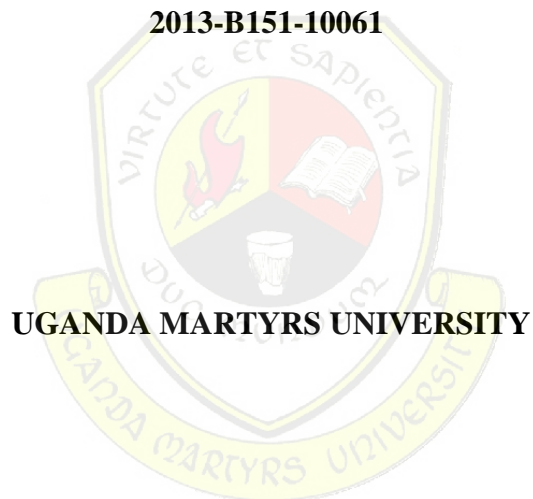


**THE ROLE OF HUMAN RESOURCE MANAGEMENT PRACTICES ON THE
PERFORMANCE OF EMPLOYEES IN AN ORGANIZATION**

CASE STUDY: UGANDA CLAYS LIMITED - KAJJANSI

AKISU NEIMA

2013-B151-10061



AUGUST, 2016

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**AN UNDERGRADUATE DISSERTATION PRESENTED TO THE FACULTY OF
SCIENCE IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE
AWARD OF A BACHELORS DEGREE OF SCIENCE IN BUSINESS ECONOMICS**

UGANDA MARTYRS UNIVERSITY

AKISU NEIMA

2013-B151-10061

AUGUST, 2016

DEDICATION

With honor I dedicate this work to my beloved father Mr. Alio John who has worked tirelessly for my betterment in terms of my academic journey and he is still doing the impossible through supporting me in weak and strong academic situations ensuring me to be a success.

Thanks and may God bless you.

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Firstly, I am grateful to God for the inspiration, strength, vision, wisdom and understanding to complete my course successfully.

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LIST OF ABBREVIATIONS

HRM	Human Resource Management
MBO	Management by Objective
NSSF	National Social Security Fund
SPSS	Statistical Package for Social Science

ABSTRACT

The study intended to examine the effect of human resource management practices on the performance of employees in an organization. This is because human resource management practices significantly affect the performance of employees in such a way that poor implementation of these practices may lead to a decrease in employee performance. The specific objectives of the study were; to find out how training and development by the human resource management affects the performance of employees in an organization, to examine employee benefits on the performance of employees in an organization and to find out the effect of performance appraisal on the performance of employees in an organization. The study used case study of Uganda Clays Limited- Kajjansi which was a method of narrowing down a very broad field of research into one easily searchable topic. A sample size of 54 out of total population of 63 employees was majorly selected in accordance with Krejice and Morgan table (1970) of determining the sample size for the study despite other sample sizes of 1 out of 7 from the category of employers by the use of purposive sampling method, 14 out of 15 from suppliers by use of Morgan's table, 1 out of 21 shareholders by purposive sampling and 182 out of 382 from the category of customers by use of Morgan's table. In addition, the study employed various methods to collect, analyze and interpret the findings and self-administered questionnaires were conducted to get the findings. The findings revealed that performance of employees is mostly affected by training and development due to the fact that it improves their skills. The research findings revealed that more male 23(57%) are employed than the females 17(43%) out of 40 employees. It also revealed that most employees are aged between 31-40 years with a percentage of 15(37.5%).The findings also revealed that performance appraisal is crucial towards the performance of employees in that people are able to set and achieve meaningful goals with 23(57.5%) employees who agreed, assess training and development needs where 25(63%) employees agreed and improving performance after appraisal with 21(52.5%) employees who agreed out of the 40 employees. In conclusion, the researcher found out that human resource management practices contribute a lot to the success of Uganda Clays Limited- Kajjansi and according to the research findings, it is concluded that training and development highly improves the skills of employees with 33(82.5%) employees agreeing. The researcher went on and recommended that, the management of Uganda Clays Limited should also consider putting up more measures that are motivating in order to retain its dedicated and experienced staff, as well as attracting new and highly skilled employees.

CHAPTER ONE

GENERAL INTRODUCTION

1.0. Introduction

Human Resource Management (HRM) is an important managerial function in an organization that deals mainly with people concerning their work and needs, since they are the most important input. In the works of Tabiu and Nura (2013), Noe et al (2010) defined Human Resource Management as a philosophy, policy, system and practices that can affect the behavior, attitudes and performance of employees. Practices of HRM include planning, recruitment, training and development, performance management, compensation (employee benefits), performance appraisal, safety and health maintenance and employee relations though the practices looked at in the study are; training and development, employee benefits and performance appraisal.

Performance of employees is part of what human resource management does and this helps to measure the ability, skills and knowledge of employees on the performance of a task. According to Tim (2014), high performance is about more than costs and processes, it's about people's engagement and belief. When the productivity of employees is below the acceptable standards, performance of employees is taken to be ineffective. Performance can be looked in terms of completion of work share (effectiveness) and the time taken to carry out a task (efficiency) and labour turnover.

