveness. This follows organizational desire for improved performance as a Uganda Grain Milling Company Limited of increasing intensity of global competition and the demand for organizational survival and continuous improvements are some of the terms often used to describe "new management techniques" to manage the situation. It follows from the above analysis that human resource development has a direct effect on organizational performance.

Companies are steadily realizing that the human resource is their guest asset if they are to remain relevant and build a sustainable future. As a result Uganda Grain Milling Company, there is an ongoing review of many of their employment conditions to encourage workers" motivation. Part of the program is to improve the strength of the human resource. There is need to acquire, motivate and retain high caliber employees able to enhance business competitiveness and success in the global economy.

The use of motivation skills worldwide, both in the private and public sector organization is one among the many initiatives that have occurred as a systematic way to provide for and increase the efficiency and productivity of organizations. Many authors have defined motivation of workers in various ways. However, they all appear to agree that this is to provide incentives to employees.

Contractual engagements are driven, a partly, by the employers" need for short-term cover for absent staff, to match staff to peaks in demand, increases in general levels of unemployment. Thus, the surplus availability of cheap labour endeavors

to reduce recruitment and manpower costs, budget constraints and uncertainty regarding future funding.

Workers at Uganda Grain Millers perform such duties that range from salesmanship of both retail and wholesale products, crop picking or sorting, land cultivation and recently, professional duties that require the use of offices and other sophisticated equipment. Due to the high levels of unemployment in Uganda and the world at large, this category of employees attract uneducated, semi trained, professional and highly skilled people from various trades to engage in employment on contract terms. Some people prefer to work under contract terms and others prefer not to.

Employers have made minimum attempts to exhaustively capture the readily available potential of workers by involving them in activities such as decision-making, core management and administration as a way of motivating them to work hard. This is because of the discernment that they are performing their duties for a specified incentive at the end of which they will take benefit. Employers, as such, fear the risk of exposing or divulging vital company information. Consequently, employees are often engaged in those duties that they consider as appealing to their bosses to earn more incentives.

For this reason, therefore, despite their numerous contributions to organisations, the terms and conditions of employment enjoyed by this grouping of employees is greatly affected.

1.2 STATEMENT OF THE PROBLEM

Despite the contribution by workers to organisational performance, employers tend to exploit and at the same time neglect them in terms of output vis-à-vis terms of employment. This study therefore will address the effects of a trained human resource on performance and how this affects the general productivity of the Company. Furthermore, the nature of work that is constantly changing and often project based requires continuous learning; old knowledge and ideas must be shed

regularly and new capabilities developed. Flexibility and versatility are essential. It is too often assumed that we continue to live in the industrial age, when in fact the world has already entered a new era – the information age, which is unlike anything that has gone before.

These new changes have greatly impacted on the relationships that develop today within organisations. There is a systematic move away from the paternalistic relationship where the organisation planned for employees' futures. Today, employees take ownership of their careers and the way their skills are acquired and used.

1.3 OBJECTIVES

1.3.1 GENERAL OBJECTIVE

The general objective of the study is to determine the effects of human resource development on organisational performance using the case study of Uganda Grain Milling Company Limited.

1.3.2 SPECIFIC OBJECTIVES

The specific objectives of the study are as follows:

- 1) To establish the nature of workers employed by Uganda Grain Millers Limited.
- 2) To determine the contribution of employees' human resource development on organisational performance to Uganda Grain Millers Limited.
- 3) To determine the level of human resource development systems used in Uganda Grain Millers and how these affect the performance of the workers.
- 4) To determine the human resource problems that workers face in the Company.

1.4 SCOPE OF THE STUDY

The study shall focus on the period 2000 up to date. While focus shall be laid on Uganda Milling Company, other sister Milling Companies shall be briefly alluded to with the view of establishing the general effect of human resource development on performance.

1.5 SIGNIFICANCE OF THE STUDY

This study is significant in a number of ways:

- a) It will help sensitise the management of Uganda Grain Millers Limited and the general public on the investment in proper human resource development of workers.
- b) It will assist to develop some policy frameworks and concepts, which will see workers' human resource development as a primary instrument to organisational performance.
- c) It will also help sensitise workers about their employment rights and increase their bargaining power.

1.6 HYPOTHESIS:

The study proceeds upon the hypothesis that human resource development of workers has a positive effect on efficiency in performance. It also contends that performance can not be improved by training alone without heavy investment in the welfare of the workers. The current events clearly show a neglect of these fundamental rights of career development workers are entitled to enjoy and this has increased their exploitation.

CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

This chapter reviews the works of different authors on the subject matter. The concept of human resource development is as old as humanity. The concept however gained momentum in the industrial age.

2.2 THE PARADIGM SHIFT

The use of human resource development skills to workers worldwide is one among the many initiatives that have occurred in organisations today as a systematic way to provide for and increase flexibility and productivity of organisations.

Cole (1997) explains that drastic changes have occurred due to the differences in the value of goods and services of these companies as compared to the goods and services of their competitor companies. He says that:

This lack of competitiveness was due to low levels of investment in plant and machinery, high unit costs, low labour productivity and lack of attention to quality.ⁱ

In order to turn the situation around so that these organisations could survive and compete successfully on the world markets, organisations had to reappraise their markets, their productions methods, their investment policies and their personnel policies.ⁱⁱ

In effect, economic necessities relating to increase in competitive pressures and technological changes have made the traditional arrangements unworkable. Scholars argue that since employers can neither continue to offer lifetime employment nor ignore the quality of their products, the competitiveness in the workplace starts to stiffen: workers have henceforth started to take it upon

themselves to develop various work skills in order to stay competitive while contributing to the bottom line within organisations.

