

**RESOURCE MANAGEMENT AND EMPLOYEE PERFORMANCE OF KAMPALA
CAPITAL CITY AUTHORITY (KCCA): KAMPALA UGANDA.**

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DECLARATION

I Ms. **ASHIMWE LYNETTE** of registration number **1174-05026-13792** do declare that this is my original work and has never been submitted or presented for any academic award in any university or institution. Any material which is not my original work, the authors have been acknowledged.

SignedDate.....

APPROVAL

This is to certify that this research work was compiled under my supervision and is here by submitted with my approval as a supervisor for second defence.

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Sign..........Date.....13th July 2020.....

DEDICATION

This Research Report is dedicated to my parents Mr. Andrew. K. Bashaija and Mrs. Margaret Busingye Bashaija for their moral and financial support. Without you, life wouldn't be the same, thank you for loving me.

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LIST OF ACRONYMS

BEML	Bharat Earth Movers Ltd
CAFOs	Concentrated Animal Feeding Operations
HRD	Human Resource Development
IOC	Indian Oil Corporation
IT	Information Technology
KCCA	Kampala Capital City Authority
NGOs	Non-Governmental Organizations
RM	Resource Management
USDA	United States Development Agency

ABSTRACT

The purpose of the study provided for the relationship between resource management practices and employee performance of Kampala Capital City Authority. Three specific objectives guided the study which included; examine the effect of Human Resource on employee performance of Kampala Capital City Authority; to examine the effect of Financial Resource on employee performance of Kampala Capital City Authority and to examine the effect of work related resources on employee performance of Kampala Capital City Authority. The study adopted a cross sectional survey design in which quantitative and qualitative data was collected. A target population of 144 respondents was and through use of Slovenes formula the study came up with a sample size of 106 respondents. However, in collection of questionnaires 80 were retrieved. Data was analysed using SPSS. A simple random sampling technique was used to select respondents that participated in the study from Kampala Capital City Authority. The findings on objective one revealed that human resources of the organization contribute to employee performance with an average mean value of 3.25 and a standard deviation of 1.211 which was interpreted as satisfactory. In regard to the financial resources used by KCCA, the average mean was 3.009 and the standard deviation of 1.333 and it was also expressed as fairly satisfactory. The findings for objective three on work related resources and employee performance indicated that there is more reliance on technology in service delivery with a mean of 3.1750 and a standard deviation of 1.33857 which was expressed as satisfactory. The average mean for motivation is 3.329 and a standard deviation of 1.352 which is interpreted as satisfactory. The general mean for employee performance was 3.3175 and standard deviation of 1.2495 interpreted as satisfactory. The R^2 value of 0.013 indicates the total variation of human resource on employee performance having an effect of 1.3% and the null hypothesis was rejected because $p \leq 0.05$. The statistical significance on the regression row showed the p value as 0.382^a which was more than 0.05. This indicates that the results for human resource's effect on employee performance are not significant and hence considered not fitting model for the data. Regression analysis for natural resources significantly affect performance of employees of KCCA at a rate of 0.61% indicating that natural resources significantly influence performance of KCCA employees. The study recommends; the government in partnership with KCCA to carryout sensitization campaigns on how employees should be rewarded for effective performance. The researcher recommends government to come up with binding criteria to determine different policies through which entities like KCCA can use the collected taxes to help the organization accomplish its set tasks before the along waited budgets which at times are not enough for the organization. The study contributed to knowledge through providing evidence to support the fact that resources management practices if effectively applied by an organization be it private or public can improve the employee performance and it is now clear that management of various resources used by Kampala Capital City Authority is somehow lacking and little is done through to improve employee performance in Kampala Capital City Authority. The study concludes that the best human resource practices can lead to improvement in employee performance since it increases on the quality of personnel to serve in the organization, further that payments be made on time to make work easy for employees at Kampala Capital City Authority.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter includes the background to the study, statement of the problem, purpose of the study, objectives, research questions, hypotheses, scope, significance and operational definition of key terms.

1.1 Background to the Study

1.1.1 Historical Perspective

According to Keegan and Turner (2011), resource Management in organizations is thought to have evolved in the 1620s when the first formal Resource Management function and department was initiated in America and Europe and people who worked during the 1600s to 1700s were guided by a craft system. Under this system, the production of goods and services was generated by small groups of workers in relatively small work places, usually in a home. In the early 1900s, many changes occurred in the work place. After industrial revolution, machines and factory methods that increased production were introduced. However, several problems occurred with this increased production. Since the machines required several people to operate them, the number of workers increased dramatically.

Therefore, this forced managers to develop rules, regulations and procedures to control the workers. Some of the regulations required an increase in job specialization which led to boring, monotonous jobs. At that time, with the effect of scientific management, workers were seen as a part of a machine without considering that they were social human beings and all the jobs were broken into specific tasks, Becker (2016).

Although Resource Management like financial Management, infrastructure, facility, enterprise and work related resources evolved, more focus was put on management of humans in organizations and this is said to have occurred in the late 1920s and early 1930s by Hawthorne Studies. As a result of these studies, the social side of workers was realized by managers and the effect of social factors on the performance was understood, Mann (2013).

The Hawthorne studies of the 1930s further induced the interest in how to make the jobs and work place motivational and how to enhance employee commitment. During the era of Industrial Revolution, the organisational activities centred on people and employees were grouped together under the name of Personnel Administration (PA). However, developments

in the 1980s shifted the focus from problem solving to assessment of organizational outcomes. There was an increased focus on translating traditional Human Resource measures such as turnover, job performance and training effectiveness into organizational relevant measures of cost and profit thus relating Resource Management to organizational results (Mann 2013).

Cordon (2013), explains that expanding on the human relations school of thought including academic findings from various disciplines such as psychology, political science, sociology and biology, the behavioural science era was born and focused more on the total organization and less on the individual. It examined how the workplace affected the individual worker and how the individual worker affected the workplace. Many believe that the modern day fields of organizational behavior and Resource Management grew out of the behavioural science.

Today human resource as an independent department in organizations is always targeting improvement of performance of employees, through monitoring, furthering them for more training and awarding best employees in organizations. However, this comes with assistance of other departments like quality assurance. Personnel management is to be directed mainly at the organization's employees, recruiting, training and rewarding them and is portrayed as a caring activity. It is concerned with satisfying employees' work-related needs and dealing with their problems (Walter, 2014).

In Uganda over time, the resource management in public institutions like Kampala Capital City Authority (KCCA) have not been very clear and thoroughly documented yet according to Ngwomoya, (2017), in terms of resource management, competent and skilled workers constitute the main source of labor in most of public enterprises that is why majority public institutions like Kampala Capital City Authority employ competent and skilled workers in order to avoid costs that come with formally and fully fledged poor management committees.

1.1.2 Theoretical Perspective

Soft and Hard

According to Franc (2008), when Resource Management was introduced in the 1980s, a distinction was made between soft and hard models of Resource Management. The hard version often referred to as the Michigan approach is characterized by an instrumental view on employees and places great emphasis on the maximal utilization of employee resources in a virtually calculating manner.

On the other hand, Blackwell (2015) argues that the soft version of Resource Management, often referred to as the Harvard approach is characterized by a more human approach to the employees where the focus lies on developing the employees' potential and resource in the best interest of both the employer and the employees. In addition to enhance on the employees' skills and abilities, the Human Resource within this soft approach aims at creating committed and involved employees with strong psychological ties to the organisations.

Universalistic perspective

Katou (2010), argue that some claim that there is a universalistic link between Resource Management and performance where some human resources give way for increased organizational performance across organisations and under all circumstances.

1.1.3 Conceptual perspective

Bruystegem and Dewettienck (2008) describe a resource as anything that is needed to execute a task or project and this can be skill sets of employees or the adoption of software. Hence if someone is planning an event, a few resources include scheduling out staff for the event, planning what vendors are to use for promotional materials, investing in software that allows attendees to register and budgeting for everything right from giveaways to catering.

A resource for this study indicates a store of instruments used by KCCA to deliver services for effective employee performance. Thus, in an attempt to accomplish its set goal as a public entity in the city centre, KCCA applies some manual and capital instruments and among them are; human resource, financial and work related resources.

Storey (2012), describes resource management as the process of pre-planning, scheduling and allocating your resources to maximize efficiency, an indication that resource management is all about doing more with less since nobody likes waste especially in business. The study involves resource management to mean the tools and instruments KCCA uses to control its resources for effective service delivery.

Gillian (2017), explains that to some companies that optimum efficiency is so important that they should hire someone solely devoted to resource management; also known as a resource manager. While project managers are responsible for creating and assigning tasks to get the

project done, resource managers are accountable for allocating the resources needed to make the project a success.

Storey (2012), defines resource management as a distinctive approach to employment management which seeks to achieve competitive advantage through the strategic deployment of a highly committed and capable workforce, using an integrated array of cultural, structural and personnel techniques. Employee resourcing practice relates to obtaining the right basic material in the form of a workforce endowed with the appropriate qualities, skills, knowledge and potential for future training. The selection and recruitment of workers best suited to meeting the needs of the organization ought to form a core activity upon which most Resource Management policies are geared towards development and motivation.

For this study therefore, resource management is simply the process of managing all resources both tangible (computers and finance) and intangible (employees and time) in a way that creates maximum benefit. This involves proper utilization, optimization and efficiency of whatever is available to accomplish a given task.

Bau and Dowling (2017), define employee performance as the job related activities expected of a worker and how well those activities can be executed. In other words, employee performance involves, rendering the best services by workers of a particular organization. Many employees are assessed on an annual or quarterly basis in order to help identify gaps in their performance.

Employee performance for this study indicates the good and ineffective performance of employees, where if example KCCA provides resources in an efficient way, employees will deliver as expected and if the resources are inefficient they will not give good results in service delivery. Hence the study provides that the better the resources provided by KCCA, the better performance by employees.

Walter (2014), define public sector as part of the economy concerned with providing basic public services by the government. For this study, the public sector is Kampala capital city authority the leading city authoritative agency bound to provide services that non-tax payers cannot be excluded from such as street lighting services and public education which benefit all of society rather than just the individual who uses the services. This encourages equal opportunity, proper planning, organization and delivery of community services. The public sector must reflect an added sense of urgency.

1.1.4 Contextual Perspective

Golhar and Deshpande (2017), argue that Uganda experiences one of the highest performance failure rates of public entities brought about by poor employee performance in public entities. This is also due to other factors like corruption, embezzlement of funds and recruitment of employees basing on technical know-who policy. Considering Kampala Capital City Authority, some employees lack basic skills such as problem solving skills, goal setting, organizational faith and self confidence in what they do. To Ngwomoya, (2017), above all, they act in an inhumane way especially when executing their tasks for example while collecting tax from road side traders. This has been analyzed in various incidents where traders have been tortured by Kampala Capital City Authority officials.

Ngwomoya (2017) also indicates that many officials from Kampala Capital City Authority are characterized by lack of skills, poorly enforced internal regulations and ineffective management. When it comes to work related resources, considering aspects like land, poor settlement policies have always slowed down employee performance together with the organization as a whole. At times the budget allocated for employee management and growth activities in the organization is limited and this directly shows that the poor management of natural resources has direct negative effect on the employee performance of those working in Kampala Capital City Authority.

To Shutan (2013), the proprietors of most of these officials operate in the sector mainly for survival purposes; they have relatives as their employees, have a poor saving culture and do not have proper channels of capital sourcing. This study therefore intends to find out the extent of influence of resource management on the performance of employees in Kampala Capital City Authority.