The chapter consists of the following; background of the study, statement of the problem, objectives of the study, major objectives, specific objectives, research questions, scope of the

study, significance of the study, justification of the study, definitions of key terms and conceptual framework.

1.1. Background of the study

1.1.1. Historical background

The works of Cole (2002) give the following background of HRM. At first, Personnel Management was used instead of HRM. Personnel management aimed at achieving both efficiency and justice, whereby it looked at satisfying work, enabling employees to experience job satisfaction. Although today the approach looks at the contribution of satisfied employee to achieving corporate goals such as customer satisfaction, cost-effectiveness and profitability.

In the 1970s and 80s, personnel managers were concerned with the smooth running of operations other than employee interests. But later in the late 80s, this started to change whereby the management focused on customer's needs and adaptation to changes in the market place with less concerns on employees or formal communication structures within the organization.

Foot and Hook (2005) added the following on HRM. The personnel practitioners were later involved in the activity of welfare work as the earliest activity in the 19th century. By then the conditions of work were very miserable and this led to the appointment of a factory inspector and reduced hours of work for the women and the children to 60 hours per week. This action also interested many employers who wanted to improve the working conditions of their employees through adopting schemes as part of company policy, for example several Quaker organizations wanted this as well as (Kipkemboi, 2015) adds that governments of both the

United Kingdom and the United States became involved in these issues and passed a series of laws to regulate the hours of work for women and children.

Per that time, a personnel officer called Miss Mary Wood was appointed by Rowntree's in York and had been given the responsibility of ensuring the well-being of women and children in the workforce, watching their behavior and health.

In the same century, trade unions developed and many workers joined them in order to strengthen their bargaining power so that they can negotiate with the employers. However this collective relationships of employees with their representatives were handled by the personnel managers and they were to ensure no strikes from workers, output is as expected and having meetings about working conditions, (Cole, 2002).

HRM of today does not only consider welfare and wellbeing of the employees since they think it's not applicable to the modern needs of business, although health, welfare and safety are part of HRM, (Foot and Hook, 2005). This happened in the last decade of the 20th century when emphasis of the personnel management changed to a point where concern was placed primarily on business goals regardless of the implications to the employees. The work environment today has changed from employee relations, highly regulated personnel procedures to dedication to customer satisfaction, paramount work place learning and the need for centralized procedures less relevant. At the same time the external environment for all private and public sectors have become much more competitive. That is why the new environment terms it as human resource management other than personnel management, (Cole, 2002). However, this does not mean that the HRM is not concerned with employees; it is concerned with them to some extent since they are the ones that help an organization to achieve all the goals and objectives.

1.1.2. Conceptual background

Traditionally, HRM is believed to improve business performance in response to external threat of increasing competition (Guest, 1999). However this approach is in contrast to the orthodox view in which employees were used objectively and rationally as any other capital resource (Legge, 1995). But later, employee responses to HRM practices were considered to be at the heart of all HRM-performance models (Purcell and Kinnie, 2006) because the link between employee reactions and their subsequent behavior is critical for enhancing their performance and that of the organization at large.

There is no agreement on what constitutes HRM practices let alone a prescribed set of them, (Boxall et al, 2007). Researchers have over the years proposed countless varied lists of practices however; there is no agreement on what or which activity qualifies as an aspect of HRM. It is interesting to note that there are still some practices that form the core of the various practices proposed. These include training and development, performance appraisal and employee benefits, however, others such as job design and employee involvement are more sporadic and are yet to gain grounds in the HRM literature (Tabiu and Nura, 2013). However the study focuses on three practices in its analysis which include the following;

“Training, which is the formal and systematic modification of behavior through learning which occurs as a result of education, instruction, development and planned experience” (Armstrong, 2001). Training can be on the job or off the job depending on the need in question. Appropriate training is required for various needs such as: to solve pertinent problems, to boost performance, and also for continuous development of human resource.

The activity is one of the most important aspects of HRM needed to keep organizations ahead of their competitors, (Hilb, 1992). A rigorous study conducted by Koch and McGrath (1996)

demonstrated that firms that engage in systematic training of their workforce are more likely to enjoy the rewards of a more productive workforce.

Performance appraisal, that refers to the continuous judgment on the behavior and performance of staff. It's a way of reviewing the performance and potential of staff (Laurie, 2005). In the works of Tanveer et al (2011), Francis & Kleiner (1994) and Boice & Kleiner (1997) state that employee evaluations, also known as performance appraisals are crucial for the operations of the organization as well as the advancement of the employees. Employee performance appraisal helps to identify the skills and abilities employees' possess so as to (Management Study Guide, 2016) know the people for leading positions in the organization and for those that need training and development to improve their skills and abilities so that the organization can plan for them.