As such, the nature of the psychological human resource development of employees has also changed. This change is basically evident in the largely unwritten expectations that exist between an employer and the employee about what each will give and should expect to receive in return from the "employer-employee" relationship. Employers are increasingly considering the need to deploy the workforce as flexibly as possible and employees to be equally and adequately compensated and not be discriminated upon in any way.

Employers have created a two-tier workforce in order to assist the company to lower the employment/production costs and also contribute towards increase in levels of productivity by motivating those on job. The duties that workers with a strong human resource development background perform can neither be specifically pegged to education levels nor to levels of decision-making in the company but characteristically to peak seasons in the year and as a cover to permanent staff. Armstrong (1999) supports this perception by saying that:

The numbers of motivation strategies can easily be increased or decreased to match fluctuations in the level of business activity. They are also employed for traditional reasons of providing cover for staff shortages, sickness or holiday.ⁱⁱⁱ

Workers with an intense human resource development, like full time workers support management responsibilities such as administration (human resources management, legal, finance) and operations (marketing, transportation/distribution, managing the production lines).

2.3 DEFINITIONS OF EMPLOYEES

Hollinshead (1999) broadly defined work to include casual and seasoned employment and the use of fixed term contracts. He explains that:

They may be seasonal mainly in production companies where seasons dictate the operations.^{iv}

Seasonal employees perform such duties as harvesting and managing production lines where extra workforce is needed to work in shifts.

Hollishead further differentiates temporary workers from agency temporary staff by pointing out that while the former may be recruited on individual basis.

Agency temporary workers are those that are recruited as a pool by a recruiting company, may train them and later hires them out to other companies on a need basis.^v

He further explains that while in seasonal employment the employment terms are negotiated between the individual and the employing company, in recruiting from agencies, terms and conditions are negotiated between the agency and the hiring employer.

The Talent Centre website defines contract workers as:

Employees hired to perform specific functions in a contractual relationship and for a defined period of time. This is based on the needs of the company to access a specific skill pool of temporary staff. This group is largely comprised of students, retirees, holidaymakers and parents.^{vi}

Sometimes referred to as temporary workers or contingency workers, contract workers are those staff that supplement core employees by accepting work on a basis that is not permanent: either for a specific period of time or to accomplish a particular task after which the contractual commitment/ relationship ends.

The American Employments Agencies refer to this category of people as "when actually employed staff" or "summer hires". This is a term used to refer to:

That pool of semi-skilled employees in a variety of trades and/or skills ranging from janitors, gardeners, painters, and labourers to technicians, mechanics and supervisors.^{vii}

From this pool of semi-skilled to skilled personnel, employers identify those categories that are needed and offer them employment contract for duration of one year only. These contracts are referred to as personal services contracts/agreements.

Summer hires on the other hand refers to:

That group of holidaymakers who during summer holidays search and find employments for a limited period of time between one to three months. Such contracts are never renewed as they are meant to supplement a specific time frame.^{viii}

However, the operational definition of workers in this research study will be all those permanent, temporary, casual, fixed term, and seasonal workers who accept assignments or are recruited for any specific period of time usually ranging from one month to an indefinite period under defined terms of service to perform specified tasks. Emphasis will be placed on employees contracted for indefinite periods yet continuously earn minimum benefits.

Armstrong (1999) gives various forms in which motivational arrangements may take form in an organisation. These include contract based, time based, job based, skill based and organisational based. He says that:

Motivational flexibility involves changes in terms and conditions of employment. It can be achieved by employing contract workers to perform tasks commensurate to their range of skills. It sometimes involves the use of fixed term contracts to avoid long-term commitments.^{ix}

Time-based flexibility involves the use of flexible hours where annual hours to be worked and paid for are specified within which total provisions for longer hours at peak periods and shorter hours during troughs are specified.^x

Armstrong further explains that:

Job-based motivational flexibility involves workers being moved from task to task where they are expected to use a wider range of skills within their capacity.^{xi}

Organisational-based flexibility includes making more use of part time and temporary staff through motivational strategies.

Skills based flexibility is about developing the capacities of people to undertake a wide range of tasks and to exercise greater responsibility.^{xii}

The worldwide move towards use of motivational skills for workers has been as a result of many factors. These include, among others:

i) Increased competition:

Production has become a crucial concern for many organisations as a measure of efficiency and management as companies today survive by satisfying customer needs. However, technological developments, raw materials and methods of work are becoming expensive and the opportunities of measuring productivity lie in improved utilisation of talent. This has driven most companies to enjoy the benefits of using trained workers to help them reduce the companies manpower costs but greatly contribute to improved productivity.

ii) Unwillingness of organisations to invest in permanent employees.

Employers are no longer willing to commit to an increase in the use of permanent employees hence resorting to the use of few but trained workers whose interests are their own to protect. The American Express.com Internet site explains that, "because of tax issues, employers prefer to deal with few but trained workers as they are responsible to handle their own tax responsibilities."

