AN EVALUATION OF FACTORS AFFECTING HUMAN RESOURCE DEVELOPMENT, SYSTEMS AND PRACTICES IN ORGANIZATIONS IN UGANDA.

BY

SEREM KIPLETING DARIUS

BHR / 3812/32/ DU

A RESEARCH REPORT SUBMITTED IN PARTIAL FULFILLMENT OF A BACHELORS DEGREE IN HUMAN RESOURCE MANAGEMENT

OF

KAMPALA INTERNATIONAL UNIVERSITY.

© JUNE- 2007

DECLARATION

I Serem K. Darius declare to the best of my knowledge that this project is my original work that has never been submitted to any university or any other institution for an academic award.

SEREM K. DARIUS

Signed……………………..

Date…06/06/07……

APPROVAL

This study on factors affecting Human Resource Development has been approved for submission.

Signed by ……………………………….Date …06/06/07…………

Mr. Kamagara Edison

Supervisor

DEDICATION

To my dad, whose values of decency and dignity continue to be an inspiration.

ACKNOWLEDGEMENT

I would like to thank my supervisor Mr. Kamagara Edison for the patience and resourceful insight on this topic of study.

I wish to convey similar gratitude to the members of staff of Uganda Breweries Limited for their overwhelming support that fueled my research within their premises.

Lastly, special credit and sincere appreciation goes to other members of staff of the department of school of Business for their distinguished and continuous support.

CHAPTER ONE

INTRODUCTION

1.1 Background of the study.

Human Resource development as defined by E. Flippo (1999) is the process of improving, molding and changing the skill, knowledge, creative ability, aptitudes, values, commitment etc. of employees based on the present and future jobs and organizational requirements. This functions includes

- Training: Which is the process of imparting the technical and operating skills and knowledge to the employees concerned?

- Management development: which is the process of designing and conducting suitable executive development programs so as to developed the original and human relations skills of employees

- Performance appraisal: which is the systematic evaluation of individual with respect of their performance in their jobs and their potential for development?

- Compensation: which is the process of providing adequate and equitable remuneration to the employees?

- Career planning and Human. Relations development: which entails planning of an individual career and implementation of career plans by means of education, training and acquisition of sound integration of employees at work to enhance culture and motivation based on economic, social and psychological satisfaction?

The American HRD Association (1985-1998) stresses that "Human Resource development is an important aspect towards the growth of any organization. Over the years, people have been the main asset of any organization that give the strength and viability for which organizations base their accomplishments". From the economic point of view, Human Resources are not inanimate resources like land or capital, instead they are the core factors for capital, and instead they are the core factors for the production of a nation's wealth products and services. It is this valued out put that determines society's well-being and its standard of living. "Improving the contribution of Human Resources is both ambitious and important with the rising challenges that have become complex. Organizations need to respond with sophistication ultimately by developing its Human resources"

Uganda Breweries Limited is an organization located in the Eastern side of Kampala city, about 12.5km from the city center and with beer brewing. The company which is a branch of East Africa Breweries Ltd was incorporated on 27th July 1946 as a public liability company.

The construction of the plan started in 1948 and by 1950 beer bottling was signing on until it was nationalized in 1970 disrupting the plans of the original owners. It was only until 1984 that the company was repossessed by the original owners, the Uganda Breweries ltd. Being near the city, the company has great access to market for its finished products and has about 350 employees both permanent and casual.

1.2 Statement of the problems.

Human resource development is important in recognizing and satisfying individual needs as well as staff goals, by offering an adequate and equitable remuneration. Uganda Breweries Limited provides economic and social security in the form of monetary compensation offering protection to employees against hazards of life such as illness, disability etc so that employees work willingly, regularly and co-operate to achieve organization goals. On the contrary staff development policies and enhanced organization culture secures the integration of individual and groups within an organization thus establishing and maintaining a satisfactory working relationship and a sense of commitment and loyalty towards organization goals. The only challenge however is that the human resource development t situation at Uganda Breweries Limited has not been explored and yet there are inbuilt weaknesses in regard the human resource practices. The researcher therefore was concerned with identification of the human resource management practices and the reasons behind the inbuilt weaknesses.

1.3 Purpose of the study.

The aim of the study was to examine the factors affecting Human Resource Development in organizations in Uganda by finding out the relationship between staff development with respect to culture and remuneration on employees' morale and achievement of organization goals/ performance.

1.4 Objectives of the study

❖ To examine the staff development policy and its effect on staff development

❖ The effect of employee remuneration on staff development.

❖ The effect of organizational culture on staff development.

❖ To find out problems faced in organization and their possible solutions.

3

1.5   Research questions

❖ What is the staff development policy in Uganda Breweries?

❖ What is the effect of employee remuneration on staff development?

❖ What is the effect of organizational culture on staff development?

❖ What problems are faced in the organization's staff development practices?

1.6   Significance of the study

The study will generally help the student and organization as a whole to understand and discover the importance and impacts of an effective utilization of Human resources in the achievement of organization goals and performance

1.7 Limitation of the study

The researcher will have difficulty of getting honest and impartial responses to the data collection instruments. The managers will not give clear pictures as to why staff development are to take place or if they really develop their workers. Financial constraints will also be another problem.

The researcher will be also faced with the problem of limited time because the management of Uganda Breweries Limited is believed to have a lot of work and so it's was not easy to spare more time to the researcher.