Ubeda & Almada (2007) state that while implementing performance appraisal system to appraise the competencies of each employee, it is important to notify that which skills, knowledge and attitudes should be developed so that there is a substantial improvement in the process of the organization, jobs and tasks as well.

Brown et al, (2010) Performance appraisals are the basic element of human resource management because many human resource decisions are totally based on the results of the appraisal.

Feedback from the employees if well managed helps not only in identifying the individual competencies required for the job, but also in sharing professional growth with innovation and competitiveness (Tanveer et al, 2011). Appraisal needs to be carried out accurately (with measurements, accurate records and objectives set) and fairly in order to provide satisfaction to employees from their results, improve performance and motivate them. Caruth &

Humphreys (2008), to evaluate the performance of the employee remember to use only those factors that relates with the job rather than personality characteristics and general traits.

Boice and Kleiner, (1997) reports that effective appraisal system helps to produce committed and motivated employees. It is important to be effective, accurate at record keeping, clearly defined measurement system and frequent review of performance.

Employees benefits consist of arrangements made by employers for their employees which enhance the latter's well-being. They are provided in addition to pay and form important parts of the total reward package (Armstrong, 2010). Employee benefits are also termed as fringe benefits and they vary in importance to the individuals. Employee benefits are in forms of; Security benefits like pensions, life insurance and loan financing. Work related benefits; these are linked closely to the day to day operational requirements of the organization in relation to its members like transportation and housing. Status related benefits, these are not widely applicable and some would consider them more as rewards than anything else. Employee benefits are part of the financial reward system and according to Pinnington and Edward (2000), where the financial reward system is motivating, improved individuals and team performance should result. According to Entrepreneur Media Inc (2016), one way to ensure that good employees stay on board is by providing them with a good benefits package.

Past research suggests that when HR practices are used in conjunction with each other, the impact on performance will be greater than when used in isolation (Guest, 1998). In other words, organizations attempting to introduce individual HR practices will observe minimal if any change in performance, whereas those organizations successfully introducing a range of practices (generally referred to as "bundles") will experience a more dramatic change in performance (Gould-Williams, 2004; Guest et al., 2003), from the works of (Baptiste, 2008).

Therefore, employees interpret organizational actions like human resource practices as indicative of the organization's commitment to them (Wood and Albanese, 1995) and because of this, employees respond by committing themselves to their jobs and the organization. This is why Armstrong and Baron's (2005) view that people and their collective skills, abilities, knowledge and experience, coupled with their willingness to deploy these into the interests of their employing organization, are now recognized as making a significant contribution to organizational success and as constituting a significant source of competitive advantage is supportive.

According to AL-Qudah et al, (2014), Employee performance is one of the most factors that effect on the performance of the organization, and for an organization to be successful, it should understand the importance of HR as a critical factor that directly affects and contributes on performance. The success of any organization depends on its employee's performance, among many other factors like organization size and the environment of operation. Often, human resource management practices are employed to evaluate the performance of the employee in the organization, and in modern era and highly competitive climate between the organizations, the tendency to improve employee performance is by improving the HRM practices (Caliskan, 2010). The employee's performance is based on the use of; their efficiency and effectiveness in performing a given task and their labour turnover. The importance of the employees' performance can be in form of several points such as; considering the cost of the resources used and measuring of the quantity and quality of work done (Mathis & Jackson, 2004) , increasing the efficiency of the employee performance helps to make the right decisions (Boysen et al, 1999) and reduce labor turnover. Kaplan, (2003) explained the main methods of evaluating employee performance based on the following; employee attributes which confirm qualities important to the firm, employee behaviors which

are necessary to complete a job successfully, and employee achievements which show the extent to which specific objectives or aims have been met, exceeded, or not met.

The relationship between Human Resource practices and performance is an increasingly researched topic in human resource management (e.g. Edgar & Geare, 2005; Truss et al, 1997). More specifically, HRM is hypothesized to fulfill employees' needs which enhances favorable attitudes, and subsequently improves performance outcomes as shown in the works of the following (Edgar & Geare, 2005; Kuvaas, 2008; Meyer & Allen, 1997). So it could be said that HRM is such a process that focuses on the policies, practices, and systems that influence employee performance to get the best output (all the above information is from Tabiu and Nura, 2013)

1.1.3. Contextual background

Uganda Clays Limited is a manufacturer of baked clay building products in Uganda. The principal activities of the Company are the production and sale of a range of clay building products that are supplied in the Eastern and Central African region (Fusion Media Limited, 2016). The Company offers a range of products, which include roofing tiles, bricks, decorative grilles, ventilators, pipes and cable covers, floor tiles, pots, interlocking and corner blocks, and suspended floor units and partitioning blocks. The Company's products are fire-resistant and sound and water proof and are heat insulators. The Company operates with plants in Kajjansi and Kamonkoli (eastern Uganda). The Kajjansi plant's operations are majorly manual and those of Kamonkoli's are automated. The company has sales outlets located in Ntinda (Kisaasi), Lugogo, Mbarara, Nateete and Juba (Southern Sudan). The Company exports its products to Kenya, Tanzania, Burundi, Rwanda, DR Congo and South Sudan.