- iii) Trade Unionist's pressures on organisations to reduce working hours and increase motivation.

Unions are today involved in efforts to fight for employees' rights at the work place. Among others, they have advocated to reduce the hours of work for their affiliated employees to the standard of eight hours per day. In an effort to comply with such demands, organisations have resorted to the use of few but trained workers to supplement man-hours over and above the law requirements.

2.4 THE WORK THEORIES

2.4.1 THE LABOUR PROCESS THEORY

As formulated by Karl Marx (Armstrong 1999), life involves before anything else, eating drinking, habitation, clothing and many other things. The first historical act is thus the production of the means to satisfy these needs, the production of material life itself. Marx professed that:

Any surplus in the work place is appropriated from labour by paying it less than the value it adds to that labour process.^{xiii}

It would seem that all managers are aware of this thesis as it is evident that this is what they endeavour to attain.

Armstrong (1999) further explains that:

Capitalists design the labour process to secure the exertion of surplus value. The human capacity to produce is subordinate to the exploitative demands of the capitalists.^{xiv}

He further explains that the application of modern management techniques in combination with mechanisation and automation secures the real subordination of labour and deskilling of work in the office.

Karl gives three elementary factors of the labour process.

(i) The personal activity i.e. works itself.

Marx says that labour is a process in which both Man and Nature participate and Man in his own accord starts, regulates and controls the material reactions between him and nature. Man not only affects a change of form in the material on which he works, but he also realises a purpose of his own that gives the law to his *modus operandi*, and to which he must subordinate his will.

(ii) The subject of the work.

In the labour-process, man's activity, with the help of the instruments of labour affects an alteration, designed from the commencement in the material worked upon. The process disappears in the product the latter is a use value, Nature's material adapted by a change of form to the wants of Man. Labour has incorporated itself with its subjects: the former is materialised, the latter transformed. That which in the labourer appeared as movement, now appears in the product as a fixed quality without motion. The black smith forges and the product is a forging. Therefore, it is plain that both the instruments and the subject of labour are means of production and that the labour itself is productive labour. Because labour uses up its material factors, its subject and its instruments are a process of consumption.

(iii) The Instruments.

Labour consumes products in order to create products or in other words consumes one set of products by making them means of production for another set of products. This means two things; firstly, that the labourer works under the control of the capitalists to whom his labour belongs, which capitalist not only takes care that work is done in a proper manner but also ensures that means of production are used with intelligence to minimise waste of raw materials.^{xv} Secondly, the product is the property of the capitalist and not that of the labourer, its immediate producer. The capitalist pays for a day's labour-power at its value; and also has the right to use that power for a day, just as the right to use any other commodity. From the instant a worker steps into the workshop, the use value of his labour belongs to the capitalist.

The second essential condition of the owner of the money finding labour-power in the market as a commodity is that the labour must be obliged to offer for sale as a commodity that very labour-power, which exists only in his living self instead of being in position to sell that commodity in which his labour-power is incorporated.

2.6 THE LABOUR THEORY OF VALUE

The labour theory of value is the proposition that the value of a commodity is equal to the quantity of socially necessary labour time required for its production.

Marx took the bourgeois society to explain the commodity relation, by means of which the labour of one person is brought into relation with that of another person and exchanged. The quantitative aspect of that act of measuring the labour of one against that of another is the determination of value. Marx further explains that commodities in which equal quantities of labour are embodied, or which can be produced in the same time have the same value. The value of one commodity is to the value of any other, as the labour time necessary for the production of the one is to that necessary for the production of the other.

From the above, there is no doubt that the labour theory of value tells us important things about the way people relate to one another in the bourgeois society and the growth of these relations into entities which take on the appearances of objectives of law of nature.

Many writers say "Marx's theory of value" is out dated because these days value is no longer determined by the quantity of labour time required for its production. The question remains whether labour time is now irrelevant to labour value determination. For example Nike shoes are produced by labourers who do not earn enough to buy a pair of that which they produce every five minutes while Michael Jordan is paid more than the entire Indonesian labour force for lending his name to the product.

The act of exchange is an act of measuring the value of one person against that of another. Marx explains "the notion of human equality has already acquired the fixity of a popular prejudice but it is a fact that this notion does not extend from an imperialist country to people in the Third World.

2.6.1 LABOUR POWER AS A COMMODITY

The individual sells labour power as a commodity as long as it is at his/her disposal. The seller and the buyer meet in the market and deal with each other on the basis of equal rights as provided by the law. This relationship demands that the owner of the labour-power sells it only for a definite period, and not once and for all lest changing from a free man into a slave, or from owner of a commodity into a commodity.

2.6.2 THE EXCHANGE THEORY

This explains organisational behaviour in terms of the rewards and costs incurred in the interaction between employers and employees. Cole (1999) states that:

Good quality of working life should be based on the tasks, issues relating to the job, work organisation, work content and job search.^{xvi}

He goes on to state that:

Many people who were brought up in times of full employment learnt to expect a full time paid job. These people never had to learn the skills of looking for other jobs, let alone other forms of employment.^{xvii}

Failure to attain such skills hinders their ability to negotiate adequate working conditions. Having been redundant for sometime or having had no opportunity to find work before they are ready to work for what is offered, they find that they have little input to make in the arrangements that are agreed upon by the employer. Armstrong (1999) quoting projections made by Business Strategies Limited (BSL) in 1995 explains that:

In 10 years, the world will be covered by "flexible" arrangements such as temporary contracts, self-employment and part-time jobs. This will include 2.5 million people in the short-term employment by 2005, a million more than in 1995.^{xviii}

Under the pressures to be competitive and to achieve "cost leadership", organisations are not only downsizing but also engaging people in short-term contract and making no pretence that they are providing careers. They emphasize that they want specific skills and contributions to achieve organisational goals now. These organisations believe that the future will take care of itself as long as they can purchase the required talent as and when necessary.