Due to time and financial constraints, the proposed study will be limited to only one Company and therefore, the finding will not be generalized to some other areas or other organizations or any institution which will have already carried out this process.

CHAPTER TWO

REVIEW OF THE RELATED LITERATURE

2.0 Introduction

This chapter presents the literature related to staff development as presented by scholars and professionals in this field. It is from this literature that workable recommendations and insights into this topic of study are derived as the following presentation indicates.

2.1 Staff development

According to H. R. Mariwala and T.J.Duurant (2001) Human resource development systems and practices have developed around a philosophy of helping employees in the identification and   solution of their work related problems

Employees are all experiencing major problems and cannot be of much help to one another. There is little challenge, encouragement or hope in the environment to help employees develop and believe that things could be better. This has led to apathy and an inability to develop objectively.

Dr A.V Kalyani (2000) says "To sustain or begin a Human Resource Development program, there has to be a commitment from the top. This is crucial since the top management sets the agenda for change. Their attitude also trickles down to determine the influence the personnel department will have" For Human Resource Development to work effectively in the long term it is important that every company evolve systems and practices suited to its own needs. In one organization (Alacrity) for instance, the company puts its employees in two grades according to their self assessment; one where the person chooses a slow and steady track and the other where a person chooses a fast track to

reach to the top management. Hence only a handful companies/ organization have chosen HRD as a vehicle for growth.

Andrew smith (6th June 1999) described that today, with increasing competition and emphasis on service and customer satisfaction companies have to work harder for their money. The traditional HRD philosophy has been to maintain equity, but now one has to create equity and then manage it. This means for instance that when an employee is good everything has to be done to retain him. The net result is that companies are now paying more attention to their employees than ever before.

Orio Rego Manduli (2006) referred human resource development as a practical and systematic approach to launching and diffusing change in organizations. It is an attempt to improve overall organization efficiency. It is basically a long range programme, not a one shot deal, attempting to change the behaviors attitudes and performance of the total organization. It is not a one time training and development programme but is an ongoing and cycling process it is a "complex educational strategy which aims to bring about a better fit between the human beings who work in and expect things from organization and the busy unrelenting environment with its insistence on adapting to changing times"

In general, HRD policies offers a along range effort aimed at improving the work effectiveness of individuals, groups and total organizational system. It is a collective assortment of training on therapeutic interventions and the use of theory and technology or applied behavioral science to induce performance.

2.2 Employee remuneration.

Remuneration is the compensation on employee receives in return for his or her contribution to the organization.

William B. Werther (2001) described that, remuneration occupies an important place in the life of an employee, his / her standard of living, status. In the society, motivation, loyalty and productivity of staff development therefore go hand in hand with employee remuneration. Employers too face this through its consequences on the cost of production which entirely depend on how much an employee is paid, besides, many bottles (in the form of lockout and strikes) are fought between the employer and employee on issues related to wages or bonus.

In a general perception therefore for employee development and satisfaction, an average employee in the organization sector is entitled to several benefits both   financial as well as non financial to be specific, typical remuneration of an employee comprises-wages and salary , incentives, fringe benefits, perquisites and non monetary benefits. Wages represent hourly rates of pay and salary refers to the monthly rate of pay, irrespective of the number of hours put in by an employee. Wages and salaries are subject to annual increments and. They differ from employee to employee and depend upon the nature of job, seniority and merit (Francis Atwoli. 2006)

Organizations, therefore in order to understand the impacts of remuneration on staff development, should Endeavour to put in place an ideal remuneration system. Many employees for instance absent themselves from work often because they feel they are not being paid enough. They look for new better prospects because the present emoluments

may not be attractive enough to stay on. They agitate, pelt stones, use foul language, resort to graffiti, turn violent or fall sick because the remuneration paid to them may not be adequate.

Talks on job satisfaction, loyalty, organization before self, a altruism, and the like may be all right for boardroom discussions, and for delivering lectures in classrooms.

The talk may Japan, where people are inspired by a fanatical devotion to work. But in our country, an average worker cares only for money. Such being the reality, remuneration must fulfill the expectations and aspirations of employees and exploit their energies for the benefit of organizations. Attractive remuneration enables organizations to attract retain and motivate competent people, fresh MBA's and brilliant engineers. Flock around city bank, MTN. Bra clays etc. because of their attractive remuneration packages. (Nation Correspondent 2007)

Employee longertivity of service and development thus depends more on non financial benefits but the role of financial benefits cannot be ruled out, particularly at the lower levels of hierarchy. Loyalty towards organizations depends on employee perception towards remuneration. It is common knowledge that employee feels satisfied or dissatisfied with his or her remuneration not so much by the total amount he/ she receives but by comparing his or her benefit with those enjoyed by other comparison provides a feeling of equity or inequity. There is a sense of equity when the employee's remuneration is equal or more than the remuneration enjoyed by others in the same category of jobs. If the remuneration is lower, the employee feels he/ she is inequitably treated. The organizations pay structure must therefore be equitable and consistent Andrew smith both June 1999)

Employees get motivated to perform better when their past performance is rewarded adequately. They set expectations about rewards and compensation to be received, if certain levels of performance are achieved. These expectations determine goals or levels of performance for the future. Employees achieving the desired level of performance expect a certain level of compensation. At some point it is therefore advisable for the organization to evaluate and reward employee's performance to enhance their personal development.

2.3 Organization culture

Organization culture simply put in the unique configuration of norms, values, beliefs, and ways of behaving that culture the manner in which groups and individuals combine to get things done.