According to Uganda Clays Ltd (2012), the Company was started on July 10, 1950 by two private Italian investors as a private limited liability Company. The Company's ownership has changed hands over time. Currently it is a public liability company owned by private citizens after privatization in 1999. UCL is currently listed on the Uganda Securities Exchange (USE), the biggest shareholder being National Social Security Fund (32.5%) followed by National Insurance Corporation (18.7%).

As it was evident from the financial statements, the performance of Uganda Clays Limited declined compared to the previous year (2012). Revenues for the year 2013 were UGX 21,095,645,000. This was a 12% decline compared to the sales performance of UGX 23,959,107,000 in 2012. This decline is attributed to a number of factors including high production costs like payment of the various employees, debt servicing costs, aggressive competition (Uganda Clays Limited, 2013).

During the year 2013, about 47 employees retired from the service of the company including the former Managing Director, who left at the end of April 2013 and addition of two more employees by April 2014. This shows that the productivity of the firm reduced due the loss of these employees. However 23 new staff were hired during 2013 including the Human Resources and Administration Manager and this implying that there was need to increase the productivity and performance of the employees and the organization at large.

In June 2013 the Company embarked on an employee effectiveness review project that is still ongoing which ultimately support staffing decisions and improve human resource function in the Company, which will later improve the performance of the employees.

In order to encourage skills development particularly in production, the Company has sponsored three employees for various engineering disciplines; various internal, local and

international Courses have been attended by all categories of employees. In collaboration with the British Council, and Makerere University, the Company participated in The African Knowledge Transfer Partnership, a programme that was aimed at improving efficiencies in Companies and develops direct relationships between training institutions and the industry, (Uganda clays limited, 2009).

The Company has a defined contribution gratuity scheme for all permanent and contract Employees whereby it operates a defined contribution pension scheme for employees. The assets of the scheme are held in separate trustee administered funds, which are funded by contributions from both the Company and employees. In addition to pension, the company also provides other benefits like Termination benefits, Retirement benefit obligations, Staff welfare and Medical expenses. Short-term and other long-term employee benefits are distinguished basing on the expected timing of settlement rather than the employee's entitlement to the benefit.

The company has strengthened its management in a number of ways; like having a newly constituted Management team with new energy, a wealth of diverse experience and expertise in the area of human resource where the manager now works on key performance targets which have been jointly formulated, discussed, approved and are reviewed on a monthly/quarterly basis. It also introduced a performance culture within the staff and a general overhaul in their ways of working, including open door policy, monthly communication with the Management team and also raised the bar on safety and security.

With the above practices that the company has provided, the employees are able to increase on output and profitability due to the satisfaction derived from their jobs and their commitment to the jobs.

1.2. Statement of the problem

Uganda Clays Limited is one of the biggest manufacturing companies of baked building products in Uganda. It is therefore expected that the company has spread out all over the country by having various outlets, employing many people, being popular since it sells its products to its neighboring countries like Southern Sudan and Congo, and gain a lot more profits from its sales.

However as it was evident from the financial statements of Uganda Clays Limited (Uganda Clays Limited, 2013), the company's performance declined in 2013 compared to 2012 with revenues of UGX 21,095,645,000 for the year 2013 from UGX 23,959,107,000 IN 2012.

There was also a high labor turnover of about 49 employees leaving the company.

Due to the above problems of decline of revenue and high labor turnover, the sales of the company decreased and the employees who left the company became unemployed. These would have caused by unpopularity of the company that still exists in the market, provision of less important packages of benefits and the poor implementation of training and development methods.

1.3. Objectives of the study

1.3.1. Major objective

To assess the role of the Human Resource Management on the performance of employees in an organization

1.3.2. Specific objectives

- i. To find out how training and development of employees by the human resource management affects the performance of employees in an organization.
- ii. To examine employee benefits on the performance of employees in an organization.
- iii. To find out the effect of performance appraisal on the performance of employees in an organization.

1.4. Research Questions

- i. How does training and development by of employees the human resource management affect the performance of employees in an organization?
- ii. What is the effect of employee benefits on the performance of employees in an organization?
- iii. What is the effect of performance appraisal on the performance of employees in an organization?

1.5. Scope of the study

1.5.1. Content scope

The focus is on HRM practices (training and development, employee benefits and performance appraisals) and the performance of employees in terms of their effectiveness, efficiency and labour turnover in Uganda Clays Limited and how they two correlate.

1.5.2. Geographical scope

The study was carried out basing on Uganda Clays Limited that is located on Entebbe Road at kajjansi, P. O. Box 3188, Kampala. This area is chosen due to the fact it's a labor intensive company.

1.5.3. Time scope

The study considered a time frame of five years from 2010 to 2014 since that was the period when the company was faced with performance challenges.