Hollinshead (1999) emphasises that:

It is always desirable that the major terms of the contract are written to avoid possible disputes as to the rights and duties of the employee in future.^{xix}

He recommends that employees be entitled to receive written evidence of some of the major terms not later than the end of the second month of employment and this contract once in writing has commenced for either parties and should not be terminated unless the contract period has expired.

On many occasions, this does not happen. Many employers terminate employees' contracts before expiry and don't pay the cash option for the remaining period not worked. Shell, in its employment letter, states that:

If at any one time during your stay as temporary employee with us, we determine that your services are no longer required, your employment may forthwith be terminated without notice and our decision in this matter will be final without our assigning any reason thereof. Similarly, if you wish to resign at a 2hours notice, you may do so.^{xx}

Mabey (1998) agrees that there has been extensive changes to the nature of what comes to be regarded as "non standard" contracts, such as part time working, temporary and short term contracts, core hours contracts, personal contracts and even zero hours' contract. He continues to say that:

This has been driven partly by the bargaining power and the dismantling of the traditional central machinery and partly as a consequence of compulsory competitive tendering.^{xxi}

This analysis brings another angle to the concept of contract workers. Some employees go out looking for employment and require it on contract terms. This is because they do not want to be tied to the pension terms and obligation of organisation.

Other laws in Uganda that provide for the rights of employees are such as those spelt out in the Constitution of Uganda 1995, the Workers' Act 2000, the Industrial Training Decree 1992, and the Minimum Wages Act and Trade Union Decree

1976. These statutory legal provisions provide for the most basic management guidelines for day-to-day behaviour governing employment, however diverse the area of specialisation. The goals are to ensure that all employees have a chance to know, present and defend their rights against their employers and also a basis through which industrial relations could be obtained. The challenge to employers and most especially to the Human Resources officers is how far these laws are or must be followed.

Under the management of untrained workers, is the issue of safety and health conditions of these employees. Carasco (1993) defined Occupational Health as:

The promotion and maintenance of the highest degree of physical, mental and social well-being of workers in all occupations, the prevention among workers of departures from health caused by their working conditions, the protection of workers in their duties from risk, The Uganda Grain Milling Company Limited from factors adverse to health, the lacing and maintenance of the workers in an occupational environment adapted to one's physiological equipment and to summarise the adoption of work to man or woman and of each man or woman to one's job.^{xxii}

He defined occupational safety as:

The absence, in the work place, of unacceptable level of known harm allowing for planned and unplanned events and their likely consequences. Poor management of contract workers originates from the lack of clear policy framework to safeguard their interests both on the part of government and the employers.^{xxiii}

This has created a lot of confusion and The Uganda Grain Milling Company Limited into managers relaxing their investments in the workers' conditions leading to oppressive and exploitative employment. Therefore workers have faced precarious job insecurities. He further explains that this goes as far back as the

foreign investors who for the above-mentioned reason have opted to use casual and contracted labour.

2.7 THE NEW EMPLOYMENT DEAL

Employer and employee relationships are rapidly altering as a The Uganda Grain Milling Company Limited of the exponential changes facing both companies and the people working for them. In order to be relevant and build a sustainable future, companies are steadily realising that their people are the greatest assets and as The Uganda Grain Milling Company Limited are reviewing many of their employment conditions.

The rapidly emerging presence of the young generation of professionals in critical positions in organisations poses several challenges for remuneration and benefits in redesigning packages to suit theme. People are now demanding a “new employment deal” which is all about customisation meeting individual needs and aligning individual aspirations with business goals.

Employees now show a strong commitment to organisations if they feel they are sharing in its success. This demands a two-way street mentality – to achieve success, success must be shared and the rewards delivered in a manner that individuals appreciate.

Globally, competitive firms require a positive high performance culture in order to win and hold customer preference in the market place. Firms also need a culture that acts to motivate and keep high calibre employees, which culture is also very important to business competitiveness and success in the global economy. A positive culture energizes collaboration and innovation.

Conversely, an entrenched industrial age culture is a huge handicap to carry into the new knowledge value age. No matter what new technologies are introduced or what new products or services and pricing strategies are developed, a culture

steeped in industrial age thinking can serve to hobble progress and blunt success time and again.

Furthermore, the nature of work that is constantly changing and often project based requires continuous learning; old knowledge and ideas must be shed regularly and new capabilities developed. Flexibility and versatility are essential. It is too often assumed that we continue to live in the industrial age, when in fact the world has already entered a new era – the information age, which is unlike anything that has gone before.

These new changes have greatly impacted on the relationships that develop today within organisations. There is a systematic move away from the paternalistic relationship where the organisation planned for employees' futures. Today, employees take ownership of their careers and the way their skills are acquired and used.