Organizational culture may have a direct influence on the general development of an employee within an organization. Most organizations embrace power culture where power emanates from one central source which ultimately exercises control. In such organizations there are few rules or procedures and the atmosphere is competitive, power oriented and political.

The roles in such organizations ensure that workers are controlled by procedures and rules and the ole or job description is more important than the person who fills it. Power thus is associated with positions not persons organizations with this culture thus inhibit little development opportunity for its employees. They should embrace a personal culture where employees/ individuals are the central points. The organization should only exist to serve individuals in it should bring the right people and let them get on. Influence should be based more on expert power than on position or personal power.

The culture should emphasize team work. (Crombine & Elrige 1974)

Organization culture should foster employee self development and management by developing national means to control and coordinate employees. It should define the right job description for employees. Organization culture can reduce employees to behave in a certain way without close supervision by creating a sense of close and shared commitment and identify.

In practical sense, the culture at an organization develops overtime yet it is greatly in finance by beliefs. And philosophy of the organizations founders most organization founders transmit his or her beliefs to a smaller group of people that share it and also promote it further. Therefore it is important for the organization to maintain and reinforce their culture overtime. This could be done deliberately as for the care of cultural symbols, rituals language and leadership styles etc. (Deal and Kennedy 1982).

Culture in organization therefore relates to an individuals belief and expectation that his overall performance will lead to particular outcome, particular behaviors or actions within an organizations have symbolic and results on the social and legal obligation of an employee. (JS Chandan 2001).

CHAPTER THREE
METHODOLOGY

3.1 Introduction

This chapter highlights the research design that was used, area of study, sample selection, method and size, data collection methods, validity and reliability, procedures of data collection and data analysis methods.

3.2 Research design

The study adopted a case study research design and it involved both qualitative and quantitative approaches. Both approaches were adopted to enable the researcher get relevant information concerning human resource development at the organization. The qualitative methods were used to gather qualitative information while the quantitative methods were used to generate values on people's ideas and perceptions concerning human resource development. .

3.2.0 Sample selection and size

The Uganda Breweries Limited was chosen on the basis of its location, foundation and proximity. The state of being located within the city centre and having adverse and similar experiences to other organization.

Employees were selected randomly but from the different levels of management i.e. top, middle, line, lower and casual employees will all be involved and the researcher should strive to involve as many employees as can be possible.

3.3   Instrument of data collection

The researcher used questionnaire, interviews and observation instruments to collect data in the field.

3.3.1 Questionnaire

Questionnaires was used to collect non-observable aspects and to those who might not be wiling to be in direct personal interview with the researcher. The questionnaire was structured in away that it can help the researcher to find out real problems that organizations face and its impact on performance. The researcher requested for assistance from the management for the distribution of questionnaires

3.3.2 Interviews

The researcher requested for permission from the administration of each in order to conduct the interview, among employees. There was also need to book for appointments with the relevant employees.

3.3.3   Observation

The researcher tried to make various observations concerning his area of study. workers were observed at work to ascertain their attitude and response to issues

3.4   Data processing, analysis interpretation

Data analysis was done using the qualitative and quantitative methods. The research objectives and questions was used as guides while analyzing the collected data analyzed qualitative data shall be described while quantitative data shall be presented in graphs, table and chart.

3.5   Procedures used to collect data

The procedure of collecting data was done as follows:-

> The most importance procedure was through interviewing a number of person example general manager and other staff

> Another procedure was observation which is paramount to acquiring the scope of the organization. This is through use of naked eyes and keen observation features around the organization.

> There was recording of the information that was provided by the programs managers concerning historical background and other daily activities at the organization.

3.6   The subject to be used in data collection

For the research to get the information the following subject was used:-

The most importance is consultations with lectures at Kampala International University (K.I.U) for ideas and necessary guideline

Members of the management of (U B L) such as general managers and other staff

3.7   Definition of terms

Organization: A group people working together to achieve certain goals.

Researcher: Someone who goes the field to carefully study or

Investigate in order to discover new and real facts about a given

Feature

Organizational culture: This is the unique configuration of norms, attitudes, values,

Beliefs and ways of believing that cultures the manner in which

Groups and individuals combine that leading the organization to

Progress.

CHAPTER FOUR

DAT PRESENTATION INTERPRETATION AND ANALYSIS

4.0 Introduction.

A total of eighty three questionnaires were distributed to the unionisable staffs of Uganda

Breweries Limited. Eighty two of the total questionnaires were returned and the responds

were as follows:

4.1 Age group respondent

AGE IN YEARS	NO. OF RESPONDENTS		% FREQUENCY
	FEMALE	MALE	
25-40	17	33	69%
41-55	14	18	31%
TOTAL	31	51	100%

The age group between 25-40 years was 69% thus female was 24% and male 45% of the

total population (33) respondents that took part in the research. The other age group 41-

55 was 31% thus female were 14% and male 17%. The data above shows that most of

the respondents which were 69% of the total respondents were young employees. It was a

true picture that most of Uganda Breweries Limited employees were young people.

Therefore, developing them always had an effect to both employees and their family.

4.5 Occupations/management

DEPARTMENT	NO. OF RESPONDENTS	% FREQUENCY
MARKETING	27	30%
ADMINISTRATION	13	16%
PRODUCTION	29	38%
FINANCE	13	16%
TOTAL	82	100%

From the above table, 27 respondents were from the marketing department. (38%) were from the production and 16% from the finance. The respondents were well distributed among the employees in the various departments and from the views obtained the management is not biased in its general development within the diverse departments.