1.2 Statement of the Problem

Resource management is an important aspect in the performance of both private and public entities. Proper resource management comprises of aspects which are vital in employing skilled, experienced, competent and committed employees to help an enterprise like Kampala Capital City Authority achieve its performance goals and objectives both in the long and short run. These resources address recruitment and selection requirements, employee training needs and reward management concerns which effectively help organizational performance goals be achieved, Lado, (2014). Despite this, in public institutions like Kampala Capital City Authority however, it is not always that simple. Resource management requires a thorough

understanding and transparency of the objectives and capacity which are all lacking in the organization due to inadequate resources in terms of skilled personnel, land, financial inadequacy and Digital Asset Management. According to a study by Othman, (2010), 43% employees in many organizations of Uganda are recruited basing on technical-know who, . There is also a failure to implement set activities or plans and utilize the approved budgets in different organizational departments (Kampala Capital City strategic plan, 2015-2017). Poor resources management creates a bad image for Kampala Capital City Authority employees like for instance due to poor financial resource management, there are more vacancies in the organization and most of the employees' salaries are delayed which discourages employees from performing as effectively expected and also promotes corruption and a disgruntled nature as well as distorting the image of the organization, Ngwomoya, (2017). Inadequate funding affects KCCA in extending especially social services to the community for example according to Edris, (2018) in the financial year (2017/18) government allocated only Shs 142bn (\$57m) to Kampala which is meagre and slows the delivery of services hence inefficiency in resources. Public transport still remains a challenge for effective delivery of resources in Kampala where for instance currently, the most used mode of transport in Kampala is taxis at 46% followed by Boda Bodas at 32%, then Cars at 19%. Buses and trucks are at only 2% each. Today, walking is the most prominent mode of transportation for most non-work-related trips in the Greater Kampala, rated at 46%, mostly due to low income levels, high cost of transportation and limited reach of taxis to some communities, Kampala Capital City Authority, (2018). To make matters worse, like many local authorities, the KCCA faced a number of constraints in undertaking large-scale legislative reform to support its effort in raising more own-source revenue (International growth centre, 2018). Nevertheless, the employees at Kampala Capital City Authority also lack innovativeness; lack compliance with the organization policies which encourage creativity as presented in a report of Kampala Capital City Authority, (2018). All these issues on addition to others challenge the effective delivery of resources to improve employee performance at KCCA. Together, with the study results, indications show that resource management has to be improved greatly so as to positively impact on the employee performance. It is against this background that the study examined how the resource management, like human resource (labour), work related resource, financial resource (capital, money), commodity and Community resource influence the performance of employees in Kampala Capital City Authority.

1.3 Purpose of the study

To examine the relationship between resource management and employee performance at Kampala Capital City Authority, Kampala-Uganda.

1.4 Specific objectives

- i) To examine the effects of Human Resource on performance of Kampala Capital City Authority employees.
- ii) To determine the effects of Financial Resource on performance of Kampala Capital City Authority employees.
- iii) To explore the effects of work-related Resources on performance of Kampala Capital City Authority employees.

1.5 Research questions

- i) What is the effect of Human Resource on performance of Kampala Capital City Authority employees?
- ii) What is the effect of Financial Resource on performance of Kampala Capital City Authority employees?
- iii) What is the effect of work-related Resources on performance of Kampala Capital City Authority employees?

1.6 Research hypothesis

H1₁: Human resource has no significant influence on performance of employees of Kampala Capital City Authority, Kampala-Uganda.

H0₂: There was no significant effect of financial resource on employee performance of Kampala Capital City Authority.

H1₃: There is no significant effect of work place related resources on employee performance of Kampala Capital City Authority, Kampala-Uganda.

1.7 Scope of the Study

1.7.1 Geographical Scope

Geographically, the study is limited to Kampala Capital City Authority (KCCA) which is the legal entity established by the Ugandan Parliament and is responsible for the operations of the Capital City of Uganda. Kampala Capital City Authority is located on Nakasero Hill in the central business district of Kampala. The headquarters are immediately south-west of the

Uganda Parliament Building. The main entrance to the KCCA Complex is located on Kimathi Avenue which comes off Parliamentary Avenue, KCCA (2014).

1.7.2 Content Scope

This study has examined resource management practices as the Independent Variable and employee performance as the Dependent Variable. It looks at human resource, financial resource and work related resources and then work-efficiency, motivation and customer satisfaction.

1.7.3 Time Scope

The study had a time scope of two years from May 2018 to February 2020 as time of research and data collection. The time chosen was sufficient to enable the researcher to collect reliable information for the study.

1.8 Significance

The study is expected to be relevant to Kampala Capital City Authority to improve on its Resource Management.

The study will be used by future researchers as the foundation of further research.

The study will be useful to government agencies, donors and other stakeholders in the public sector to checkout for the best strategies they can also apply to improve on performance of their employees.

The study will aid policy makers and implementers in re-examining the policies embedded in resource management and how it can positively affect employee performance.

1.9 Operational definition of key terms

Resource

It is an asset that can be drawn on by a person or organization in order to function effectively like for this study resources like human, financial and work related resources are considered.

Resource management

It is the planning and control of resources and for this study resource management involves different ways through which Kampala Capital City Authority provides management tactics to utilize resources like financial and human resources among others.

Human Resource Management

for this study, this is the management of people including organizational structure, recruiting, on boarding, training and development, performance management, compensation, payroll, benefits, industrial relations and compliance. Also it deals with advising senior staff about the effects of resource management on people, financial planning and performance decisions in the organization.

Work related resources

These are the people that staff and operate an organization; they hold the image of an organization, if they are poorly performing, they can lead to the collapse of the company and if their performance is positive they can improve on its corporate image. At Kampala Capital City Authority, they are the working team both internally and externally of the organization. It involves a team of more than 100 members serving in the public enterprise called Kampala Capital City Authority.

Financial Resources

This is the set of liquid assets; Cash, Short term bank deposits, Liquid financial investments, like stocks and bonds, financial resources are used to carry out the main operations of the business, like buying goods and services and to carry out long term investments. For the study, these are the finances used by Kampala Capital City Authority administrators to manage the operation of the organization.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter focuses on the related literature. It begins with the theoretical review, review of literature relevant to the study. It should be noted that, other theories related to the study are also reviewed to enlighten more on the study variables and finally, the existing gaps in the literature are exposed.

2.1 Theoretical Framework

The study was guided by scientific management theory of Fredrick Winslow Taylor (1856-1917) and Abraham Maslow's theory of Motivation. The Classical scientific management theory of Fredrick Winslow Taylor started in the late 19th century and the earliest 20th century and later on was advanced by classical scholar due to emergence of industrial revolution problems that earlier organizations had not encountered.

Fredrick Winslow Taylor provides that the main reason for this theory was to provide solution to industrial problems so as to increase production, maximum efficiency and reduce cost of production. This theory still remains relevant to modern practices of management although it has been adopted and revised in order to meet current economic changes. Abraham Maslow's hierarchy of needs endeavours to name and analyze the factors which motivate people to perform better and more efficient. It is highly related with extrinsic rewards, things that are concrete like bonuses that will help improve employees' performance.

Resource-based view

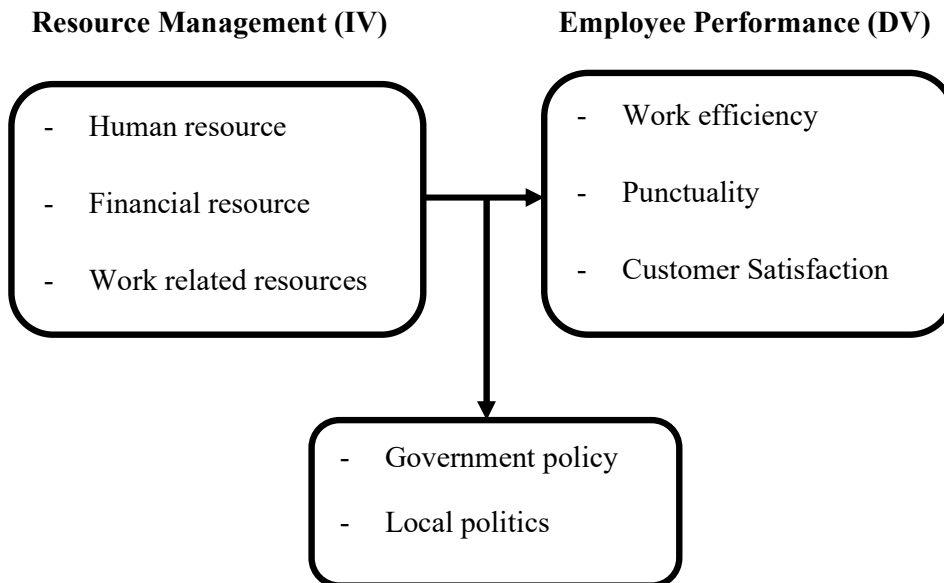
The study was further guided by the resource-based view proposed by Baker, (2009) who led to change in thinking from an "outside-in" to an "inside-out" approach; an emphasis on external industry based competitive issues to internal resources emphasizing effective and efficient utilization. Here, resource-based view has long provided an essential theoretical rationale for human resource potential role. Whereas according to that perspective, differences in employee performance can be attributed to unique resources management and capabilities rather than the industry's structural characteristics. In regards to this therefore, questions arise concerning the features of resources that contribute to the creation improved employee performance and in turn improved sustainable competitive advantage, Armstrong (2018).

Baker, (2009) in the process identified four criteria of resources; valuable, rare and inimitable and without substitutes. He argued that some resources like labour are valuable insofar that they allow the organization to conceive or implement strategies that improve their efficiency and efficacy. In resource management practices context, the characteristic of employee performance rarely depends on the job pool's heterogeneity and is in connection with the concept of resource specificity and labour mobility and if resources can be duplicated or imitated by another organization, then they are not a source of sustainable competitive advantage.

According to Batt, (2012), in many researches, the contingency theory and resource-based view are overlapped together they reflect the central assumptions behind the conceptualisation of what resource management practices are and do they respond accurately and effectively to the organisation's environment and complements other organisational systems (contingency theory) and that it delivers added value through the strategic development of the organisation's internal resources (employee).

2.2 Conceptual review

Figure 2.1 shows the conceptual framework illustrating the relationship between resource management and employee performance



Source, Maxwell and Farquhar (2017) and modified by the researcher, 2019

From the conceptual framework, the independent variable is resource management with attributes like human resource (the employees at Kampala Capital City Authority), financial

(money or funding used by the entity to deliver services) and work related resources (these concern the psychosocial factors and employee well-being). These resource management techniques form a basis at which employee performance can be measured with indicators like punctuality, customer satisfaction and work efficiency. However, despite the existence of the resources mentioned above, achievement of employee performance can get to impossible because of the circumstances like government policy and local politics which can positively or negatively affect the effectiveness of KCCA resources.

2.2.1 Conceptual Framework Review

2.2.1.1 Resource Management

Werbel and DeMarie (2015) in their book of Resource Management Review explain that Resource Management through for instance human and work related resources can be clustered as a means to communicate to the employees regarding various skills and behaviours required to create and sustain a competitive advantage. Minbaeva, (2008), in his book employee relations journal stipulate that the strength of different resource affect organizational effectiveness. Different resource management policies are said to have a central role in business performance as per the theory. Thus they are deep rooted in business needs with a firm integration in business strategy.