In effect, employees need a lot of self-awareness to build their skills and be able to mould their own work environments. This involves constantly seeking out new opportunities to expose themselves to new skills and experiences. The new deal delivers expectations both on the part of employees and the company: Employee expectations include, but are not limited to, an environment that supports the management of one's career, fair consequences, and reward for contribution, openness/transparency and availability of information. Company expectations, on the other hand include but are not limited to, employees who add value to company performance and the bottom line, right to change – strategies, policies and structure, and employees to take ownership of their careers.

Russell (1999), provided evidence to the growing body of scientific research that shows that these changes in the work place increase the intensity of work to achieve greater productivity. Like others, Russell argues that multi-tasking and leaner work forces, not multi-skilling and empowerment are the driving forces behind work reorganisation. He states that,

Accomplishing more with less places a new demand upon workers, but this does not add up to the creation of new cadres of analytical problem solvers.^{xxiv}

2.7 REWARDS AND TRAINING

While the new economy demands employees at every level to be creative problem solvers, focussed on growing client value and preference – the question often posed is “What can be done to reward people for being innovative and for growing the top line?” The answer to this is offer rewards with perceived value, hence a need for a critical review of the reward strategies.

Armstrong (1999) argues that,

The purpose of a reward system is to support the achievement of corporate objectives by motivating people to join the organisation, stay with it and deliver sustained high level of performance.^{xxv}

Managers are often challenged with designing a reward system that provides the best mix of all types of motivators according to the needs of the organisation and its members. For the reason that stakeholders handle the reward issue with apprehension, perceiving the whole concept as extremely complex, they have not maximised the returns they could achieve on the investment spent on remuneration and benefits. The building of high performance organisations and a culture that will remain relevant and competitive in this exponentially changing world and economy demands a critical review of reward strategies.

Barton et al (1998) comment that organisations should encourage gain sharing at the work place, where gain sharing is:

A situation where employees throughout an organisation are encouraged to become involved in solving problems and are then given bonuses tied to organisation-wide performance improvements. 1998)^{xxvi}

In conclusion, real changes in the production process have occurred; changes that demand for and achieve increased levels of productivity and efficiency. These new organizational initiatives, however, do not provide equity in compensation and management among its employee categories. That is human resource development remains a key to organizational performance.

CHAPTER THREE

METHOLODOLGY

3.1 INTRODUCTION

This Chapter describes the methodology adapted in this study. A presentation of the study design, description of the setting and the population study, and sample selection process is done. The chapter therefore spells out the design n, study population, sample methods of data collection, processing and analysis. Also presented are the data collection and analysis procedures, justification of the methodological choice, and the limitations of the study.

3.2. STUDY DESIGN

This is a case study with both prospective and retrospective components. An in-depth descriptive analysis of the human resource development of workers was carried out covering the period between 2000 and 2006. Research involved finding the causes of success and of failure in human resource development on work performance in UGMCL. This was done using a correlation survey design.

3.3 STUDY POPULATION

At the time of this study, there were 15 contract workers and over 100 on permanent terms distributed throughout the six department of UGMCL. Some of the permanent employees previously worked on contract terms and some on permanent terms. This study included all employees on contract terms and 10 permanent employees three of whom previously worked on contract terms. There was a total of 25 respondents.

The study covered UGMCL in Jinja District, which are the industrial giants of Uganda. The institution has been chosen because there is evidence of weakness in motivating workers. The study population included managers and officers of UGMCL operating in Jinja.

3.4. STUDY AREA

The study was carried out at UGMCL head office in Jinja. Uganda Grain Millers Limited has been in operation for nearly 40 years now and is presently the biggest player in the Ugandan food industry. The company has six departments, namely; production, Distribution, Marketing, Human resources, Finance and Commercial Department.

3.5 RESEACRH DATA

The first set of data was documentary. This included guidelines to applying for jobs, application documents and any other related standard documentation. The second set of data was the technical knowledge from verbal responses by the managers and company officers.

3.6 RESEARCH INSTRUMENTS

The researcher utilized a data frame to determine the type of documentary information required and to make the selection. Semi-structured questionnaires were used to gather quantifiable data from individual respondents. An interview guide was used to gather independent response about the dependent variable. A total of 10 questionnaires were administered as indicated on the table below.

Table A Distribution of questionnaires

Respondents from UGMCL	Managers	Field officers	Total
Production Department	10	20	30
Marketing Department	24	48	72
Total	34	68	102

Source: Primary Data

3.7 DATA MEASUREMENT

Given the nature of the study, measurement was done qualitatively and quantitatively. A five point like scale on all the variables being investigated ranging from strongly disagree as response 1 to strongly agree as response 5 was developed under the guidance of my field supervisor.

3.8 DATA ANALYSIS

An analytical framework that summarises and juxtaposes the various aspects of data was evolved. The data from the two sources already aggregated was reflected analytically within the framework. Regression and correlation analysis was used to determine the relationship among the variables.

3.9 ANTICIPATED PROBLEMS

The researcher encountered the following problems during data collection.

- i) Respondents took time to respond to questionnaires because most of them were too busy and had very little time for interviews.
- ii) Respondents were reluctant to release information concerning their institutions' treatment and human resource development of workers.

3.10 SOURCES OF DATA

The study used both secondary and primary data.