1.6. Significance of the study

Information researched is of significant importance to managers in various organizations especially the human resource managers as it avails them with information about how HRM helps to improve employee performance.

It is a source of information for researchers who want to carry out research about the same or related topic.

It availed the researcher with the information about human resource management and employee performance hence this widening his/her knowledge.

It helps the researcher in the acquisition of the Bachelor's Degree in Science in Business Economics.

1.7. Justification of the study

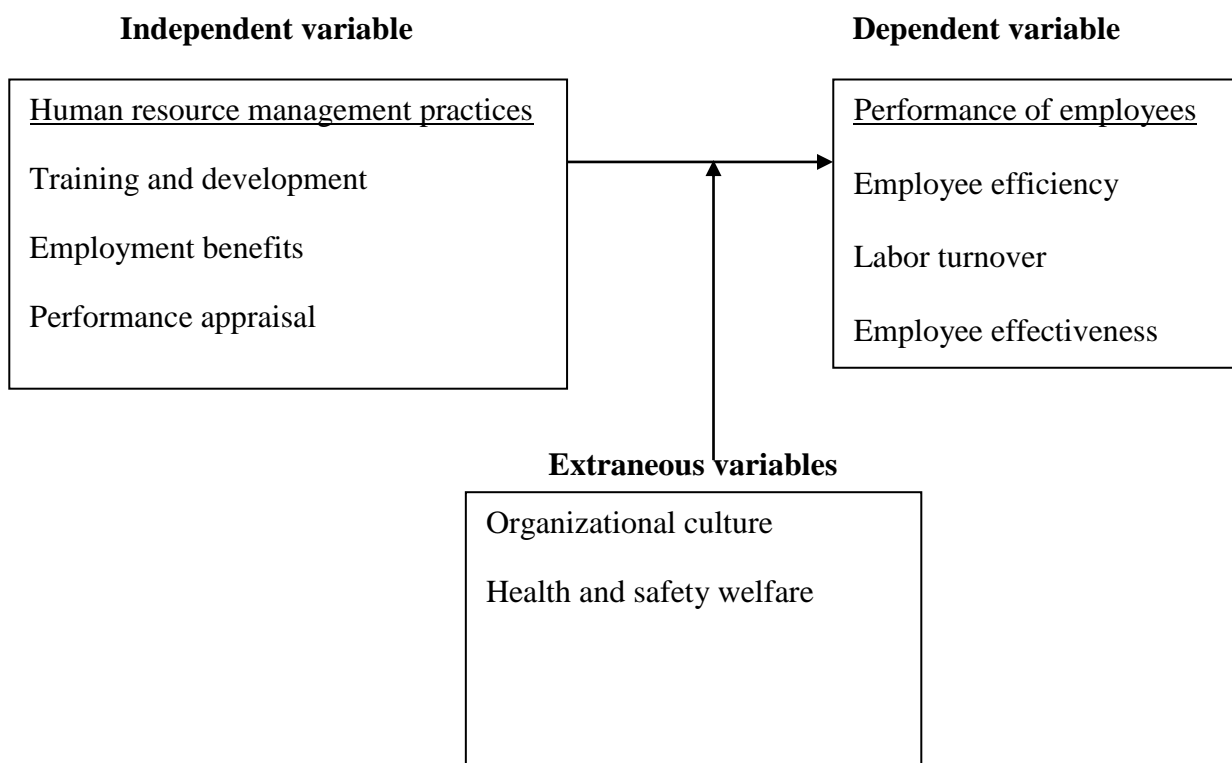
My choice of this study area stresses to the reported poor performance of many companies in Uganda whose performance is dependent on the performance of its employees. Human resource management is considered to be important in any organization especially because it handles the needs and satisfaction of the employees that promote the success of the organization. Failure to meet the needs of the employees can in the long run negatively affect the performance of the whole organization. It is therefore from this justified background that this study intends to establish the relationship between human resource management and employee performance.

1.8. Conceptual frame work

This is a diagrammatic relation between the variables; human resource management practices and performance of employees.

Figure 1: Conceptual diagram

This shows a conceptual frame work of how human resource management practices affect performance of employees.



Source: Tabiu and Nura, 2013. *Assessing the effects of HRM practices on employee job performance: A study of Usmanu Danfodiyo University Sokoto.*

The conceptual frame work stated the dependency of the dependent variable which is performance of employees with dimensions of effectiveness, efficiency and labour turnover, on the independent variable which is human resource management practices with dimensions of training and development, employee benefits and performance appraisal. This shows that employees perform poorly due to poor implementation of the HRM practices and the

performance of employees is better when practices are well implemented as well as the extraneous variable which consists of organizational culture and health and safety welfare that are the other dimensions of performance of employees that are also affected by human resource management practices but are not being researched in this study.

1.9. Definition of key terms

Human resource management

Bernardin (2003) says that it is the designing management system to ensure that human talent is used effectively and efficiency to accomplish organization goals.

A set of policies designed to maximize organizational integration, employee commitment, flexibility and quality of work, (Guest 1987).