Harris (2017) explains that developing resource management policies meant to make the most of individual performance have never been accorded significance in public service. There are ill-defined boundaries about resource responsibilities used by various organizations at various levels and specializations each with different perspectives. Resource management have most immediate effect on human resource related outcomes, since these outcomes are in a closer line of sight to resource. The effect of Resource management on more distal outcomes is made through more proximal outcomes. Together, these two points claim that in order to understand how Resource Management affect market based outcomes, we need to see what effect they have on proximal outcomes that have an effect on more distal outcomes and consequently on the even more distal outcomes. **These are discussed below;**

Human Resource

According to Kaufman, (2008), Human resource describes the people who make up the workforce of an organization, industry, business sector or economy. "Human capital" is sometimes used synonymously with "human resources", although human capital typically

refers to a narrower effect that is to say the knowledge the individuals embody and economic growth. Likewise, other terms sometimes used include manpower, talent, labour, personnel, "associates" or simply people.

It is used to describe both the people who work for a company or organization and the department responsible for managing resources related to employees. The term human resources was first coined in the 1960s when the value of labor relations began to garner attention and when notions such as motivation, organizational behavior and selection assessments began to take shape.

Financial resource

According to economic point.com, a financial resource is a term covering all financial funds of the organization. From an economic perspective financial resources are the part of the organization's assets (property). Sometimes financial resources are referred just as finance, often with some attributes (such as Business finance, Personal finance, Public finance). In terms of finance control, financial resources are structured into business funds like cash, deposits with financial institutions and cash equivalents (securities, checks), corporate capital which is the sum of all money invested in the organization's total assets (equity capital plus liability (foreign capital)

Financial Resources are assets of the organization, and are used to carry out the business activities, like paying salaries and buying supplies. Other financial resources include resources of funds creation and corporate capital (flow variable which is the sum of "inflow" of money into the company for a certain period) and for a designation of financial resources is also used the concept of financial assets, that can have various forms of securities, which organizations own, or other form of receivables they include money and gold that is in the bank or in the bank account, shares, bonds, debentures, promissory notes and checks.

Work Related Resources

In explaining work related resources authors like Odoki (2016) argue that poor working conditions and burned-out employees are associated with, for instance, sickness absence, occupational injuries and accidents, poor work performance and reduced productivity, whereas the opposite is true for good working conditions and employee engagement. So ultimately, psychosocial factors and employee well-being translate into financial business outcomes. Therefore it is in the company's enlightened self-interest to monitor psychosocial

factors at work and employee's well-being on a regular basis, so that timely and targeted measures can be taken to prevent burnout and to increase work engagement. Apart from this intrinsic reason there is also an extrinsic reason for organizations to monitor the workplace, at least in Europe. Following the EU framework Directive 1989/391/EEC on occupational safety and health, all EU member states have issued legislation on the prevention of psychosocial risks at the workplace.

2.2.1.2 Employee Performance

The concept of performance has been expressed by Cain and Brian (2012) to mean both behaviours and results. Behaviours are the product of mental and physical efforts applied to tasks and that can be observed apart from the result from the job. This definition of performance concludes that when managing performance both inputs (behaviour) and outputs (results) need to be considered. In present turbulent and highly competitive business environment the question of survive and grow matters a lot. Management is under pressure to increase the productivity of everyone so that competitive advantage over competitors can be achieved. This is the main objective of performance management.

According to Delery and Gupta (2016), performance of employees is defined simply in output term which is needed for achievement of predecided goals. Performance provides what job is done, how it is done and what has been achieved. The Oxford English Dictionary confirms this by including the phrase 'carrying out' in its definition of performance, the accomplishment, execution, carrying out, working out of anything ordered or undertaken. High performance is the outcome for positive behaviour, proper use of knowledge, skills, ability, capability and competencies. Performance management must examine how results are attained because this provides the information necessary to consider what needs to be done to improve those results.

To Cordon (2013), every organization has been established with certain objectives to achieve. These objectives can be achieved by utilizing the resources like men, machines, materials and money. All these resources are important but out of these the manpower is the most important. It plays an important role in performing tasks for accomplishing the goals. The question arises that how these resources are utilized by manpower. Further, the business environment is changing drastically. The environmental factors are uncontrollable which is at times beyond control of management of the firms hence one has to adjust with the external factors to do the business in the market.

Amabile (2014) argues that employee performance is normally looked at in terms of outcomes. However, it can also be looked at in terms of behavior. Arthur (2017) stated that employee's performance is measured against the performance standards set by the organization. There are a number of measures that can be taken into consideration when measuring performance for example using of productivity, efficiency, effectiveness, quality and profitability measures as briefly explained hereafter. Profitability is the ability to earn profits consistently over a period of time. It is expressed as the ratio of gross profit to sales or return on capital employed.

The level of employee performance is measured by the following aspects as expressed in the conceptual framework;

Work efficiency

Mary (2013) argues that efficiency in the workplace involves tasks completed in a single workday by a single employee, or by the work completed by a department or team in a given time period. Efficient employees work hard to complete their tasks, meaning the company gets more work completed for the same hourly pay rate. If employees are bored with their work or do not feel motivated to complete the tasks at hand, the efficiency in the office may decrease, meaning deadlines may be pushed. Create efficiency in the office by paying attention to employee interruptions and encouraging professional motivation, Doucouliagos, (2012).

Lodewijk (2013) explains that many companies' returns are under pressure which makes it important that employees carry out the correct tasks (effective) in the right way (efficient) and by working efficiently, more can be produced with the same amount of input (resources) hence achieving more for lower costs, a higher return and less pressure.

To Turner (2008), employees perform different jobs in an organization depending on the nature of the organization. They mainly perform tasks like production, storage, manufacturing, transportation, marketing, purchasing, distribution, promotion of business, finance and accounting, human resource, research and public relations and all these activities are inter-related to achieve the targets. These are to be performed by the employees properly so they can give their best output at the job which will have great impact on the total production, sales, profit, progress and market position of the company in the market.

Shutan (2013), explain that various factors like skills, training, motivation, dedication, welfare, management policies, fringe benefits, salary and packages, promotion, communication are responsible to encourage the people to work sincerely and give their best output. The importance of employees' performance must be understood by the management and sincere efforts must be put in that direction. The management of the company taking timely steps in that direction will be in position to develop and motivate the people to do so.

Customer Satisfaction

Customer Satisfaction is when the outcome of the service matches the expectations of the service. As pointed out by Looy et al (2003), even though they differ one is a component of the other. Zeithaml et al (2003) defines it as the customer's evaluation of a product or service in terms of whether the product or service has met his needs or expectations. Failure to meet needs results in dissatisfaction, or a poor perception of the service quality. Satisfaction can be acknowledged in various senses depending on what needs the customer had before the service; it ranges from feelings of fulfillment, contentment, pleasure, delight, relief and ambivalence. Although it tends to be measured as a static quantity, it is dynamic and evolves over time being influenced by a variety of factors.

To Della (2013), for every organization it is difficult to start, survive, stabilize and excel in the business. The firm that gets the advantage over other competitors through their talented and dedicated manpower can take the lead in the market. The contribution of employees on job is the most important factor for development and excellence in business. The performance of employees on different jobs in close coordination is needed for success of the unit. Hence Delery (2011) asserts that every environmental factor like social, cultural, legal, political, economic, technology and competition gets changed very fast. For effective working the knowledge of these factors is must otherwise the plan will misfire. In present situation it is difficult to predict about anything. It is uncertain to say that what will happen tomorrow. Again the need for highly skilled and dedicated manpower is felt who can give the best output. Nowadays the markets are also very competitive and there is cut throat competition.

Stoffers (2009) argues that efficiency and effectiveness-efficiency is the ability to produce the desired outcomes by using as minimal resources as possible while effectiveness is the ability of employees to meet the desired objectives or target. Productivity is expressed as a ratio of output to that of input. It is a measure of how the individual, organization and industry

converts input resources into goods and services. The measure of how much output is produced per unit of resources employed (Storey 2012).

2.3 Review of the related literature

2.3.1 Human resource and employee performance

According to Lepak and Harden (2016), Human Resource is the most important asset for any organization and it is the most frequently used resource of achieving competitive advantage by employees in organizations. Therefore, managing human resource is very challenging as compared to managing technology or capital and for its effective management; an organization requires an effective Resource Management system. To Marler (2016), the Resource Management system should be backed up by strong Management which involves organizational activities directed at managing the group of human resource and ensuring that the resources are employed towards the fulfilment of organizational goals.

According to Zanko and Schubert (2018), Human resources are nothing but the personnel working in the organizations for achieving the goals of the business and earning benefits for themselves for corporate image of the organization. They may be skilled, semi-skilled or may be unskilled. In every type of business, the key work has to be carried out by the personnel working within the organization. Therefore, Zanko asserts that employees are largely a factor of production of any organization, whether it is construction or manufacturing. Human resource is required for an organization to conduct different business activities.

To Walsh (2012), without the support of human resource, the organization cannot exist or operate effectively and the success of any organization depends on the effective use of human resource. Overall quality of Resource Management can affect a range of issues and in the context of developing the organization to achieve its core objectives, poor employment relations may have an effect upon levels of work quality, innovation, project delays and corporate reputation. Human resources are the major risks to manage public entities like Kampala Capital City Authority.

Cole and Blaviesciunaite (2014), provide that human resources create competitive advantage for organizations; therefore organizational performance depends to a large extent on the performance of employees. It is imperative for organizations to evaluate the performance of employees on continuous basis in order to ascertain the gap between current level of performance and desired level of performance and to improve the performance of employees

to reduce the gap. Performance management and appraisal is an instrument which both the goals. Hence, performance management and appraisal is a crucial tool in the hands of the management to foster the competitiveness of their organizations.

Batt (2012), stipulates that the challenge for most management leaders is to examine data and reports and weed out the inappropriate measures from the appropriate ones, so that these appropriate measures can provide and strengthen the link between actions and strategies in order to achieve organizational strategic goals and overall vision. Simply put, assessing performance measurement system is a vital task as measuring the right variables.

According to Brown (2016), as a result, there is an increasing awareness among today's well-trained managers on the need to search for an integrated performance measurement system that can both strategically measure the financial and operational aspects of their businesses which are seen as truly essential in creating healthy and balanced organizations. While the need to take up the challenge in assessing the performance measurement is real and the potential solution is available, changes to the existing performance measurement system are often difficult and slow (Birch, 2013).

Baker (2009), argues that performance appraisal also known as performance review, formally documents the achievements of an individual with regards to set targets. Unlike performance contract, performance appraisal is documented at the end of a formal evaluation period where the strengths as well as the weaknesses of the individual are reviewed based on the results from PM. Complete dependence on performance to determine the accomplishments of individuals appraisals alone in ensuring excellence is reached, may lead to the discovery of underperformance at the very last minute when measures for improvement can no longer be implemented to improve the situation. Therefore it is important to understand that performance appraisal is one of the sub-steps of performance management in ensuring excellent performance management.

Mathis and John (2010), mention that there are certain key steps to increase employee's motivation for better performance as follows; managers need to communicate frequently with employees to convey that the organization is dependent on the employees and their dedication to excellence in aspect of their work; the organization must establish a close relationship with managers and key employees to develop a plan for achieving increased performance in every department. The plan could include special financial incentives or perquisites, employee recognition awards and employee training. Motivating the employees

and have them working together will help them focus on what is important and continue doing a great job.

Keegan and Turner (2012), deal with the potentialities of the use of computer in hospital to ensure optimization of resource. They have critically assessed the use of computers in maintenance of hospital records, medical research and analysis. They concluded that computerization is the need of the present but a compulsion of the future. They discuss the nature, meaning and ingredients of manpower planning to ensure optimum performance and satisfaction among the hospital personnel. He has pointed out that an important operational objective for the future is, therefore, to improve personnel systems, develop manpower planning and expand the opportunity for education and training of personnel in the hospitals to achieve the goals of hospitals, as it is the human capacities which transform the resource into active agent of production.