4.6 Education

Level of education	No of respondents	% Frequency
Secondary	9	11%
diploma	49	62%
degree	23	26%
phd	1	1%
TOTAL	82	100%

Most of the respondents 62% had diplomas. 26% of the respondents had degrees thus representing a third of the total population (82) respondents that took part in the research. The other groups contributing to (12%) were holding secondary certificates and a PhD.

employees needed an overhaul development system that can adequately provide performance that suits the organization. Therefore, developing them should not be an option but a priority due to the   effect it has both to the employees and the organization.

4.2 Marital status

Marital status	No. of respondents	% frequency
Married	59	86%
Single	23	14%
Total	**82**	**100%**

The data above shows that most of the respondents which were 86% of the total respondents were married employees. It was a true picture that most of UBL employees were married people. Therefore, development always had an effect to both employees and the organization.

In this chapter the study findings are presented, interpreted and analyzed. The results are presented in line with the research objectives and the questions that guided the study. Three research objectives were used in order to achieve the purpose of this study. Finding, are presented in tables, analyzed and interpreted.

4.1 Research question one

From the first objective of the study, the researcher delivered the first research question. This research question inquired of the staff development policies at UBL. Answers to this question were sought from respondents through a self administered questionnaire and interview guide. The discussion below presents the results obtained.

The researcher inquired from respondents if the organization embraces any form of development policies. A majority of the respondents were in agreement 68 (81%) as compared 14(19%) who did not accept that development policies exist in the organization. The respondents believe that effective and suitable staff development policy is important and necessary for employee self development. They however argued that the presence of the policies are only limited to a few and should be spread to cover the entire development practices. From those interviewed, it was revealed that the policies exist and are run concurrently to their satisfaction. The training for instance adequately suits their overall development within the organization and only needed adherence. Methods that were identified by respondents are presented in table (1)

Table (1) Respondents views on methods of HR development

Category	Frequency	Percent
Training	61	73.4
Management development	12	15.6
Performance appraisal	2	2.4
Career planning	7	2.4
Human relations development	-	-
Total	**82**	**100%**

From table (1) it is indicated that training is the most used means of development human resource. That is 61(73.4%) of the respondents were in view that training was highly being used. The other not used at all was the development in the human relations field. From the researcher's discussion with the respondents, training was highly valued since employees have the tendency of determining what area they need to develop and to them it is quite practical since training has a direct impact on performance. The most

commonly used methods of training was on the job training but also off the job methods are used like provision of leave study. On the job method which was highly used is job rotation, monitoring and supervision. On the other hand, employees were given a chance to further they own self development through their own sponsorship but were encouraged by provision of benefits.

However, the general point of view remained that, employees once employed take that they need further development. The response is presented in table (2)

Table (2) Employees response on whether their present level of skills, knowledge or attitude (competence) needs improvement.

Category	Frequency	percentage
Need improvement	25	30.1
Are satisfied	8	9.6
If given chance	38	45.7%
Unsure	8	10.8%
Not wiling	3	3.6
Total	**82**	**100**

From table (2) effect of development policy on staff development is presented. Most employees 38 (45.7%) and 24 (30.1%) are aware and willing to improve their skills knowledge and competence through development. It is indicated thus that those who are not wiling 3 (3.6%) is a small fraction of the entire workforce. Discussion with respondents during the face to face interactions also indicated that if the organization would have put a formal training policy, then they would whole heartedly avail themselves for development. The organization was thus viewed to lack a suitable training

Program and in general the respondents view is that the organization only pays a lip service to development only in times of scarcity.

4.2 Presentation of results on research questions two.

From the second objective of the study, a research question was derived which inquired of the impact of effective employee remuneration on staff development the administered questionnaire were analyzed and portrayed the following results.

The research was interested in establishing the view of the respondents on the criteria used in remunerating employees in the organization and if the remuneration offered was actually equitable and adequate.

From the respondents 62% accepted that the organization provided an adequate and equitable remuneration as opposed to 48% who did not believe so. From those interviewed it was clear to them that the salary scale used within the organization was outdated and needed to be revised. It has been in effect for quite a long time and its due time the pay structure was revised to the current times and the escalating economy.

It was also revealed from the study that the organization does not have an administration that gauges and revises wage and salary programs. If it existed in any way the respondents felt that their existence does not impact positively on the employees or organization as a whole. Most of the employees were unsure (92%) of how often employee wage remuneration was revised as opposed to (8%) who claimed that it was revised after every 3 years. The researcher discussed employee retention and attraction basing on remuneration and the face to face interview revealed that the organization was always wiling to pay more for highly experienced employees due to scarcity. The

respondents argued that it is better to pay as per the qualification rather seniority but the organization paid as presented in table (3) shown below.

Table 3: Factors considered in administering pay

category	Frequency	Percent
Seniority	20	22.8%
Ranking	41	48.1%
Qualification	8	9.6%
Experience	14	18.8
Total	**82**	**100**

From the table the respondent shows that pay is based highly on Ranks 41 (48.1%) and least on qualification 8 (9.6%) which should actually be the opposite. New employees who freshly graduated felt that it is important to base pay on qualification rather than on other factors like seniority or ranks. To them seniority was not a concrete factor to consider especially in administering pay.