3.10.1 PRIMARY SOURCES: QUESTIONNAIRES

Primary data was collected using a questionnaire as the major instrument of data collection (see appendix A). This instrument was administered to academic and administrative staff. It was a closed – structured questionnaire with pre-determined optional answers. It covered a wide section of the subject of the study. It was divided into (5) sections of the study variables of diagnosis, planning, implementation, monitoring / evaluation and performance..

3.10.2 VALIDITY

To establish validity of the instrument, it was pre-tested on 10 managers of the company. There comments were incorporated in the final instrument to suit the data requirements of the study. The final amended research instruments was reviewed and forwarded to the research supervisors at UGMCL.

Alpha values for the different sections of the questionnaire.

Scale	Diagnosis	Planning	Implementation	Monitoring / Evaluation
Alpha Value	0.73	0.90	0.91	0.84

Source: Primary data

3.10.3 SECONDARY SOURCES

Secondary data is data developed for some purpose other than for helping solve the research problem at hand (Bell, 1997). The major sources here comprised of the Government White Paper, Employment Policy Review Report Commission (1987), the IMF and the World Bank Report (1992) from which information on the situation before the changes and on the pressures that lead to changes in employment patterns were obtained.

3.11 DATA PROCESSING

On reception of the questionnaires, manual editing was done. This was followed by coding (this involves labelling of phrases, words or sentences related to a given research question or variable). Frequency count of different variables was done and these were given the number of occurrences and percentages out of the total occurrences of different values in a given variable. Simple conclusions were drawn from the given percentages and numbers.

To check for the levels of interdependence (the degree of effect that one variable has on the occurrence of another variable), some regression analysis was done. (e.g. If performance is affected by a policy implementation, what is the degree of the effect). This was mainly to determine the statistical relationship between variables measured.

3.12 SAMPLING TECHNIQUE

Purposive sampling was used in this study to ensure that the intended respondents are all included in the study. All the 15 contract workers were recruited and 10 permanent employees was purposely be recruited depending on their knowledge of the research topic. These included the supervisory team and those who had worked on trained terms before.

3.13.1 DATA COLLECTION

The principal investigator carried out the data collection. Data was collected using questionnaires, personal interviews, and documentary reviews and in some cases, the researcher used prospective observations.

3.13.2. QUESTIONNAIRES

Qualitative and quantitative questionnaires were used. One questionnaire were used for the contract workers, and the other for the permanent staff that were previously on contract. The questionnaires were a mixture of open and close-ended questions aimed at obtaining in-depth information on the study topic.

3.13.3 INTERVIEWS:

Supervisors and permanent workers previously on trained terms were interviewed. This was intended to obtain their perceptions and relationships with the trained and untrained workers.

3.13.4 DOCUMENTARY REVIEWS: Some of the data was obtained retrospectively from existing company documents like manuals, official documents (published and unpublished), and personal files.

3.13.5 OBSERVATIONS:

Data was obtained prospectively through ongoing observation of the workers as they come in and leave the company and establish their response to motivation. This was used to obtain more insight into the status, working conditions and better ways of motivating workers.

3.14 DATA ANALYSIS

Qualitative data was put into meaningful patterns to ease the process of analysis. Triangulation was used to clearly show the positive and negative effect of motivation on the performance of workers. Direct quotations were made from the interviews so as to enrich the findings.

CHAPTER FOUR

PRESENTATION, INTERPRETATION AND DISCUSSION OF FIELD FINDINGS

4.1 INTRODUCTION

The main objective of the study was to examine the relationship between human resource development and organisational performance in Uganda Grain Milling Company.

Under this chapter, the findings of the study are presented, interpreted and discussed under major themes related to the research questions. The presentation of the data as is laid out in this chapter is by quantitative findings and they have been reinforced by qualitative analysis that provides a stronger basis for interpretation and discussion.

4.2 DEMOGRAPHICS

The overall mean age was 27.9 years with a range of 22 years to 41 years. The mean age among the company employees was 27.2 years.

The male-female ratio was 7:1. There was one female among the contract workers and two among the permanent employees employed by the company. Despite the affirmative action by many organizations in the district towards gender balance, males still out-number females in the district employment ranks. The finding of a male-to-female ratio of 7:1 in Uganda Grain Milling Company was therefore not out of the norm.

4.2.1 DEPARTMENTAL DISTRIBUTION

Thirty-three percent of the company workers were in the Commercial Department and the rest in the production and processing departments. Of the permanent employees interviewed, 30% were in the operations department and an equal percentage in the finance department. (See table 4.1)

Table 4.1: Departmental Distribution of Respondents

DEPARTMENT	TOTAL	CONTRACT	PERMANENT
Operations	6(24%)	3	3
Commercial	6(24%)	5	1
Information	3(12%)	3	0
Retail	5(20%)	3	2
Finance	4(16%)	1	3
Production	0(0%)	0	0
Legal	1(4%)	0	1

Source: Primary data

Companies especially those engaged in commodity or service marketing, are in need of young, ambitious and dynamic workforce to meet targets and bring in new ideas. The basic justification lay in the evaluation of the possible output if such work force is employed. These consider evaluation of human resource development and organisational performance as a key ingredient to work output.

4.2.2 EFFECT OF HUMAN RESOURCE DEVELOPMENT ON ORGANISATIONAL PERFORMANCE

On average, the research revealed that most employers are very strict on human resource development and organisational performance and believe that this directly impacts upon work out put. This can be illustrated by the table below.