A comparative study was undertaken by Minbaeva (2008), on Japanese Human Resource Development and Sunderam Clayton and shows that a seniority based promotion system may work in Japan but in Indian context it is not very relevant as it can have demotivational effects on the aspirations of its people and he stresses that we should only emulate the principles of Japanese Human Resource Development rather than using their resources. These principles therefore imply human resources team's equal treatment of employees, emphasis on group consultation and group performance, respect for dignity of labour and commitment to organizational goals. Companies conduct or adopted performance appraisal, management development programmes, counselling, communication policy, potential appraisal, training through it, Voltas Human Resource Development experience brought out by Shutan (2013).

Bateman (2013), studies human resource of women's urban co-operative banks in Maharashtra, in manpower planning, recruitment, training performance appraisal, promotion, career planning and welfare which were studied on the basis of primary data collected by way of questionnaire by using frequency and percentage and average as a statistical tools and techniques. Hence in regard to Bateman, (2013), strategic approaches to recruitment are rare but recruitment is a strategic opportunity which should not simply be a question of filling gaps but instead be focused on bringing the specific kind of skills and experiences in the organization especially those which cannot be built from within. The research made an attempt to find out contribution of Human Resource efforts on employee's productivity. Majority of respondents agreed that primary reasons for improved productivity post

liberalization were use of Information Technology infrastructure, competition in market place and outsourcing back office functions. Evaluation and importance of strategic Resource Management and role of strategic Resource Management on innovativeness in organization are assessed by. They determine to find out the relationship between strategic Resource Management and innovation in organizations.

2.3.2 Effects of financial resources on employee performance

Davenport (2010), argues that the effect of Financial Resource on performance of employees attracts more funding from its stakeholders, consequently leading to improved performance. Davenport (2010), therefore in making clarity of this review found out that there was a significant relationship between financial resources and performance of public hospitals in Sri Lanka. The study further revealed that inadequate funds for allocation of needs like the acquisition of right and quality equipment and maintenance of medical equipment and staff training for handling medical equipment among others were responsible for poor performance of Sri Lank and public hospitals. In addition, the study found that although inadequacy of funds was a pertinent issue the hospital management played a critical role in channeling the available funds to priority areas in order to improve performance.

Hornsby and Donald (2010), examined the effect of firm resources on business performance of male and female-headed firms in the case of Lao Micro, Small and Medium-sized Enterprises (MSMEs) in Japan. The study established that financial resources were significantly linked with firm performance irrespective of who heads it. The study further indicated that availability, accessibility and adequacy of funds led to the achievement. Hence in making their study relevant, Hornsby and Donald (2010), illustrated the result of human capital management through development of the relationship between human capital management and economic and business outcomes where in regard almost 25 firms in the financial services were selected in this study and metrics like revenue factor, expense factor, income factor were used to measure human capital effectiveness. Literature on this speculation illustrates that the fundamental aspects of any organization are to generate more revenue and income per employee. Human capital directly influences the intellectual capital assets which gives higher financial results per employees. The educational level of employees and their overall satisfaction positively influences the development of human capital that is why employee performance of firms is directly influenced by the development of human capital.

Koch (2016) developed a casual model using a set of cross-sectional data which indicates that human capital enhancement paves a way for greater innovativeness and this in turn offers positive implications on firm performance. Meanwhile, human capital and firm performance can be seen in the context of high performance work systems, (Kok 2012). The much debated point is that high performance or high performance work system will be resulted out from the formation and emphasis on the human capital enhancement. No doubt human capital enhancement in an organization creates significant contribution on organizational competencies. According to Koch (2016), this in return encourages for further enhancing innovativeness and the current literature which supports the fact that firm performance is positively influenced by the human capital. Some even endorsed that human capital development is a prerequisite to good financial performance and in addition, the importance of organizational human capital with regard to firm performance was further supported by Kok.

Moreover, it is cleared through evidences by Kogi, (2016) that human capital is relevant to firm performance which has become prevalent among the technology based new ventures. It appears as if the use of human capital per say in small technology based new ventures seems to have great influence on the success of firms. Meanwhile human capital enhancement can be seen in the context of top management (TMT) Heterogeneity which sometimes can be referred as diversity in TMT will lead to greater performance. The reason is that the debate is heterogeneity develops various characteristics, to be absorbed in the workforce team. It involves the people of different age groups, functional backgrounds, educational backgrounds, gender and tenure, Lado (2014).

Hence Heneman (2010), argues that the human resource is critical and difficult to manage. It is because human behaviour is highly unpredictable. It differs not only from individual to individual but often on the part of same individual at different points of time. In spite of biological and cultural similarities, human beings not only differ in their appearance but also in their capabilities based on their background, training and experience. Human resource or a person at work is the most important component of the undertaking. Management cannot afford to ignore human resource at any cost. Management is the process of efficiently getting activities completed with and through other people and the management process includes planning. Organizing, leading and controlling activities those take place to accomplish objectives, Heneman (2010).

2.3.3 Effect of work place related resource on performance of employees

Lepak (2016) defines workplace as a built container and in regard to his speculation, workplaces have delimited boundaries and work systems are encapsulated within workplaces. Workplaces inherit from organizations their formal purpose and meaning. As such, workplaces are updated from the organizational context. The construction and the innovation of workplace is hegemonic, conceived by dominant groups and imposed to other members by a cascading process.

However, Cresswell (2015), argued that in this sense, workplace serve as an attraction pole and lead to the confinement of individuals inhabiting the workplace. The dominant group is assumed to provide goals, define rules and routines, constrain or enable work practices, and create an infrastructure for instance physical, material, technological, semiotic) to provide the context for work. Thus, work places are conceived as the optimization in accordance with centrally defined organizational goals (Winter, 2014). This research tradition has epistemological basis of realism and behaviorism. As the analysis of citations showed, its disciplinary origin derives from business and management.

Hartel and Fitzpatrick (2017), assert that the principal component of an organisation is its environmental resources like people at work, technology and the management team. Human resources have been defined from the national point of view as, "the knowledge, skills, creative abilities, talents and aptitudes obtained in the population whereas from the view point of the individual enterprise, they represent the total of the inherent abilities, acquired knowledge and skills as exemplified in the talents and aptitudes of its employees. Hence Hartel and Fitzpatrick call these resources 'human factors' which refer to a whole consisting of inter related, inter dependent and interacting physiological, psychological and ethical components.

Drago (2016) argues that through intrinsic motivation, resources may fulfill basic human needs such as the needs for autonomy, competence and relatedness. Through extrinsic motivation, workplace resources may enable the individual to achieve their work goals and thus perform better for example, supportive leaders and colleagues who provide instrumental support in completing work tasks may increase the individual's capacity to complete his or her work goals thus leading to greater job satisfaction and better performance.

Davenport (2010), technology can also increase on the good performance of employees. He argues that companies adopting sophisticated data collection technology and analytics to improve methods of attracting and retaining talent, thus confirming the idea that technology is transforming the way that HR processes are managed, especially in relation to collecting and using data. Using interactive technologies can support line managers and HR professionals to enhance interactions and communication with their employees.

Marler & Parry (2016) suggest, the technology enabled shift from being primarily administratively oriented to being more strategically oriented, and the increasing availability of data might re-structure decision making processes creating new opportunities for HR people to be involved in “complex, judgment-oriented and professionally demanding tasks and responsibilities.

Bondarouk & Brewster (2016) ,argue that the emerging technologies might allow the further progression of this trend by, for example, allowing real-time monitoring of employee and workplace data via sensors and decision-making via complex algorithms. At its most drastic, the increase in automation and rise in self-employment and the gig economy might result in a significantly smaller permanent workforce, meaning that the role of HR will be fundamentally changed

Jesuthasan (2017) suggests that sustaining digital engagement in the future workplace will become a key part of the HR role. We would go beyond that statement and propose that actually the role of the HR function is also to develop and support employees in order to ensure their growth and wellbeing, as well as the sustainability of the organisation, against the backdrop of this technological advancement yet considering all practices is impossible, while considering only some of them requires applying certain selection criteria. Moreover, the logic of a system raises the problem of how different components are related to each other.

Bateman and Crant (2013) found that employees with proactive personality traits have less environmental constraints in their work and may exhibit more innovative behaviours. At present, research has shown that employees with active personality traits are more inclined to mobilize their work resources and change job requirements in a positive way so as to change the work environment and working boundaries. In addition to the fact that proactive personality traits will affect job crafting, personal motivation orientation is also one of the factors that crafting the work, Amabile, (2014).

Kelloway & Barling (2010) argues that it is well-established that leaders, by virtue of their position of power, influence performance and employee well-being within the organisation. Leader-level workplace resources include leadership characteristics and social interactions between leaders and employees. Typical leader-level workplace resources may include leadership style and the quality of leader-member exchanges (LMX). Organisational-level resources are those resources inherent in the way work is organised, designed and managed.

From the literature by James and Peter (2014), the mutual gains model suggests that HR practices, that is, the policies and practices put in place to develop employees' skills and abilities, motivate them to perform well, and provide opportunities for employees to exert discretionary effort. Examples of organisational-level resources include autonomy, skills variety, compensation schemes, and performance appraisals. Hence workplace resources have motivational potential and may lead to high well-being through two mechanisms. Through intrinsic motivation, resources may fulfil basic human needs such as the needs for autonomy, competence and relatedness (Bruystegem 2008). Through extrinsic motivation, workplace resources may enable individuals to achieve their work goals and thus perform better (Bruystegem 2008) for example, supportive leaders and colleagues who provide instrumental support in completing work tasks may increase an individual's capacity to complete his or her work goals, thus leading to greater job satisfaction and better performance.

2.4 Empirical Review

Resource management practices like human resources, work related resources and financial resources on addition to others are a key to good performance of an organization. Gellatly, (2009) for example argues that using an effective enterprise resource management system enables an organization to obtain a realistic view of both demand and capacity to deliver, manage and prioritize work requests and set appropriate expectations with key stakeholders, determine true resource availability put the right resource on the right work at the right time, understand what roles and skill sets to hire to fulfil stakeholder commitments, increase and improve communication between project and resource managers and team member, spot problems earlier in the process, provide objective methods to prioritizing work ensuring demand is balanced against capacity to deliver, connect strategy to execution and deliver programs that drive innovation and transformational change.

Ferris and Frink (2009) argue that the formal, on-site, employer-provided training programs such as formal induction programs have had a consistently positive relationship with

performance in a number of meta-analyses and quality empirical studies. In addition, Van Iddekinge, use sophisticated empirical methods to test different causal models for the data from their longitudinal study and conclude tentatively that training. However, sometimes the most effective go against the instincts of those responsible for hiring for example structured versus unstructured interviews so it is worth designing hiring around the available evidence and also paying close attention to ensure that the chosen methods are actually used.

This according to Ferris and Frink (2009) improves communication between employees and employers and helping them in the long run to communicate about performance. Usually when employees are engaged in conversations about performance at work, it is part of a performance appraisal process and is based on their own individual performance and possibly the performance of a small group or unit of which they are a part. The outcome of the appraisal is often but not always tied to compensation, promotion or other rewards or punishments.

Teo and Carmen (2011), argue that there is some evidence that performance appraisal, if done well, is related to performance outcomes for example, in a review of existing literature on performance appraisal, Teo and Carmen argue that there is considerable evidence that the extensiveness and sophistication of appraisal are linked to changes in individual performance. The authors then test that proposition with a new empirical study of acute care hospitals in England and find that the sophistication of performance appraisal had the strongest negative relationship with patient mortality of three HR studied, although they acknowledged that it was not possible to draw a causal conclusion from their study design.