During the study, some of the respondents also reiterated the need to establish adequate provision of benefits that ultimately fulfils the desires and needs of all employees a like. 52% of the respondents self that the provision of the fringe benefits did not favor all employees as opposed to 48% who thought the provision was okay. In the course of the discussion they argued that provision of most fringe benefits was actually below standard recreational, housing and medical facilities were not adequately provided and needed an overhaul restructure. One of the areas that respondents felt was highly being affected by employee remuneration was performance which rated at revealed to the researcher that

for effective staff development the organization should at all times provide remuneration that perfectly suits their needs and desires.

4.3 presentations of results on research question three

The third question basically inquired on the effect of organizational culture on staff development. In providing answers to this question, respondents revealed a number of issues which are presented, analyzed and interpreted in the following presentation.

The research was interested in finding out the effect of organizational culture on staff development. Majority of the respondents (80%) were in agreement of the impact of culture on staff development as opposed to (20%) who did not accept that this was a problem. In the interview with respondents most had the view that having employee personalities matching with that of the organization is not actually practical because of the heterogeneity i.e. a situation where there are several cultures in an organization especially where there are different people of different religious roles and origins.

Believe in the existence of a formal culture

RESPONSES ON THE EXISTENCE	NO. OF RESPONDENTS	% FREQUENCY
YES	49	57%
NO	33	43%
Total	82	100%

A total of 33 respondent said, despite believe of the existence of organizational culture, the organization lacked formal adherence to it and have had so far direct influence on the amount of development and general socialization within the organization and had not reduced and hence majority were forced to work under extreme conditions to complete their assignments.

Respondents also revealed some cultural weakness portrayed in the organization. Language for instance was rated as highly compromised (70%) as opposed to employee attitude and behavior at (10%), from interviews carried out the researcher was able to realize that there prevails a power culture where there is one central power source that exercise control. There are few rules or procedures and the atmosphere is competitive, power oriented and political and political. 60% of the respondents also revealed that there is also a personal culture which inhibits staff development. The organization to them portrays individuals as a central point and that organization only exist to serve individuals in it as opposed to 40% who were of the idea that there is a strong culture where norms, beliefs and rules are strongly maintained and work is done according to the set culture. A number of varying views were expressed which are presented in table (4) about cultural factors that have a negative impact on new employees or foreign employees within the organization.

Table 4. Respondents view on the configuration of the diverse cultural norms.

Factors identified	Frequency	Percent
Employees attitude and behaviour	21	26.5%
Organizational values and norms	20	24.1%
Language used	23	27.7%
Employee socialization	18	21.6%
Total	82	100%

From the table above the views expressed shows that it is advisable to adhere to a unique configuration of attitude, behavior, language and employee socialization to allow stable and operational existence and development of new employees.

CHAPTER FIVE

DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter discusses the results of the study as presented in chapter four from the discussion; the researcher derives a number of conclusions. It is from this conclusion that workable recommendations are derived as the following presentation indicates

5.1 DISCUSSIONS

The purpose of the study was to give an evaluation of factors affecting Human resources development systems and practices at UBL. The discussion of the results is done along the research questions that guided the study as the following discussion expresses.

Discussion of findings on Research Question one.

From the second research objective of the study a research question was derived. The research question inquired of staff development policy on staff development.

The findings of the current study were found related with the findings of other researchers in other organization environments on the same subject. For example: - Kalyani (2000) stresses that to sustain or begin a Human Resource Development policy, there has to be a commitment from the top. This is crucial since the top management sets the agenda for change. Their attitude also trickles down to determine the influence the personnel department will have. Thus for Human Resource Development to work effectively in the long term it is important that Uganda breweries limited evolve systems and practices suited to its own needs. UBL should puts its employees in two grades

according to their self assessment; one where the person chooses a slow and steady track and the other where a person chooses a fast track to reach to the top management.

Kalyani, (2000) notes that, Human resource development systems and practices have developed around a philosophy of developing employees in the identification and solution of their work related problems. He (Kalyani) presents a number of problems where employees are all experiencing major problems and cannot be of much help to one another. There is little challenge, encouragement or hope in the environment to help employees develop and believe that things could be better. This has led to apathy and an inability to develop objectively.

On the other hand, Andrew smith (1999) described that today, with increasing competition and emphasis on service and customer satisfaction companies have to work harder for their money. The traditional HRD philosophy has been to maintain equity, but now one has to create equity and then manage it. This means for instance that when an employee is good everything has to be done to retain him. The net result is that companies are now paying more attention to their employees than ever before.

As a result one should ensure that, when developing staff set the policies right.

As described by Orio Rego Manduli (2006) she referred human resource development as a practical and systematic approach to launching and diffusing change in organizations. It is an attempt to improve overall organization efficiency. It is basically a long range programme, not a one shot deal, attempting to change the behaviors attitudes and performance of the total organization. It is not a one time training and development programme but is an ongoing and cycling process it is a "complex educational strategy which aims to bring about a better fit between the human beings who work in and expect

26

things from organization and the busy unrelenting environment with its insistence on adapting to changing times"

In general, staff development policies offers a along range effort aimed at improving the work effectiveness of individuals, groups and total organizational system. Therefore it can affect the development of individuals positively or negatively.