Table 4.2: Table showing effects of Human resource development on organisational performers

YEAR	Number employees on training	Number of employees sampled
1995-2000	1	0
2000-2003	4	7
2003-2006	10	3

Source: Primary data

The table above though is a representation of only a few sampled years; it provides a comprehensive basis from which one can draw an accurate position on the relationship between human resource development and organisational performance in Uganda Grain Milling Company employment sector.

4.3 CONTRIBUTION OF HUMAN RESOURCE DEVELOPMENT ON THE COMPANY EMPLOYEES IN UGANDA GRAIN MILLING COMPANY LTD

All the employers who continuously subject their employees to human resource development felt that this process had contributed something to their respective companies and organisations in very many different capacities. These included data/information management, selling/marketing skills, interpersonal skills and manual labour, among others. These skills had been of immense advantage to the company in as far as developing/searching new markets, selling of slow moving lubricants, control of losses in the company, and improving the working environment and new skills are concerned.

Table 4.3: Percentage Distributions of the Contributions made by human resource development on organisational performance in UGML:

DEPARTMENT	Information Management	Marketing/Selling	Manual Labour	General Administration
Operations	10%	--	90%	--
Commercial	30%	70%	--	--
Information	100%	--		--
Retail	30%	70%	--	--
Finance	60%	--	--	40%
Legal	50%	--	--	--
Human Resources	50%	--	--	50%

Source: Primary data

The research realized that all various sections/departments contribute differently towards the achievement of the organizational goals of the company. In the Operations Department, human resource development and organisational performance of workers contributed in terms of providing increasing work efficiency as seen in the Production and Distribution sections. Workers of the Commercial and Retail Departments engaged in searching for new markets, selling slow moving products and providing to their respective managers data and information that was used towards developing new strategies and plans for future investment. In all these circumstances, the clear interpretation was that the company departments had clearly benefited from appraisals.

4.4 THE CONCEPT OF HUMAN RESOURCE DEVELOPMENTS

According to scholars like Derek Torrington and Laura Hall, that there is a very close relationship between human resource development and organisational performance. The subject of human resource development and organisational performance in Uganda Grain Milling Company has over time drawn a lot of controversy with some section of management believing that it is a waste of money while another section is in support of it. Most of the competitive packages had for along time been a reserve of the senior directors and the executive. But as it is now, some of the workers especially the junior ones employed by the company believe that training and resource development is a relevant tool of performance.

4.4.1 NATURE OF HUMAN RESOURCE DEVELOPMENT AND ORGANISATIONAL PERFORMANCE SYSTEMS

The most common human resource development and organisational performance system is in routine training programs. But this is basically to the junior staff. For the most senior in management especially the Directors, there are usually few training opportunities.

4.4.2 LEVEL OF HUMAN RESOURCE DEVELOPMENT AND ORGANISATIONAL PERFORMANCE SYSTEMS

Under this sub-theme, the study sought to determine the types of human resource development and organisational performance available to and to what extent these affect the performance of Workers. Uganda Grain Milling Company provides various attaining modes, which directly relate to cash payments/salary. These include annual, weekly or monthly performance reports. The company rewards the hard working members with premium payments towards retirement/pension, contribution to social security savings, training, medical, performance bonuses, meals while at work, loans and entitlement to leave with payment and above all, training opportunities.

4.5 PROBLEMS FACED BY WORKERS

Discrimination, lack of job security, limited benefits, and lack of recognition were the most commonly cited problems by the company workers in the district. Some of the workers also have no access to annual leave, training, appraisal and promotion, and their access to the company property is limited. Other problems faced by the employees included lack of a schedule of duties, ill-defined promotion terms, a lot of work with tight deadlines and long working hours.

With the new employment deal, there is a systematic move away from the paternalistic relationship where the organization planned for employees' futures.

This also agrees with what Cole (1999) states that:

Many people who were brought up in times of full employment learnt to expect a full time paid job. These people never had to learn the skills of looking for other jobs, let alone other forms of employment before the job search. They thus don't expect continuous human resource developments.^{xxvii}

Today people have to strive to make themselves relevant to the job market demands by acquiring the relevant training and skills before the job search. The problems faced by the non-appraised workers were said to adversely affect their performance. This is because unlike what the company manual states, they do not

receive bonuses and training tied to their contribution towards organisation-wide performance improvements.^{xxviii}

Workers, especially those that work under the production section under the Operations Department unanimously felt that continuing to work on continuous appraisal terms for more than three years was unfair on their part as this undermines their service tenure. They felt that the company continued to exploit them on a job that was in essence permanent. The justification for this claim is that this group of workers provides significant value to the company and yet they continue to exploit them with discriminatory checks and appraisals because the nature of their work is such that its performance cannot be tied on the appraisal basis for which they have been subjected to. In essence, this would be to deprive these workers of their privileges and other benefits.