Hall and Andrade (2009) provide for the policies to promote employee training and development by means of an internal labor market are found to be very important, particularly for employee retention. Several studies found a negative relationship between firms' approach to hiring from within and employee turnover. Hence staffing policies that emphasize hiring from within provide participants with the opportunity to move into the firm's more desirable jobs and may help build a strong corporate culture that is conducive to employee retention

One study by Othman and Poon (2010), looked at the interaction between individual performance and turnover, on the grounds that firms should be more concerned with retaining

high-performing staff and less concerned about turnover among low-performing staff. This study found that high promotion rates help strengthen the negative relationship between performance and turnover, meaning that opportunities for promotion made high-performing employees less likely to leave the firm, although this finding is somewhat confounded by the close relationship between promotion and pay rate.

To Shen and Zhub (2011) in his book *Resource Management Review*, there is a need to standardize the process of research particularly in the field of Human Resource. Researchers need to develop a process in which development of questionnaire, administration of questionnaire and structuring of comparable measures should follow the same way. Results of such a research cannot be generalized without a process which is close to uniformity. Turner, Huemann and Keegan (2008), in the *International Journal of Project Management* stipulate that for optimum performance project assignments should be linked with career development so that employees may feel that specific project assignments are likely to create opportunities for development. Resource management in contemporary organizations most of the times overlook needs of stake holders in favour of the organization. Fairness and justice assume added significance towards resource management.

Tharenou (2017) found that only three out of 66 studies tested for reversed causality. It is possible that the observed positive relationship between Resource Management and performance may be caused by the fact that organisations who perform well and have many available resource are more willing to invest and implement Human Resource than organisations with poorer performance and fewer resource. In addition to the possibility of willingness, well-performing organisations also have greater opportunity to invest in Resource Management compared to their lower performing competitors.

Curan and Blackburn (2010) investigated on the relationship between Resource Management and organizational results with a true longitudinal design and found what they classified as weak statistical indications that Resource Management affected the organizational results in a positive matter. The observations included small to none effects between HR and the collective work efficiency, in addition to evidence suggesting that Human Resource which decentralize power increase salary cost per employee. They concluded that their results indicate that employees increase the average salary costs for otherwise equal employees rather than raising the employees to higher levels of quality.

Guest (2017) argues that in addition to over-estimating the positive effects employees can have, researchers also seem to under-estimate the costs brought on by the Human Resource. The costs related to Resource Management are often not included in the measurements that are used to estimate the organizational results. Although high levels of Human Resource can provide substantial competitive advantage to organisations, the costs related to these can offset the possible gains.

Guest and colleagues therefore utilized both objective and subjective measures of organisational results and found that when they used objective measures of performance, greater use of Human Resources were linked to lower turnover and higher revenue per employee. A lack of evidence; although the number of studies successful in showing evidence of a positive link between Resource Management and performance is very big, some studies are also more or less unsuccessful in their attempts.

2.5 Research Gaps

Although the literature above explored relationships and benefits of resource management on employee performance as applied by various organizations, gaps have been left uncovered and hanging in the reviewed articles for instance an article by Harris (2017) examined the methodology and causal inference in 68 previous empirical studies of resource management and organizational performance measures and found that very few, if any, had a sound empirical basis for drawing conclusions about causality. As the authors argue, “this body of work lacks sufficient methodological rigor to demonstrate that the relationship is actually causal in the sense that resource management policies, when instituted, lead to higher performance of employees in any organization. For instance, the vast majority of studies use data on performance from one period and data on Human Resource from a later period, which is exactly the opposite of what you would want to show that Human Resource has a causal effect on subsequent performance.

Curan and Blackburn (2010), found that resource management were indeed related positively and significantly to organizational performance but that the relationship was reduced “drastically” often to where it was no longer statistically significant when they controlled for past or concurrent performance. These results suggest that the proposition that resource management cause higher organizational performance should be, at best, tentative and great

caution should be exercised in interpreting past performance research. Therefore, firms may be able to adopt best in class from their competitor firms but these will only have a strategic effect if they are appropriately aligned with the rest of the Resource Management system and with the firm's broader strategic infrastructure and in any case will not confer competitive advantage if they can be easily replicated by competitors. Hence the literature lacked clarity of how resources in an organization lead to employee performance. The existing literature does not clearly identify resources that fit to be used by different organizations like KCCA. Reference to the literature reviewed, resources are classified according to their source. Hence resources like the workplace related may be operationalized at multiple levels of the organisation to improve employee well-being and enhance performance.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter is based on how the study was conducted especially relating to data collection, processing and analysis. It includes the study design, the study population, sample framework, data collection instruments and methods, validity and reliability of instruments, data processing and analysis procedures, ethical considerations and limitations.

3.1 Research Design

The study adopted a cross sectional survey design in which quantitative data was collected. A cross sectional design was used for this research because it enabled data to be collected at one point on time and to quantify the level of resource management and employee performance, Steinmet, (2011). Involving cross sectional design also helps in the use of quantitative techniques as well as analytical analysis, Steinmet, (2011) during data collection processes consequently helping in the data processing and analysis of information gathered especially for academic purpose.

3.2 Study Population

Kampala Capital City Authority employs over 1500 staff all over Kampala (kcca.co.ug). Simple Random Sampling is used in the study to consider a study population of 144 including both employers and employees in KCCA. These included members from the finance department, IT personnel, various administrators and some Human Resource Personnel.

3.3 Sample size and sampling design

3.3.1 Sample size

The study sample of 106 respondents was determined from the KCCA population, using the following Slovene's formula specified in Amin (2015).

$$n = \frac{N}{1+N(e^2)}$$

Where **n** stands for the total *sample size*

N stands for the *total population*

$$e = 0.05$$

A sample of 144 respondents including administrators, human resource personnel, managers, external staff of KCCA were taken for convenience purposes.

$$n = \frac{N}{1+N(e)^2} = \frac{144}{1+(144 \times 0.05^2)} = 106$$

Table 3.1: Sample selection, data collection, types of sample and data analysis

Sample Selection	Data collection	Types of Samples
Simple random sampling	Questionnaires	15 from Human Resource Department 18 from the IT department 71 employees from administrative offices and finance department
Total		106

Source; KCCA, HR Directorate report, 2018

3.3.2 Sampling Design

The study used a simple random sampling technique to select respondents that participated in the study from Kampala Capital City Authority. This helped to collect information from employees in some departments of the organization. It further helped to discriminately select persons believed to be more crucial in study variables that is to say employees of the organization.

3.4 Tools of data collection

3.4.1 Questionnaires

Self-administered set of questions was distributed to the respondents and the obtained information using this method is general on the subject matter. This instrument was preferred in that it allows respondents ample time, to think and probably give accurate information. It is also convenient in that the respondents filled in questions at the time of their choosing. According to Steinmet (2011), this is the best way of getting first-hand information, which represents the right thinking of respondents without any bias.

3.5 Measurements of Variables

- Scales from previous studies carried out by other authors are adopted for the study.
- Resource management is measured using human resources, capital and other resources managed by the organization adopted from (Steinmet, 2011). The scales were anchored on 5 Likert scale ranging from Strongly Disagree (SD) to Strongly Agree (SA).
- Employee performance was measured using organizational performance through tax collection, development in the city and the annual income from the organization to the government.

3.6 Validity and Reliability

3.6.1 Validity of research Instrument

To test the content validity, the researcher relied on information from employees at KCCA to explain the relevance of the research objectives and questions. Validity was used to encompass the whole experimental concept and helped to establish whether the results obtain the requirement of the research. The research supervisor was consulted to review the questions to perceive whether they are capable of capturing the intended response. A Content Validity Index (CVI) was calculated in order to establish the validity of the research instruments and the following was used

$$\text{Content Validity Index (CVI)} = \frac{\text{No of questionnaires declared valid}}{\text{Total No of questionnaires given}}$$
$$\text{CVI} = \frac{80}{106}$$
$$\text{CVI} = 0.754$$

The CVI is greater than 0.7 which indicated the suitability of the questionnaire for data collection.

3.6.2 Reliability of the instruments

According to Steinmet, (2011), reliability is the measure of the degree to which a research instrument yields consistent result or data after repeated trials. The reliability of the questionnaire was assessed using Cronbach's coefficient alpha. Sample of random chosen respondents with similar characteristic of the study population was given a questionnaire as pre-test. Also reliability was assessed by asking the same question to the different categories of the study population and checked if their responses gathered give relevant answers to the

study objectives, so the instrument was considered as reliable. According to Steinmet, (2011), as long as the coefficient Alpha is above 0.7 the instrument is declared valid.

3.7 Data analysis

Quantitative analysis of the data from the field survey was done in respect of the research objectives using computer based programmes, namely; using the Statistical Package for Social Scientists (SPSS) 16.0 respectively. Responses to the closed ended items in the questionnaire and the interview schedule were coded and entered in the computer and analysed using the SPSS. The descriptive statistics included frequency and percentage counts while inferential statistics involved in correlation coefficients which were used in determining the relationship between the independent and dependent variables. On the other hand qualitative analysis was generated from the responses from open ended questions from the interviews schedules. Following the originally set order of items, data was edited to reduce it from detailed to summarized form. For purpose of editing, the researcher checked the uniformity, accuracy, consistency, legibility and comprehensiveness of the data.

3.8 Research Procedures

The study used questionnaires only. These were questions initially designed, tested and approved by the supervisor to achieve the research objectives stated in the study. The main instruments used in this research were the self-administered questionnaires which were administered to each respondent selected for inclusion in the study.

3.9 Research Ethics

The researcher took responsibility to ensure that the respondents are told about the value of the study being investigated. This enabled respondents to positively appreciate their contribution as participants in the study.

The researcher observed research norms and above all she maintained absolute honesty and objectivity in the application of the data collection methods to arrive at the desired results.

The researcher offered everything needed by respondents in order to solicit for information or data, responses which were in the interest of the respondents themselves. The researcher ensured that transparency and honest values are put at the forefront to easily conduct the research.

3.10 Ethical Considerations

Permission to Conduct Research

The researcher made an effort to adhere to ethical standards. Permission to conduct the study was obtained from the University. Furthermore, permission was obtained from the various authorities from KCCA before going to the departments for data collection. Steinmet, (2011) indicates that every researcher should be ethically sound in order to protect the participants from any physical or psychological harm and treat participants with respect and dignity.

Confidentiality of the Information

Respondents were also assured of complete confidentiality to the extent that none of their individual cases were reported in a way that could be traced back to the respective respondent and therefore be given fictional names in this study. Before engaging in a conversation with an interviewee, the researcher always made clear the research purpose, the intention of the interview and the confidentiality involved when one was participating. The researcher followed respondents where they without interrupting their normal duties. This enabled the researcher to keep the dialogue going and avoid getting off-track.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.0 Introduction

The results of the study are presented in relation to the study specific objectives and are interpreted inter-relatedly. The data is presented using frequencies, percentages and narratives. The chapter presents the results of data analysis and findings compiled from the field. The interpretation is made under the three main specific objectives. These include; the social demographic characteristics of the respondents and findings from the specific objectives that included; to examine the effect of human resource on employee performance, to examine the effect of financial resource on employee performance and to examine the effect of work related resources on employee performance of Kampala Capital City Authority.

Despite the fact that the study targeted 106 respondents from KCCA, the response rate was 80 as a result of some respondents failing to fill in the questions due to lack of time as seen below;

Table 4.1 The response rate of respondents

Response rate	Frequency	Percentage
Questionnaires retrieved	80	75.4
Questions not answered	26	24.6
Total	106	100.0

Source, Primary Data, 2019

The results in table 4.1 were that out of the 106 questionnaires submitted, 80 (75.4%) were retrieved and 26 (24.6%) were not answered. This in regard showed a positive response rate because at least majority of the respondents answered the questionnaire adequately.

4.1 Social demographic characteristics of the respondents

Cross tabulation was used for presentation and analysis of the relationship between the sample characteristics as represented in the tables below.