Discussion on research question two

From the second objective of the study research question two was developed. This research question inquired on the impact of employee remuneration on staff development. From the study it was revealed that employees get motivated to perform better when their past performance is rewarded adequately. They set expectations about rewards and compensation to be received, if certain levels of performance are achieved. These expectations determine goals or levels of performance for the future. Employees achieving the desired level of performance expect a certain level of compensation which they ultimately desire. These methods they like may include pay as per experience, overtime or even bonus.

These findings have a relationship with the findings of other scholars elsewhere who have attempted to study the concept of employee remuneration in organizations. The following examples of these findings were explored. The findings have a close relationship to the findings of writers like "William B. Werther (2001) who stressed that, remuneration occupies an important place in the life of an employee. His / her standard of living, status in the society, motivation, loyalty and productivity of staff development therefore go hand in hand with employee remuneration. Employers too face this through its consequences on the cost of production which entirely depend on how much an employee is paid, besides, many battles (in the form of lockout and strikes) are fought between the employer and employee on issues related to wages or bonus.

While discussing remuneration, Francis Atwoli. (2006) argued that in general perception therefore for employee development and satisfaction, an average employee in the

organization sector is entitled to several benefits both   financial as well as non financial to be specific, typical remuneration of an employee comprises-wages and salary , incentives, fringe benefits, perquisites and non monetary benefits. However he warns that Wages represent hourly rates of pay and salary refers to the monthly rate of pay, irrespective of the number of hours put in by an employee. Wages and salaries are subject to annual increments and. They differ from employee to employee and depend upon the nature of job, seniority and merit.

Uganda Breweries Limited, therefore in order to understand the impacts of remuneration on staff development, should Endeavour to put in place an ideal remuneration system. Many employees for instance absent themselves from work often because they feel they are not being paid enough.

Remuneration is primarily a matter of presenting pay at the best way. Given findings of the current study and above presentation therefore, there is a wide range of factors to consider in order offering adequate and equitable remuneration.

Discussion on research question three

From the third research objective, the third research question was derived. This research question inquired of the impact of organizational culture on staff development.

From the study if was revealed that Organizational culture may have a direct influence on the general development of an employee within an organization. These methods include power culture where power emanates from one central source which ultimately exercises control. In such organizations there are few rules or procedures and the atmosphere is competitive, power oriented and political.

While discussing the impact of culture, (Crombine & Elrige (1974) stresses that roles in most organizations ensure that workers are controlled by procedures and rules and the role or job description is more important than the person who fills it. Power thus is associated with positions not persons organizations with this culture thus inhibit little

development opportunity for its employees. They should embrace a personal culture where employees/ individuals are the central points. Uganda breweries therefore should only exist to serve individuals in it should bring the right people and let them get on. Influence should be based more on expert power than on position or personal power.

The culture should emphasize team work

Crombine & Elrige, (1974) stresses that organization culture should foster employee self development and management by developing national means to control and coordination of employees. It should define the right job description for employees. Organization culture can reduce employees to behave in a certain way without close supervision by creating a sense of close and shared commitment and identify.

The findings therefore have a relationship with the findings of Deal and Kennedy (1982) who implied that in practical sense, the culture embraced in organizations develops overtime yet it is greatly influenced by beliefs and philosophy of the organizations founders who transmit their beliefs to a smaller group of people that share it and also promote it further. Therefore it is important for the organization to maintain and reinforce their culture overtime. This could be done deliberately as for the case of cultural symbols, rituals, language, leadership styles etc

Given the findings of the current study and the findings of other scholars in other environments, it is made clear that there are many challenges affecting Human resource development in any given organization. Culture in organization therefore relates to an individuals belief and expectation that his overall performance will lead to particular outcome, particular behaviors or actions within an organizations

5.1 conclusions

1. From the study it was found out that the organization expresses little degree of importance it attaches to employee development. The philosophy they adopt is a laissez-faire approach, believing that employees will find out what to do for themselves. Where they encounter skill shortage, they can remedy by recruiting from firms who do invest in training.

The study revealed that HRD was however found to be wanting in many aspects, for instance, the management sometimes pay lip service to training and indiscriminately allocate money to it in good times but in the bad times they indefinitely cut their training budgets and prefer to recruit employees suitable to their needs through Labour exchange centers / training institutions or by placing direct contacts with those qualified to the vacant posts, There is a visibility of other contributing factors like performance appraisal and management development on staff development and motivation. This hinders performance and down plays HRD in general.

Training of employees in the organization appeared weak, the company lacks a suitable training programme that can develop the competences of employees and improve their performance by only paying lip services to it and indiscriminately allocating money to it in the good times.

From the study a number of challenges were found to affect employee compensation and remuneration. First the management believes that it provides adequate and equitable remuneration to its employees. There is an acute classification of jobs into different categories and the determination of relative values of the job in the various categories.
But the line staff and the top management are uncomfortable with the current remuneration.

There is no administration that gauges on the wage and salary programs within the organization. Fringe benefits are provided by the management to motivate the employees and to meet the different contingencies in their life. They include housing facilities, canteen, recreational facilities, conveyance facilities, credit facilities, medical and welfare facilities, disablement benefits etc. But this is provided in limited amounts.

From the study the embraces a unique configuration of norms, values, beliefs attitudes and behavior within the organization that culturise and develops the manner in which

groups and individuals work and combine to get things done. The culture has thus enhanced.

(a) Change of employee attitude beliefs and values as to the commitment and realization of goals.