Labor turnover

The ratio of employees who leave the organization to the average number employed during the course of a year, states Cole (2002).

Performance

Performance stated by Dyer and Reeves (1995) refers to output measures like; improved retention, reduced absenteeism, productivity, and product and service quality.

According to Boselie and Dietz (2003) past research showed that productivity, financial measures, product and service quality and employee turnover appear to be the most popular performance indicators in prior research on HRM and performance.

Employee benefits

Cole (2002) states that employee benefits is one of the ways of employee remuneration but not using wages and salaries as pay. It is concerned with non-pay benefits.

Organization

Cole, (2002) states that since organizations are systems of behavior designed to enable humans and their machines to accomplish goals, organizational form must be a joint function of human characteristics and the nature of the task environment.

Training and development

Kleiman (2000) states that training and development consists of planned learning experiences that teach workers how to perform their current or future jobs effectively.

Training is the formal and systematic modification of behavior through learning which occurs as a result of education, instruction, development and planned experience, (Armstrong, 2001).

Development refers to learning opportunities designed to help employees grow. Such opportunities do not have to be limited to improving employees' performance on their current jobs (Bernardin, 2003).

Performance Appraisal

This is the process of determining and communicating to an employee how he/she is performing on the job and ideally establishing a plan of improved. (Lloyd and Leslie, 2000)

Employee efficiency

Employees are efficient when they utilize the limited resources available in a way that they minimize resource input and maximize outputs of goods and services in a given period of time with low cost being incurred.

Employee effectiveness

VIP Quality Software Limited (2016) states that, employee effectiveness is the capacity of employees to produce a specific, desired effect with minimized costs and in strict compliance with initial requirements set. Under this, employees utilize the scarce resources in a manner that is conducive to the achievements or objectives of the organizations.

CHAPTER TWO

LITERATURE REVIEW

2.0. Introduction

This chapter provided more information about the human resource management practices and performance variables where more theoretical information is acquired about training and development, employee benefits, performance appraisal and labor turnover. The information was got from materials like books and Internet and this chapter consists of the theoretical literature.

2.1. Overview of effect of HRM practices on performance of employees

Guest (2002) has demonstrated that the Impact of HRM on performance depends upon response of worker towards HRM practices, so the impact will move in direction of the perception of employees by practicing HRM. If employees' perception is positive, performance improves but if their perception is a negative performance decline.

Ghebrejorgis & Karstan (2007) said that the perceptions of the employees provide broader evaluation of HRM systems and he also evaluated a positive picture of HRM practices including, training and development and compensation (employee benefits) on the performance of employees. Qureshi et al. (2007) concluded that HR practices are positively correlated with employee's performance.

Huselid (1995) have argued that the impact of HRM on behavior of the employees results in the effectiveness of the employees. All the above citations are from Tanveer et al (2011).

2.2. Training and development

Qureshi et al (2007) concluded that training as an HR practice has a very positive impact on the performance of the employees as there is highly positive correlation found in the study. Danvila del Valle et al (2009), further explains that training provides employees with the skills, abilities and knowledge required by the post and an organization does this in a way that it gets interested in investing in training for the employees and giving them confidence and intends to count on them in future, thus employees will make more effort and give their best at their work in an effective way.

Training focuses on present jobs, whereas development prepares employees for possible future jobs and they are designed to improve organizational performance (Kleiman, 2000). Training should be directed towards accomplishment of some organizational objectives, like more efficient production methods, improved quality of products/services or reduced operating costs, Lloyd and Leslie (2000). And this brings about needs assessment which is a systematic analysis of the specific training practices the organization requires to achieve its objectives. The methods that are used to gather needs assessment information include; interviews, surveys/questionnaires, observation, focus groups and document examination.

2.2.1. Establishing training objectives

Training objectives specify what the organization intends to achieve after the training. Training objectives should be derived from the training needs and should be clearly specified before subjecting the employees to the training program so as to ensure that the knowledge, skills and abilities learnt will enhance the operation of the organization, (Komunda, 2006). Unfortunately many organizations do not have objectives and carry out training and development for training's sake. Lloyd and Leslie (2000) state that effective training objectives should state what will result for the organization, department and person when the

training is completed. Training objectives can be categorized as follows; Instructional objectives: deal with principles and facts that are learned from the training program, Organizational and departmental objectives like; impact of absenteeism, turnover and reduced costs on the organization and Individual performance and growth objectives, that mainly deals with behavior and attitudes of individuals.

2.2.2. Methods of Training and development

To carry out training, an organization should find out what training method yields high positive results to the organization and the employees (Wayne, 2010).

On-the-job Training

This is training that takes place while employees are actually working. On-the-job training is normally given by a senior employee or manager. The employee is shown how to perform the job and allowed to do it under the trainer's supervision (Lloyd and Leslie, 2000). Employees learn in the real work environment and gain experience dealing with a particular job or task.