4.6 CHALLENGES FACED BY MANAGERS HANDLING WORKERS' HUMAN RESOURCE DEVELOPMENT

Managers cited that one of the challenges they faced while working with or managing Workers' human resource development and organisational performance as workers' obvious lack of commitment. Managers mentioned that due to the nature of their contracts, Workers are often reading want advertisements, sending out resumes and talking with friends about prospective employment opportunities because they fear for their job security. Most of the company workers have no relevant on-job training, and therefore performance is not always up to the mark as is required from their employers. This creates even a bigger fear for these workers and considers human resource developments as an absolute threat. While other regular new employees are only interviewed on general job related skills and not necessarily on interpersonal traits, appraised Workers are disadvantaged in that during the course of their employment, their interpersonal and job related skills are exposed. Besides, most of the junior workers said that whereas they are continuously appraised, their Managers are not and this undermines morale.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 SUMMARY

The purpose of this study was to determine and examine the relationship between human resource developments and organisational performance in Uganda Grain Milling Company.

It is essential therefore that an adequate management structure exists within Uganda Grain Milling Company district; supplemented by good supervision by the company officers.

5.2 CONCLUSIONS

In conclusion, after a thorough investigation based on the objectives and the literature reviewed, the study revealed a number of things.

First, that there is a close relationship between levels of human resource development and organisational performance. As suggested by the Hollinshed, companies that have a higher human resource with expansion skills and output then those without.

Second, the study also showed that several training programmes demand higher remunerations than their colleagues who have not but the quality of their performance is higher.

Lastly, during the study, it was established that many employers realise the importance of human resource development and workers training but only curtail the training opportunities for the workers for fear of meeting the high wage demands.

5.3 RECOMMENDATIONS

People do not just work for money. If you wish to appraise them, money is not the most important tool. Managers must bring them into the family and treat them like respected members of it through new training opportunities to enhance their skills. People search for and find work to earn a living, to make money and also sometimes for the satisfaction that it brings. This could be for the sense of achievement, prestige, and recognition, to develop abilities or to exert power. Within the company, the nature of work carried out by individuals and what they feel about it is governed by the employment relationship and the contract. Unions have however due to the new reorganisation faced conflict and distrust from management. As such they have formulated sharper responses to these new initiatives. The more organisations are downsizing, the less powerful and influential the unions are becoming. Local Unions are no match for the multinational corporations and that more cooperation among unions is needed in order to fight these initiatives.

The company Organizations are now challenged with developing compensation systems that carefully consider issues of equity or fairness. This element of individual equity, explains the extent to which pay rates are allocated to specific individuals within the organisation reflecting variations in individual merit. Renewed emphasis on compensations based on merit or offering various incentive pay programs tied to performance eliminates individuals attempt to compare their own relative inputs and outcomes with those of others in assessing the degree of equitable treatment that they receive.

While it is routine to issue appointments, transfers, postings, promotions and or acceptance of a resignation for a personnel department, it is very personal and such an important matter for the employee o have opportunity to further training. This may be his first appointment or final letter before leaving employment. It is therefore important in the drafting of letters of routine nature to give consideration to the way it will be viewed by the recipient. A few carefully chosen words to and

phases such as 'we are pleased', 'best wishes for your future' may make the whole procedure of appraisal more human and understanding.

Administrative inconsistencies involving the payment of an incorrect salary or allowance, a non payment or delaying payment for a month worked are certain to cause frustration and focus the attention of the worker on the injustice – not on the targets and tasks for which he is paid.

Workers should be able to discuss current developments, make constructive comments about their work and air their views on pertinent issues. Such a forum will greatly improve morale and motivation. While this, to management can be time consuming, its value cannot be over emphasized.

It is essential that a clear policy on communication be adopted to ensure that all personnel, both managers and the workers are fully aware of the policies, practices and procedures pertaining to their terms of service. They must also know how they as individuals, and make positive proposals for improvements in both the tasks assigned to them and the business as a whole.

Rewards systems need to be clearly visible to employees, including the company workers, to facilitate success. Benefits and subsidies are a critical part of rewards and this calls for a systematic and integrated approach to their design and management. A total reward strategy consists of a number of components each as important to the other. Total compensation consists of not only direct cash but benefits as well.

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Uganda Grain Milling Company Staff Standing Instructions.

QUESTIONNAIRES

Questionnaire 1: Workers

Part A.

Names (Optional) :

Age:

Sex :

Department:

Date employed by Uganda Grain Milling Company Limited:

.....

Part B.

Nature of Human resource development schemes of Workers

1. Have you been employed on human resource development terms before?

Yes ☐

No ☐

2. Kindly name some of the human resource development terms?

.....

3. To what extent did Uganda Grain Milling Limited fulfil its human resource development pledges to you?

i.

ii.

iii.

iv.

4. Did you sign a formal contract with the company on recruitment?

Yes ☐

No ☐

(b) If not, explain why

- v.
- vi.
- vii.

Part C.

Training benefits afforded by Uganda Grain Millers Limited.

5. State some of the human resource development benefits that you get from the company as a Worker

.....

.....

.....

.....

6. How have these benefits influenced your performance?

.....

.....

.....

.....

.....

7. What are some of the aspects that would motivate you at your workplace?

- i.
- ii.
- iii.
- iv.

8. Have you brought any new skills to the organization?

Yes ☐

No ☐

(b) If yes, please mention some of them

- i.

- ii.
- iii.
- iv.

(c) If not, please explain why not

- i.
- ii.
- iii.
- iv.

9. How have these new skills been of an advantage to the company?

- i.
- ii.
- iii.
- iv.

10. What are some of the new skills that you have acquired from the company?

- i.
- ii.