4.1.1 Gender of the respondents

Results in table 4.2 present the gender of the respondents

Table 4.2 Gender of the respondents

Valid	Frequency	Percent
Male	47	58.8
Female	33	41.2
Total	80	100.0

Primary Data, 2019

The results showed that 47 which represent (58.8%) of the respondents were males while 33 which represent (41.2%) were females. The results showed that majority of the respondents were males compared to females. This could be explained by the fact that in most cases men are more free with attending to questionnaires and interviews compared to females who in most cases are very suspicious of most of the things they are asked. It therefore implied that most active group of respondents were men because they are the ones mostly employed at KCCA, Uganda.

4.1.2 Age of the respondents

Results in table 4.3 present age of the respondents

Table 4.3 present age of the respondents

Valid	Frequency	Percent
25-30yrs	19	23.8
31-34yrs	32	40.0
35-40yrs	20	25.0
41-44yrs	8	10.0
45-50yrs	1	1.2
Total	80	100.0

Source, Primary Data, 2019

The ages of the respondents were such that, (23.8%) were 25-30 years, (40.0%) were 31-34 years, (25.0%) were 35-40 years, (10.0%) were 41-44 years while (1.2%) were 45-50 years and above. This could be attributed to the organizational nature whereby the public entities like KCCA in most cases recruits and employs young but experienced and energetic people

who would serve their clients with passion and accuracy and in the long run clear the image of the city. Employees within the age bracket of 20 and 40 years are known to be very ambitious in their life thus positively motivate themselves towards work. Also those employees who were above 45 years are in managerial positions and declined to take part in the research.

4.1.3 Education of the respondents

Table 4.4 Education level of respondents

Results in table 4.4 present education level of the respondents

Valid	Frequency	Percent
Certificate	11	13.8
Diploma	21	26.2
Degree	33	41.2
Masters	15	18.8
Total	80	100.0

Source, Primary Data, 2019

The education level of respondents depicted that majority (41.2%) had bachelor's degrees, (26.2%) had diplomas, (18.8%) had master's degrees while a few with (13.8%) had certificates in different fields. This is a reasonable level of education that would enable them to efficiently serve in a reputable organization like Kampala Capital City Authority.

4.1.4 Marital status of the respondents

Results in table 4.5 present the marital status of the respondents

Table 4.5 present marital status of the respondents

Valid	Frequency	Percent
Single	18	22.5
Married	58	72.5
Separated	4	5.0
Total	80	100.0

Source, Primary Data, 2019

The study depicted that majority respondents representing 72.5% were married followed by 22.5% of respondents who were single and the least 5.0% had separated in their marriage because of reasons that were not exposed.

4.1.5 Duration of service with KCCA

Results in table 4.6 present the working experience of the respondents at Kampala Capital City Authority

Table 4.6 present duration of service with KCCA by respondents

Valid	Frequency	Percent
6-month -2 yrs	33	41.2
3-5 yrs	33	41.2
6-8yrs	14	17.5
Total	80	100.0

Source, Primary Data, 2019

Working experience of the respondents was such that; (41.2%) as applied to those who were having a 6-month-2 yrs service with the organization and only (17.5%) had 6-8yrs service with KCCA. Given that majority were between 31-34 years, they had to have a relatively low working experience because they had just finished their studies.

4.2 Descriptive statistics for Resources Management

This section provides for the descriptive statistics for resources management which was measured using variables like Human Resource, financial resource and work related resources. Mean and standard deviation were used in description of the resource management practices.

Table 4.7: Resources Management

Human resource	Mean	Std.	Interpretation
Human resource managers at KCCA motivate employees	3.39	1.14	Very high
HR of KCCA uses objectives of the organization to identify the most suitable employees	3.31	1.01	Very high
Human Resource team ensures that an employee is flexible and suitable for the job	3.26	1.08	Very high
To improve performance, HR considers Feedback	3.20	1.14	High
Average mean	2.83	1.08	High
Financial resource			
KCCA releases employee salary on time through financial resources	3.35	1.10	Very high
KCCA uses financial resource to wage the level of employee salaries basing on their level of performance and academic qualifications	3.26	1.05	Very high
KCCA uses financial resource to manage the company internally and externally	2.93	1.09	High
KCCA uses its financial year budget to plan for the set programmes	2.87	.905	High
Average mean	2.79	1.012	High
Work related resources			
There is more reliance on technology in service delivery	2.86	1.20	High
KCCA reputation is restored due to the developed work related resources used in the organization(technology)	2.71	1.14	High
The community gets KCCA services on time as a result of improved work related resources (updated software)	2.66	1.11	High
Average mean	2.67	1.103	High
Grand total	2.76	1.01	High

Source, Primary Data, 2019

Study results indicated that Human resource managers at KCCA motivate employees with a mean value of 3.39 and a standard deviation of 1.14 which is interpreted as Very High and implying that the more motivation human resource of KCCA put on employees the more performance in for instance reaching to the city requirements of service delivery. HR of KCCA uses objectives of the organization to identify the most suitable employees with a mean value of 3.31 and standard deviation of 1.01 and interpreted as Very high an indication that the best employees recruited at KCCA, the better performance in service delivery, Human Resource team of KCCA ensures that an employee is flexible and suitable for the job had a mean of 3.26 with standard deviation of 1.08 hence interpreted as Very high in

especially good service delivery on the ground. To improve performance at KCCA, Human Resource's consideration of Feedback had a mean value of 3.20 and a standard deviation of 1.14 and interpreted as High. The findings on resource management indicated that human resources of the organization contribute to employee performance with an average mean value of 2.83 and a standard deviation of 1.08 which is interpreted as High. This implies that the KCCA human resource team has the best employee retainment practices and this has greatly contributed to better results in service delivery from the team members recruited in the organization.

Findings on financial resources indicated that KCCA releases employee salary on time through financial resources with a mean of 3.35 and a standard deviation of 1.10 which is interpreted as Very high, KCCA uses financial resource to wage the level of employee salaries basing on their level of performance and academic qualifications with a mean of 3.26 and a standard deviation of 1.05 interpreted as Very high, KCCA uses financial resource to manage the company internally and externally had a mean value of 2.93 and standard deviation of 1.09 interpreted as High and KCCA uses its financial year budget to plan for the set programmes had a mean of 2.87 and a standard deviation of .905 which was interpreted as High. In regard to the financial resources used by KCCA to improve employee performance, the average mean was 2.79 and the standard deviation of 1.012 which was expressed as High. This indicated that because of being paid on time, employees are committed and dedicated to their work with aspects like competitions within them to be awarded by their bosses.

From the findings on Work Related Resource, results indicated that there is more reliance on technology in service delivery with a mean of 2.86 and a standard deviation of 1.20 which was expressed as High; KCCA reputation is restored due to the developed work related resources used in the organization with a mean of 2.71 and a standard deviation of 1.14 and interpreted as High yet the community gets KCCA services on time as a result of improved work related resources (updated software) had a mean of 2.66 and a standard deviation of 1.11 which was interpreted as High. The general mean of resource management on human resource, financial resource and work related resource is 2.76 and a standard deviation of 1.01 which is interpreted as High. In summations comparing the two aspects of financial resources, human resources and work related resources like a conducive working environment within the organization for employees, quality is expected and satisfaction from the public.

4.3 Descriptive statistics for employee performance

This section provides for the descriptive statistics for employee performance which was measured using variables like motivation and work efficiency. Mean and standard deviation were used in description of the employee performance of Kampala Capital City Authority. Table 4.8 gives the summary of findings.

Table 4.8: Employee Performance

Employee performance	Mean	Std.	Interpretation
Quality of work			
Employees have speed in performing of their duties at KCCA	2.91	1.10	High
Employees complete the assigned duties and responsibilities as stipulated on the job description	2.6	1.00	High
Employee performance is limited due to the use of poor training means	1.31	1.05	Very Low
Average mean	2.27	1.05	Low
Punctuality			
Employees report to work on time as stipulated in the staff rules and regulations	2.71	.915	High
Employees complete assigned duties at the time when they are required by their supervisor	2.64	.892	High
Supervisors at KCCA always give adequate time to employee to accomplish tasks as assigned	2.07	1.14	Low
Average mean	2.47	0.98	Low
Customer satisfaction			
Customer satisfaction is measured in terms of the resources used in getting the work done	2.61	.844	High
Employees minimize errors when performing their duties	2.51	.911	High
When performing duties, employees are always conscious of the cost involved	1.74	.796	Low
Average mean	2.28	0.85	Low
Grand mean	2.34	0.96	Low

Source, Primary Data, 2019

Results from Table 4.8 on quality of work depict that employees have speed in performing of their duties at KCCA with a mean value of 2.91 hence interpreted as High. Employees usually complete the assigned duties and responsibilities as stipulated on the job description had a mean of 2.6 and a standard deviation of 1.00 hence interpreted as High, KCCA employee performance is limited due to the use of poor training means had a mean of 1.31

and a standard deviation of 1.05 which was interpreted as very low. The average mean for quality of work is 2.27 and a standard deviation of 1.05 which is interpreted as low. This implies that the quality of work is still left wanting at KCCA and this could be attributed to internal factors which all of the respondents failed to explain to the researcher.

For punctuality, employees report to work on time as stipulated in the staff rules and regulations had a mean value of 2.71 and a standard deviation of .915 which was interpreted as High, employees complete assigned duties at the time when they are required by their supervisor had a mean value of 2.64 and a standard deviation of .892 interpreted as High, Supervisors' giving adequate time to employee to accomplish tasks as assigned had a mean value of 2.07 and a standard deviation of 1.14 interpreted as Low. The average mean for punctuality is 2.47 and a standard deviation of 0.98 which is interpreted as Low. the research from respondents at KCCA in regard to punctuality at work indicated that most of them do not report for work on time which to most of them was due to the long distances travelled from home to the place of work and traffic jam due to the poor transport systems in the city, this therefore acts as one of the challenges to the effectiveness of resources management in regard to employee performance.

For effectiveness of their performance, it was expressed that at KCCA employee effectiveness is measured in terms of customer satisfaction which had a mean value of 2.61 and a standard deviation of .844 which was interpreted as High. This indicated that the resources applied by employees greatly increase customer satisfaction of the public entity in regard to service delivery for example if they get cleared on time if let's say paying for KCCA tax and garbage collection, less or no complaints will be heard.

Employees minimize errors when performing their duties had a mean value of 2.51 and a standard deviation of .911 interpreted as High hence due to good resource management practices by KCCA better results are given out by the employees of the organization. When performing duties, employees are always conscious of the cost involved had a mean value of 1.74 and a standard deviation of .796 interpreted as Low, however, different from the two aspects, few of the employees understand the costs incurred by the organization that is why a low response rate was given on this aspect. The average mean for customer satisfaction is 2.28 and a standard deviation of 0.85 which is interpreted as Low which implies that a few or no satisfaction has been achieved by KCCA customers. When the researcher asked about the causes of this, all respondents failed to give out their views. The general mean for employee

performance is 2.34 and standard deviation is 0.96 interpreted as low hence leaving questions for the performance of employees in the organization.

4.4 Effect of Human Resource on employee performance of Kampala Capital City

Authority

The first specific objective of the study was to examine the effect of human resource on performance of Kampala Capital City Authority Employees. Table 4.9 gives a summary of the findings.