On-the-job training has various forms and these are;

Job rotation or cross training

Smriti (2015), Job rotation or cross training is where an individual learns several different jobs within a work unit or department and performs each job for a specified time period. Its advantage is that it makes flexibility possible in the department and no special facilities are required and the new employee does productive work during the learning process.

Apprenticeship training

Harris, 1997 defines Apprenticeship training as a formal program involving a combination of classroom instruction and hands on practice. This training provides beginning workers with

comprehensive training in the practical and theoretical aspects of work required in a highly skilled occupation.

Most of apprentice-able occupations are in the construction and manufacturing trades and its length varies by the occupation and is determined by standards adopted by the industry. An unskilled and inexperienced employee conducts on-the-job training during the apprenticeship period to learn the practical skills of the job.

Understudy assignments

These are used to develop an individual's capabilities to fill a specific job. An individual, who will eventually be given a particular job, works for the incumbent or the person training. This is used when the position needs a replacement, for example if an employee is retiring or ending a contract then he will train an individual that has been identified to have the potential for that particular job. Its advantage is that, the heir realizes the purpose of the training and can learn in a practical and realistic situation without being directly responsible for operating results. The disadvantage is that bad practices of the incumbent are learned and its maintenance can become expensive in the long run.

Coaching

Coaching is a personal approach to helping people develop their skills and knowledge and improve performance, says Armstrong, (2012). Coaching is a means for developing a partnership between the manager and the employee that creates a shared understanding about what needs to be achieved and how it is to be achieved, Alyce (2016). Through coaching, direction is provided to employees and improves performance.

This is carried out by experienced managers who advise and guide trainees in solving managerial problems. The idea behind coaching should be to allow the trainees to develop

their own approaches to management from the experience attained with the counsel of a more experienced manager and see the results of their decisions.

Steps involved in on the job training

On-the-job training has several steps involved and these are;

Preparation of the trainee for learning the job: An employee must desire to learn a new job and show interest. The importance of the training is given and employees previous work experience in similar jobs will help explain the present job.

Breakdown of work into components and identification of key points: This determines the segments that make up the total job. Such a breakdown can be viewed as a detailed road map that guides the employee through the entire work cycle in a rational, easy to understand manner. A key point is any directive or information that helps the employee perform a work component correctly, easily and safely. Key points are given to employees to reduce learning time.

Presentation of the operation and knowledge: This shows the employee how the job is done and not only being told what to do like through demonstrations but being told how to carry out the work given.

Performance tryout: Employee should perform the job under the guidance of the trainer. He/she should explain what is going to be done at each component of the job. If the explanation is correct, the person carries on with the performance of the component but if it's wrong, corrections have to be made in order to carry on.

Follow up. The trainers should be present to answer questions of the employee and their problems so that they do not feel that they are forgotten. The employee should be given space to encourage them do their work while developing skills in performing the job.

Classroom training

This method is conducted off the job and it is the most familiar training method. The method involves practices like discussion, question and answer sessions and giving slides to trainees. It is an effective means of imparting information quickly to large groups with limited or no knowledge of the subject being presented (Noe et al, 2009). It is useful for teaching factual material, concepts, principles and theories. Portions of orientation programs, some aspects of apprenticeship training and safety programs are usually presented utilizing some form of classroom instruction. However, classroom instruction is more frequently used for technical professional and managerial employees, Lloyd and Leslie (2000).

2.2.3. Evaluating training and development

When the results of a training program are evaluated, a number of benefits accrue. Less effective programs can be withdrawn to save time and effort, and weaknesses within established programs can be identified and remedied. Evaluation of training can be broken down into four areas and these are;

Reaction: This shows how much the trainees liked the program. When the training and development method used was largely approved by the employees then its use should be continued because the employees are willingly to carry out this method and this leading to improvement of their attitudes and behavior and in the long run their performance is improved.

Learning: Here we look at the principle, facts and concepts learnt in the training program. How much have the employees acquired from the method in terms of skills, knowledge and abilities? If so much then the method was effective but if less then there is need to improve or change the method.

Behavior: This checks if the behaviors of the trainees have changed because of the program. Positive change of behaviors is usually important and good for production.

Results: What were the results of the program in terms of factors such as reduced costs or reduction in turnover? Reduced costs and reduction in turnover shows that there is performance improvement from the applicability of the skills and knowledge got from the training and development process.

2.2.4. Feedback of the training and development results

The employees should be communicated to on how their performance was during the training process to show their level of participation and commitment and also they can communicate to the management about the effectiveness of the training to them and if there is need for any suggestions and comments.