(b) A shared vision which has improved development and participation

5.2 Recommendation

1. The organization should put in place adequate employee development programs. This should be either on the job or off-the job as per the suitability of the employee or rather the assessment carried out on his/her performance. These programs will help the organization achieve its purpose by adding value to its key resources (the people it employs).

The advantages to be derived from this employee programs include:

(i)   Developed employee competence and improved performance within the organization.

(ii)   Attraction of high quality employees by offering them learning and development opportunities , increasing their levels of competence and enhancing their skills, thus enabling them to obtain more job satisfaction to gain higher rewards and to progress within the organization

(iii)   Develops employee, team and corporate performance in terms of output, quality, speed and overall productivity.

The organization therefore must believe in employee development as an act of faith. This belief must be supported by a positive and realistic philosophy of how training, management development and career planning contributes to the bottom line. The organization should consider that this is an investment that will pay off. They should recognize that actual or potential skills shortage can threaten their future prosperity or growth.

2. For the effectiveness of remuneration on staff development, attempts should be made to ensure that there is proper evaluation and provision of remuneration that meet personal / individual satisfaction. One that is adequately and equitably suitable for the promotion

of morale. The organization should carry out and conduct an extensive wage and salary surveys and therefore provided wage and salary rates based on concrete factors.

3. The organization should emphasize a task oriented culture. One in which the aim is to bring together the right people and let them get on comfortably. Influence should be based more on expert power than on position or personal power, such culture will enhance team work

With this kind of culture the organization can thus benefit in:-

(a) Active participation and socialization ensuring employee development

(b) Workers become more committed to change which will bring a sense of high morale

(c) Employees develop a greater sense of self esteem due importance given to their ideas and their contributions.

(d) Employees will work with confidence, cooperation and dedication. Their loyalty will bring quality and thus organization will realize high productivity.

5.3 Recommendations for Further Studies

Researcher suggests that more research should be done on other institutions to come up with actual results of how employees' general development cannot be affected during the process of staff development.

REFERENCES

1. Dr. A. Kalyani and prof. S Iyer, management and human resource development, 4th edition 2001 pg 261.

2. Andrew Smith, employee development. Unpublished material of a seminar held on 5th -6th June 1999 at safari park hotel, Nairobi Kenya.

3. Organizational development reviews, the American human resource development association 1985-1998. series (Banta. co.)

4. H Mariwala and T.J Durant. Introduction to human resource development McGraw hill publisher's 1st edition 2001 pg 270.

5. **Francis Atwoli,** "East Africa Standard, Friday May 28th," (2004)

6. **Nyassy Daniel,** "East Africa Standard, Thursday June 3rd, (2004).

7. **Kozlowski, S.W., Chao, j.Smith, G., & Hedlund, J**. (1993). Organizational downsizing: strategies, interventions, and research implications. International Review of industrial and Organizational psychology, 263-332.

8. **Lee, P. M. (1997).** A comparative analysis of layoff announcements and pay price reaction in the united state and Japan. Strategic Management Journal, 18,879-894.

9. **Mabert, V.A., & Schmenner. R.W**. (1997). Assessing the Roller coaster of development. Business Horizons, 40(4), 45-53.

10. **Mishra, K.E,; Spretitzer, G.M.; & Mishra, A.K.** (1998) Preserving Employer Morale During Development. Sloan management Review, 39(2),83-95.

11. **Palmer, I., Kabanoff, B., & Dunford, R.** (1997) Management accounts of remuneration Journal of organizational behaviors, 18.

12. **Oniango Ruth,** "East Africa Standard, Friday May 28th," (2004)

13. **Turnley, W.H., Feldman, D, C.** (1998). Psychological contract violations during corporate Restructuring. Human resource management, 37(1), 71-83.

14. Orie Rego Manduli, effective employee development, daily nation news paper. 2nd June 2006 pg 17

APPENDIX

RESEARCH QUESTIONNAIRE

QUESTIONNAIRE TO THE MANAGEMENT.

I am a student of Kampala International University, pursuing a Bachelors degree in Human Resource Management. I am conducting a research on "Factors affecting HRD in an organization. A case study of UGANDA BREWERIES LIMITED.

The report I compile will assist me qualify for the award of degree.

The information obtained is strictly and only for academic purposes.

A. Tick where appropriate and give brief description where necessary

B. Questions can be closed and open ended.

Kindly fill the information below.

SEC A

1. AGE

      20-24 ( )

      25-40 ( )

      41-55 ( )

     Above (   )

2. SEX   MALE ( ) FEMALE ( )

3. LEVEL OF EDUCATION

PRIMARY ( )

SECONDARY ( )

DIPLOMA ( )

DEGREE ( )

PHD ( )

Any other specify…………………………………………………………………..13

4. MANAGEMENT / STAFF

Marketing ( )

Administration ( )

Production ( )

Finance ( )

Any other specify…………………………………………………………………..

SEC B

OBJECTIVE QUESTION ONE: STAFF DEVELOPMENT POLICY

1. Do you believe that effective and suitable staff development policy is important and necessary for employee self development?

Yes [ ]   No [ ]

2. Does the organization embrace any form of staff development policy?

Yes [ ]   No [ ]

b) If yes in above, what development practices exist in the organization (tick all that apply)

a) Training

b) Management development

c) Performance appraisal

d) Career planning

e) Human relations development

f) Others

Specify...

....

3. What is your personal attitude towards staff development? Is it more competitive

advantage?