Table 4.9: Effect of Human Resource on employee performance of Kampala Capital City Authority

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.077 ^a	.006	.007	.95760

a. Predictors: (Constant), employee performance

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.424	1	.424	.462	.000 ^a
	Residual	71.526	47	.917		
	Total	71.950	48			

a. Predictors: (Constant), human resources of the organization

b. Dependent Variable: employee performance at KCCA

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.202	.282		11.366	.000
	Human resource	.069	.102	.077	.680	.000

a. Dependent Variable: Employee Performance

From the regression analysis, the findings show that human resource is of great impact to employee performance with an R value of .077 which indicates a lowly representation of the degree of correlation. The adjusted R² value of .007 measuring the variation of human

resource is explained as 0.7%. The R^2 value of .006 indicates the total variation of human resource on employee performance has an effect of 0.06%.

The statistical significance on the regression row shows the p value as .000^a which is less than 0.05. This indicates that the results for the regression model predict the outcome of the variable hence a good fit for the model used in data collection.

Hypothesis 1: There is no effect of human resources used by Kampala Capital City Authority on performance of its employees.

Decision rule

The hypothesis was rejected since the significant value was found to be less than 0.05 (Sig=0.000).

For this study therefore, there was a significant effect of human resources used by Kampala Capital City Authority on employee performance (Adjusted R Square =0.07, $p=0.000$). This rejects the null hypothesis and accepts the alternative hypothesis that there was a significant effect of human resource on employee performance. Hence, the study revealed that resources management can explain 0.7% variance in employee performance.

4.5 Effect of financial Resource on employee performance of Kampala Capital City

Authority

This objective was essential to examine various ways through which financial resource helps to boost employee performance at KCCA. Study findings on this objective are summarized in the Table 4.10 below;

Table 4.10: Results on the effect of financial resource on employee performance of Kampala Capital City Authority

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.581 ^a	.338	.324	.38561

a. Predictors: (Constant), financial resource

ANOVA^b

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	3.564	1	3.564	23.971	.000 ^a
	Residual	6.989	47	.149		
	Total	10.553	48			

a. Predictors: (Constant), financial resource

b. Dependent Variable: Employee Performance.

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.668	.242		6.896	.000
Financial resource	.425	.087	.581	4.896	.000

a. Dependent Variable: Employee performance.

Regression analysis results in the Model Summary table indicated that the financial resources accounted for 33.8% on employee performance at Kampala Capital City Authority and this was indicated by R-squared of 0.338 implying that financial resources significantly contribute 33.8% on the employee performance at Kampala Capital City Authority.

The ANOVA table indicated that financial resource significantly affects employee performance and this was indicated by the F-value=23.971 and Sig-value=.000, since the sig. value (0.000) was less than 0.05 and which is the maximum level of significance required to declare a significant effect. This implies that financial resource as one of the resources used by KCCA affects employee performance in Kampala Capital City Authority.

The coefficients table indicated that considering the standard error, financial resources significantly affect employee performance ($\beta=0.425$, Sig=0.000). Given that the p-value (0.000) is less than 0.05, the null hypothesis is rejected.

Decision rule

The hypothesis was rejected since the significant value was found to be less than 0.05 (Sig=0.000). Therefore the null hypothesis was accepted and the alternative rejected.

4.6 Effect of work related resource on employee performance of Kampala Capital City

Authority

The third and last objective of this study was to examine the effect of work related resource on employee performance of Kampala Capital City Authority

Table 4.11 Effect of Work Related Resources on employee performance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.752 ^a	.533	.279	.25252

a. Predictors: (Constant), Work Related Resources

ANOVA^b

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	3.246	1	6.427	21.722	.000 ^a
Residual	6.215	47	.132		
Total	10.553	48			

a. Predictors: (constant), Work Related Resources

b. Dependent Variable: Employee Performance

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.497	.364		7.312	.000
Work Related Resources	.375	.163	.624	4.942	.002

a. Dependent Variable: employee performance

Regression analysis results in the Model Summary table revealed that Work Related Resources accounted for 53.3% on employee performance in Kampala Capital City Authority and this was indicated by r-squared of 0.533 implying that work related resources as a strategy of human resource development contribute to employee performance at Kampala Capital City Authority.

The ANOVA table indicated that work related resources as a strategy of resource management significantly affects employee performance at Kampala Capital City Authority and this was indicated by the F-value=21.722 and Sig-value=.000, since the sig. value (0.000) was less than 0.05 which is the maximum level of significance required to declare a significant effect. This implies that work related resources as a resource management practice highly contributes to employee performance at Kampala Capital City Authority.

The coefficients table indicated that considering the standard error, work related resources significantly influence the employee performance in Kampala Capital City Authority ($\beta=0.375$, Sig=0.002). Given that the p-value (0.000) is less than 0.05, the null hypothesis is rejected.

Decision rule

The hypothesis was rejected since the significant value was found to be less than 0.05 (Sig=0.000).

CHAPTER FIVE

DISCUSSION OF FINDINGS, CONCLUSION AND RECOMMENDATION

5.0 Introduction

This chapter presents the discussion of findings, conclusions and recommendations. The discussion of findings is presented following the study main themes which were; Effect of Human Resource on employee performance, Effect of Financial Resource on employee performance and Effect of Work related resources on employee performance of Kampala Capital City Authority.

5.1 Discussion of Findings

This study aimed at investigating the effect of resource management on employee Performance of Kampala Capital City Authority, three specific objectives guided this study; to examine the impact of Human Resource on employee performance of Kampala Capital City Authority, to examine the impact of Financial Resource on employee performance of Kampala Capital City Authority, to examine the impact of Work related resources on employee performance of Kampala Capital City Authority.

5.1.1 Effect of Human Resource on employee performance of Kampala Capital City Authority

The findings indicated that human resource significantly affects the performance of employees of KCCA especially when the human resource team is effective. This effect therefore implies that Human Resource as a resource management practice contributes to employee performance in Kampala Capital City Authority. They as well perform better when they are motivated due to the high feeling of attachment to the organization and in all protect the image of the organization. This finding is in line with Zanko and Schubert (2008) who described that human resource are nothing but the personnel working in the organizations for achieving the goals of the business and earning benefits for themselves for their survivals or for their specific purpose. He also added that these resources may be skilled, semi-skilled or may be unskilled and in every type of business, the key work has to be carried out by the personnel working within the organization. He therefore showed that employees are largely a factor of production of any organization, whether it is construction or manufacturing and it is required for an organization to conduct different business activities. In a similar perspective, some of the employees from KCCA argued that goal clarity used by human resource on analysis of the best skilled employees helps to improve their performance, the

work conditions put on employees by Human Resource department can greatly improve one's performance and flexibility of employees observed through the human resource department.

In filling questionnaires, there were knowledge of the structure attached to each employee by the human resource department as an element that helps employees to know what to do in given situations and hence improve their performance; human resource focusing on feedback because it is the key in improvement of an individual's performance and others expressing facts that ability, training and experience for fresh graduates especially the former internees at KCCA helps to improve their capability to perform.

Similarly Hashem (2006) argues that the ten most significant problems affecting labour productivity were identified as length of workday, equipment breakdown, lack of materials, lack of proper equipments, lack of proper tools, inadequate supervision skill, material type, large volume of work, quality required and work complexity. Hence in regard to the findings, these views reflect the fact that human resources practices of the organization can help improve the performance of employees in any organization.

5.1.2 Effect of financial resource on employee performance of Kampala Capital City

Authority

The findings revealed that there is a significant effect financial resource has on employee performance in Kampala Capital City Authority; this also implied that payments of KCCA employees on time improves the level of their performance and late payments reduces it. This effect therefore implies that when employees are paid on time, they can perform to the best of their abilities.

The finding are in line with what Koch, (2016) put across that individual performance could be expanded to include proactive sharing behaviours, however, if they feel love for the organization can serve even before release of their salaries. Hence, the effect of this resource practice indicated that the organization uses financial resource to improve performance of employees hence acting as one of the major factors for good service delivery and performance of employees. The researcher's position is that financial management is a key aspect to proper performance of employees in an organization.

Similarly authors like Davenport (2010), argues this through comparisons with the effects of financial resources with performance of public hospitals in Sri Lanka where it was revealed that inadequate funds for allocation of needs like the acquisition of right and quality equipment and maintenance of medical equipment and staff training for handling medical equipment among others were responsible for poor performance of Sri Lanka and public hospitals hence this study reference to the current of Kampala Capital city authority show that if financially the authority is endowed, it will be in position to pay employees, motivate them and also run the organization effectively.

Further, the study is related to the authentications of Koch (2016) who developed a casual model using a set of cross-sectional data that shows how human capital enhancement paves a way for greater innovativeness and this in turn offers positive implications on firm performance hence to him the high performance of organization employees will be resulted out from the formation and emphasis on the human capital enhancement. No doubt human capital enhancement in an organization creates significant contribution on organizational competencies. As this study depicted, the performance of KCCA employees is greatly based on to the availability of financial resources in the organization.

5.1.3 Effect of work related resources on employee performance of Kampala Capital City Authority

Findings of this study established a positive response from respondents in regard to work related resources' impact on employee performance at Kampala Capital City Authority. Most of the submissions highlighted that work related resources under the control of KCCA boost performance. Literally this has an implication on economic performance of the organization besides their employees (as was reported in the study), this is due to factors raised like work related resources like advancements in technology soften service delivery and time management.

This finding is in line with Hartel and Fitzpatrick (2017) put forward by arguing that the principal component of an organisation is its environmental resources like people at work, technology and the management team because they are the knowledge, skills, creative abilities, talents the organization bases on to prove performance and on the other hand poor service delivery that is; if they are ineffective. Hence Hartel and Fitzpatrick call these resources 'human factors' which consist of inter related, inter dependent and interacting physiological, psychological and ethical components.

5.2 Conclusion

In regard to research objective one; effect of human resources on employee performance, findings depict that human resources are the key drivers to the performance of an organization. Hence, concluding that the best human resource practices can lead to improvement in employee performance since it increases on the quality of personnel to serve in the organization.

For the second research objective; effect of Financial Resource on employee performance, the study revealed that proper management of financial resources increase work efficiency and productivity. Hence it is concluded that payments be made on time to make work easy for employees at Kampala Capital City Authority.

For the third research objective effect of work related resources on employee performance; findings indicated that work related resources improve performance of the organization. Thus work related resources like effective communication, advanced technology and relationship between the management team and employees increases employee performance within the organization.

5.3 Recommendations

Effect of Human Resource on employee performance of Kampala Capital City Authority

Based on the fact that KCCA is currently recognized as one of the best performing organizations in the country, there is a need to strengthen its policies especially in creating good relationship between employers and employees. It could be better if feedback is given as well as articulating clear guidelines to cases like motivation, rewarding and all forms of employee benefits.

Effect of Financial Resource on employee performance of Kampala Capital City Authority

On financial resource, the government should clearly and legally come up with binding criteria to determine different policies through which entities like KCCA can use the collected taxes to improve performance. KCCA should also strive to strictly emphasize accountability such that all funds allocated, serve in accordance to the set programmes.

There is need for an organization to find out what financial resources it is able to generate through its own income, what it has on hand at any given time, what it needs over the long, medium and short-term to carry out its activities, how it will gather the resources it needs from other sources of funding and what those other sources could be so as to facilitate its employees for better performance.

For financial sustainability, KCCA must relate with its sustainability efforts. One essential principle of financial sustainability is that sustainable organizations do not depend entirely on outside resources. They first ensure that they are maximizing their own income before they assess the degree to which they must seek outside funding, this must be achieved through the organisation talking with traders and tax collection authorities in the country to make sure that they do their work of effectively collecting taxes.

Effect of work related resources on employee performance of Kampala Capital City Authority

Kampala Capital City Authority needs to put more focus on policies that enforce performance for example technology, correction between workers and management and conflict resolution.

The government should clearly and legally come up with binding criteria to determine the procedure for recruiting employees at KCCA, this will effectively determine the performance of especially the personnel of the organization and how they relate with other members of the organization.

5.4 Contributions to Knowledge

The study is beneficial to other cities all over the country based on the three resource management practices stated, they can be used as a basis for soliciting more financial resources, helping improve relationship among employees as well utilize resources for proper performance of employees.

The research is beneficial to KCCA as an organization offering a deeper dive into the critical factors affecting Uganda and offering services that help to bring out the corporate image of the capital city, (helping improve service delivery, setting good payment systems for better employee performance).

The study has generated more information to the body of knowledge that will be used by other researchers in a related field

The present study is of paramount importance due to the increase in the magnitude and occurrence of complaints especially from residents of the city. These complaints have led to poor service delivery in the area. Thus, although the transition of from the old KCC to the current KCCA is a slow gradual process and not so much easy, it is critical for enhancing a community's resilience. Therefore, for communities to appreciate the performance of this organization, it appears that KCCA should adopt their programming to as well get community response in regard to resources the organisation applies since it is the community that helps the organization to stand; this will help the organization to remain relevant to the needs of their employees and the community in general.

The findings and empirical review will be of value to research and scholarly investigations, forming a basis for further research.

Aid the policy makers of the resource management to make an effort to identify, direct and control the impended risks to achieve performance.

The researcher has acquired skills and knowledge while carrying out the research.

5.5 Limitations of the study

The limitations below were encountered by the researcher;

The busy schedule of some respondents hindered the smooth process of correcting data on time. This affected the researcher in correction of all questionnaires and interview conduct; however the researcher tried as much as possible to consult those she came across after agreement and at least 78% responded.

The study was limited with time constraints, this is due to the fact that questionnaires were submitted in December where most public servants go for holiday and to make matters worse some did not want to disturb them at any cost. On this, the researcher tried to make an extension of the dates for data (May 2019) and by July results were retrieved.

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LIST OF APPENDICES
APPENDIX I: QUESTIONNAIRE

SECTION A

Dear respondent

I am a student of Kampala International University Main Campus under taking a study on the relationship between resource management and employee performance of KCCA Kampala Uganda. I kindly request you to sacrifice some time for me and answer the following questions in the questionnaires, the information you avail to me will be treated with due confidentiality and assurance is given that it will be used for academic purpose.

SECTION A: Background Information

(Tick as appropriate)

1. Gender

Male	Female

2. Age range

25-30yrs	31-34yrs	35-40yrs	41-44yrs	45-50yrs	51 and above

3. Level of education

Certificate	Diploma	Degree	Master	PHD Holder

4. Marital status

Single	Married	Separated	Widows

5. How long have you served with Kampala Capital City Authority

6-month -2 yrs	3-5 yrs	6-8yrs	9-Above

SECTION B: Questionnaire on Resource Management at KCCA

Tick in the appropriate box if you strongly agree or disagree with the statements given.

Where in accordance;

Strongly Agree (SA), Agree (A), Not Certain (NC), Disagree (D), Strongly Disagree (SD)

Table 1: Questionnaire section B

Variable	Question variable	Response				
		SD	D	NC	A	SA
Human resource	Human resource managers at KCCA motivate employees					
	HR of KCCA uses objectives of the organization to identify the most suitable employees					
	Human Resource team ensures that an employee is flexible and suitable for the job					
	To improve performance, HR considers Feedback					
Financial resource	KCCA releases employee salary on time through financial resources					
	KCCA uses financial resource to wage the level of employee salaries basing on their level of performance and academic qualifications					
	KCCA uses financial resource to manage the company internally and externally					
	KCCA uses its financial year budget to plan for the set programmes					
Work related resources	There is more reliance on technology in service delivery					
	KCCA reputation is restored due to the developed work related resources used in the organization(technology)					
	The community gets KCCA services on time as a result of improved work related resources (updated software)					

SECTION C: Questionnaire on Employee Performance

Strongly Agree (SA)

Agree (A)

Not Certain (NC)

Disagree (D)

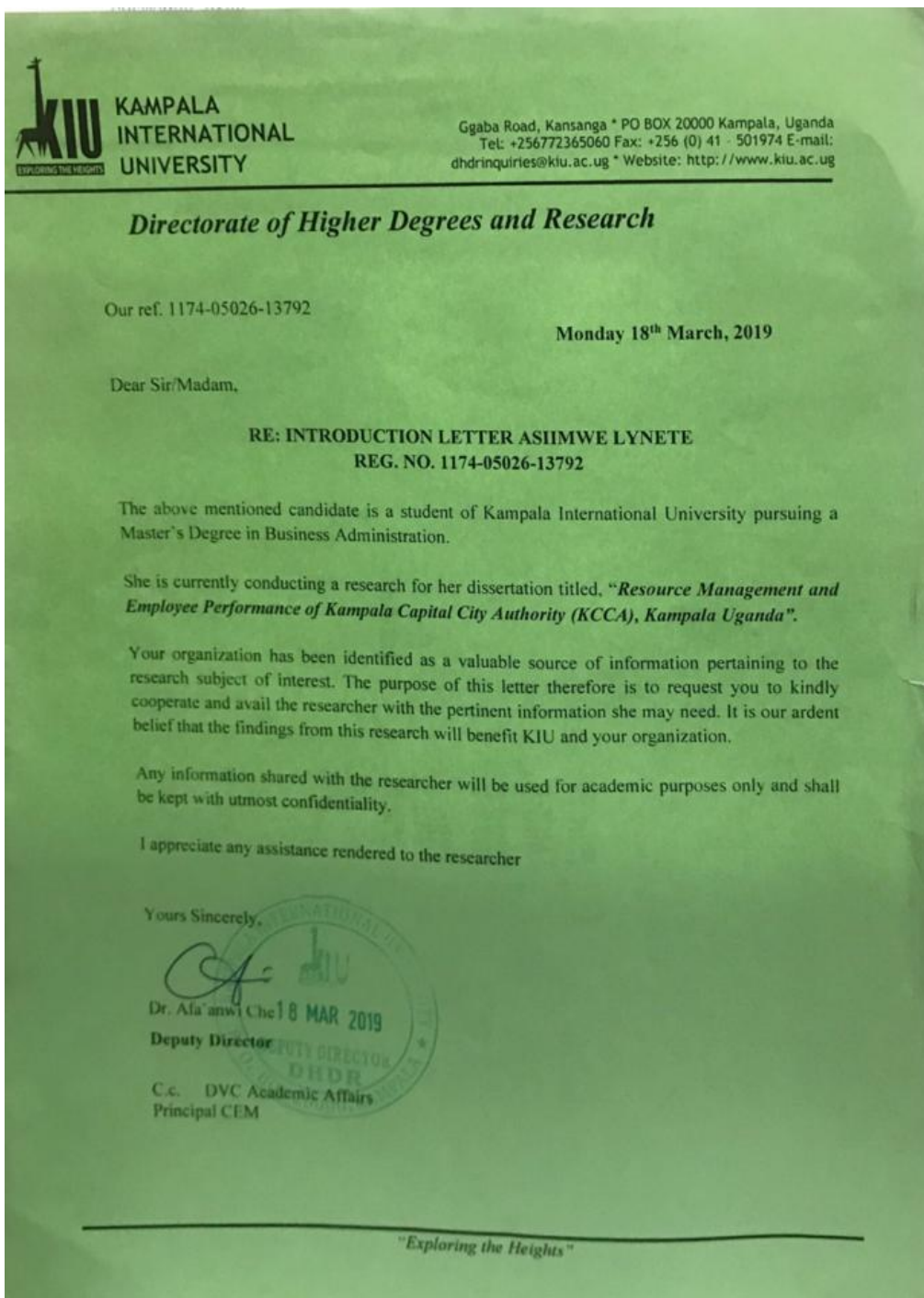
Strongly Disagree (SD)

Table 2: Questionnaire section C

Variable	Question variable	SD	D	NC	A	SA
Quality of work	I have speed in performing of my duties at KCCA					
	I usually complete the assigned duties and responsibilities as stipulated on the job description					
	My performance is limited due to the use of poor training means					
Punctuality	I report to work on time as stipulated in the staff rules and regulations					
	I complete assigned duties at the time when they are required by their supervisor					
	Supervisors in KCCA always give adequate time to employee to accomplish tasks as assigned					
Customer satisfaction	Performance in KCCA is measured in terms of the resources used in getting the work done					
	I minimize errors when performing my duties					
	When performing duties, employees are always conscious of the cost involved					

Thank you for your co-operation

APPENDIX II: INTRODUCTORY LETTER FROM THE HOD



APPENDIX III: TRANSMITTAL LETTER

MS.ASIIMWE LYNETTE

KAMPALA INTERNATIONAL UNIVERSITY

P.O BOX 20000(GGABA ROAD)

KAMPALA (UGANDA).

asiimwelynnette43@gmail.com

30/5/2019

DIRECTOR OF HUMAN RESOURCES

KAMPALA CAPITAL CITY AUTHORITY

P.O BOX 29683(KIMATHI AVENUE)

KAMPALA (UGANDA).

Dear Madam/Sir,

RE: REQUEST FOR PERMISSION TO CONDUCT RESEARCH

My name is Asiimwe Lynette and I am a Masters in Business Administration(Management) student at Kampala International University(Uganda).In partial fulfilment of the requirements of the course I am pursuing, I am conducting a research entitled : "*RESOURCES MANAGEMENT AND EMPLOYEE PERFORMANCE IN KAMPALA CAPITAL CITY AUTHORITY: KAMPALA UGANDA.*"

I hereby seek your formal consent to gather data through distributing survey questionnaires and interview guides to interested staff members of your esteemed organization on an agreed upon date, so as to obtain relevant information in relation to my topic. All information provided will be used for academic purposes and treated with utmost confidentiality. The names of the respondents will not appear in any thesis or publications resulting from this study.

Your approval to conduct this study will be greatly appreciated. Thank you in advance for your assistance with this research.

Sincerely,

Ms. Asiimwe Lynette



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APPENDIX V
FIELD REFERENCE LETTER

Dvyn F. Mutukuvu

From: Dvyn F. Mutukuvu
Sent: Monday, 8 July, 2019 14:44
To: 'Asiimwe Lynette'
Subject: RE: FW: REQUEST FOR ASSISTANCE IN DATA COLLECTION

Dear Lynette,
I am very okay.

Kindly be informed that I managed to collect 80 questionnaires out of 106 distributed.

If the above number satisfies your targets, pliz feel free to receive back your filled questionnaires any time from now.

Thank you.

Wishing You Abundant Blessings

Dvyn F. Mutukuvu
Contracts & Utilities Mgt
Directorate of Admin & Human Resources Mgt
Kampala Capital City Authority
P.O.Box 7010 K'la
dfmutukuvu@kcca.go.ug
0794660216/0752050698



"ONLY TIME CAN TELL! TIME HEALS; TIME TELLS IT ALL" (ECCL 3:1-9)

From: Asiimwe Lynette [mailto:asiimwelynette43@gmail.com]
Sent: Monday, 8 July, 2019 02:50 PM
To: Dvyn F. Mutukuvu <dfmutukuvu@kcca.go.ug>
Subject: Re: FW: REQUEST FOR ASSISTANCE IN DATA COLLECTION

Good afternoon Mr.Mutukuvu.Hope all is well.I am just making a follow up to see how far with my request to distribute the research questionnaires I gave you a few weeks ago.How successful have you been with the whole process and when can I come and pick them and also conduct some interviews?

Regards Ms.Lynette

On Wed, 19 Jun 2019 at 12:40, Dvyn F. Mutukuvu <dfmutukuvu@kcca.go.ug> wrote:

Dear Lynette,

Your email has been well received.

I am somehow tight but will manage to distribute around 240 questionnaires.