Strongly disagree [ ]   Agree [ ]   Disagree [ ]   strongly disagree [ ]

4. Have you benefited in any way in on the companies initiative to develop its

workforce.   Yes [ ]   No [ ]

5. Besides the business activities of the firm, does employee development have any

impact on the economy and performance of the organization?

Yes [ ]   No [ ]

If yes, list at least three

....

....

6. Does the organization offer any credit facilities to its employee?

Yes [ ]   No [ ]

b) What is the credit facility offer based on:-

7. Do you utilize fringe benefits provided by the organization?

Yes [ ]   No [ ]

If what are some of this benefits

a) Housing facilities

b) Medical welfare

c) Recreational facilities

d) Any other, specify…………………………………………………

8. What is your personal attitude on the provision of fringe benefits by the organization

………………………………………………………………………………………………

9. In your opinion does remuneration have an impact on;

i) Staff development   Yes ☐   No ☐

ii) Production   Yes ☐   No ☐

iii) Employee relation Yes ☐   No ☐

v) Relation   Yes   No ☐
                      ☐

10. Is the provision of fringe benefits in favor of all employees whether senior or junior?

Yes ☐   No ☐

b. if no briefly explain

………………………………………………………………………………………………

………………………………………………………………………………………………

B. EFFECT OF EMPLOYEE REMUNERATION ON STAFF DEVELOPMENT

1. Do you think the organization provides adequate and equitable remuneration to its employees?

Yes ☐   No ☐

b) Basing on your answer above how?

………………………………………………………………………………………………

2) Does the organization in any way carry out extensive wage in salary survey.

Yes ☐   No ☐

b) If yes, what factors does of consider in administering pay

(a) Qualification   ☐

b) Seniority   ☐

c) Experience   ☐

d) Ranking   ☐

e) Any other specify…………………..

3) Is there an administration within the organization that gauges and revises wage and salary programs?

Yes ☐   No ☐

b) If yes, often if the wage administered revised

a) 3 years   ☐
b) 2 years   ☐
c) 4 years   ☐
d) Unsure   ☐

c) If no why?…………………………………………………………………………………………

4. What standards is the organization putting in place as regards to remuneration to ensure employee attraction and retention?

………………………………………………………………………………………………..

5. What in your opinion should the organization base in remuneration on

………………………………………………………………………………………………..

6. In general is the training philosophy that exists in the organization conducive for staff development?

Yes ☐   No ☐

b) If yes or no, rate the above in terms of organization philosophy on training: (tick where appropriate)

(a) There is a formal training policy ☐

(b) Organization pays lip service to training ☐

(c) No formal policies on training exist ☐

(d) The organization lacks a suitable training program ☐

(e) Others

Specify…………………………………………………………………………

7. In the event of carrying out staff development exercise, does the organization carryout an evaluation of the effectiveness of the development as per the employees response and feedback

Yes ☐   No ☐

b) If no why do you think not……………………………………………………..

8. What criteria are used in determining employees to be developed?

…………………………………………………………………………………..

9. How have you faired after over haul HRD practice in terms of:

(a) Performance……………………………………………………………………

(b) Labour turnover……………………………………………………………..

(c) Production…………………………………………………………………..

(d) Any other…………………………………………………………………

Specify……………………………. ……………………….

10. In your opinion, are you aware at your present level of knowledge, skills or competence?

Yes ☐   No ☐

If yes: what is your take on it
  a) Need improvement ☐
  b) Unsure ☐
  c) Unsatisfied ☐
  d) Any other
     specify…………………………………………………………………………
     ……………………………………………………………………………

C. EFFECT OF ORGANIZATION CULTURE

1. Is there an existence of a formal culture within the organization?

Yes ☐   No ☐
If yes how does it support staff development?
…………………………………………………………………………………

2. What is your understanding of organization culture?………………………………………………………………………………………
………………………………………………

3. In your opinion, is the existing culture conducive for all the employees?
Yes ☐   No ☐

b) Rate the existing culture in term of
(i) Leadership
Excellent ☐   Good ☐   Fair ☐   Poor ☐

ii) Heterogeneity
Excellent ☐   Good ☐   Fair ☐   Poor ☐

iii) Support

Excellent [ ] Good [ ] Fair [ ] Poor [ ]

iv) Employee personality

Excellent [ ] Good [ ] Fair [ ] Poor [ ]

4. Does the organization embrace strict adherence to organization culture?

Yes [ ]   No [ ]

If yes how ……………………………………………………………………

5. How would you rate the organization culture in terms of employee performance? Does it give a positive attitude?

…………………………………………………………………

6. Unlike local employees, does the organization culture have a negative impact on foreign employees?

Yes [ ]   No [ ]

b) If yes in above what organization culture negatively impact on new employees (tick, that apply)

a) Employee attitude in behavior

b) Organization values and norms

c) Language

d) Employee socialization

e) Any other

Specify………………………………………………………………………………

………………………………………………………………………………………

.7. Does the organization endeavor to change employee attitude, values or beliefs towards goal realization.

Yes ☐   No ☐

b) If yes how

....

....

8. What is your personal attitude to organization culture is it more competitive advantage.

Strongly Agree ☐   Agree ☐   Disagree ☐   strongly Agree ☐

9. What organization culture do you rate as poorly being practiced?

....

10. Will the enhancement of a conducive organization culture add more advantages in terms of performance, production or labor turn over?

Yes ☐   No ☐

If yes how?..

....

....