2.2.5. Summary

In order to carryout training and development, an organization should first know what the problem is and what it needs to take(strategies or objectives) in order to correct that given situation. This process will enable the organization to choose the best training and development method that will change the attitude and behavior of the employees thus improving their skills and performance in terms of completion of tasks on time, minimizing costs due to the fact that they will be satisfied with their jobs, and eventually labour turnover will reduce. However to achieve this, a follow up or evaluation should be carried out to check whether the method is helping the employees to improve their skills, behavior and attitude towards work. And if not there should be need for improvement or change of the method, therefore training and development improves skills, behavior and attitude of employees which in turn makes them to perform better. In accordance to Uganda clays limited, skills

needed by employees to improve performance for a particular job are provided through training methods like; on the job training, coaching, job rotation and apprenticeship and these methods are chosen with objectives that are related to an employee's job. Evaluation of the training is done by their supervisors or managers and this is determined through the outcome of work or the amount of produce. These training and development methods have improved the employee performance in the company.

2.3. Employee benefits

Since employee benefits are part of the compensation system, Based on expectancy theory from Vroom (1964) cited in Al-Qudah (2014), once pay is linked with performance of group or individual, employees are more likely to increase their efforts in working hard to increase the performance of individual and the organization which related to increase and improve the overall organization's performance. Thus, influence them to gain more compensations and rewards based on their high performance. Evidently, performance-based compensation has a positive effect upon employee and organizational performance, (Cardon& Stevens, 2004). In addition,

Armstrong (2015), employee benefits are elements of remuneration given in addition to the various forms of cash pay. These are benefits that do not concern about pay (like wages and salaries) or they are non-pay benefits. At first, employee benefits were only made available to staff employees like the salaried employees but nowadays it's for all employees even the manual workers since the trend is towards harmonizing conditions of employment in respect of benefits (Cole, 2002).

Employee benefits are important in a way that they provide a competitive total remuneration package that attracts and retains high quality employees, provide for the personal needs of employees and increase the commitment of employees to the organization. However the

above objectives do not motivate because benefits seldom make a direct or immediate impact on performance but can rather create more favorable attitudes towards the business which can improve commitment and performance in the longer term (Armstrong, 2009).

They are referred to as the more important benefits for example, pension and also they less significant benefits like private health insurance or benefits primarily provided as privileges (Cole, 2002). Employee benefits include the following;

Pension schemes: income given to employees when they retire or to their dependents when they die. This is handled by NSSF in Uganda.

Personal security: these enhance the individual's personal and family well being for example health insurance, accident insurance or life insurance.

Personal needs: these are entitlements that recognize the interface between work and domestic needs, for example holidays, career breaks, fitness and personal counseling in times of crisis.

Financial assistance like loans where the company can help the employee pay up his/her loan and discount on company goods and services.

Other benefits like meals, clothing insurance, accommodation, refund of telephone costs that improve the standards of living of the employees.

2.3.1. The state and employee benefits

Today in a situation where the government is involved with the employee benefits is clearly seen in pensions that are a must to be provided by government owned organizations to the employees and paying of NSSF by privately owned companies

Benefits are taxable (usually indirectly) apart from the exception of pensions, meals, accommodation that are helpful for performing the tasks (Armstrong, 2009).

However when making other benefit policies to adopt, an organization needs to consider several things like the purpose of the benefit policy, the range of benefits to provide, the groups to which the benefits apply, cost of the benefit program and the likely achievements of it.

2.3.2. Summary

Due to the fact that employee benefits aim at providing for the need and social status of the employees thus their wellbeing is being improved. For example promotions, recognitions, meals, financial assistance and insurance services are a motivation to employees to increase on production and also retain them because they feel that the organization cares about them hence in the long run they are able to commit themselves to work harder which will increase their performance. Benefits offered to employees in Uganda clays limited include the following; medical insurance, pension, staff discounts, holiday benefits, meals which highly contribute to their motivation towards work. These benefits however various among the employees according to age and positions held in the company. The employees are able to work with a clear mind set.

2.4. Labor turnover

This is expressed as; $\frac{\text{Number of employees leaving during the year}}{\text{Average number employed during the year}} \times 100$

Average number employed during the year

A turnover rate of 25% would be considered perfectly satisfactory by most firms, but a rate of 100% would be considered a major problem. (Cole, 2002)

However, the labor turnover index has some disadvantages which are; it does not identify the length of service of the leavers, it does not indicate any sudden changes in the numbers employed from one year to the next and it does not indicate in which areas of the organization where the rate of leavers is high. Due to these disadvantages some organizations decide to make use of the labor stability index which links the leaving rate with length of service and it is expressed as;

$$\frac{\text{Number of leavers with more than one year's service}}{\text{Number employed one year ago}} \times 100$$

This is meant to measure the performance extent of the new recruits that leave, rather than longer serving employees. This method still does not show which units are producing more early leavers than most of the units, and because of this another method is being used to get more information to produce a straight forward analysis of leavers by length of service and is show as;

Period: 1 January to 31 December

Employee category	Less than 6 months	6 to 12 months	1 to 2 years	3 to 5 years	6 to 10 years	Over 10 years
Unskilled						
Skilled						
Clerical						
Supervision						
Management						

Source: adopted from Cole, G.A. 2000. *Personnel and Human Resource Management*

The above table is another method of calculating the rate of labour turnover whereby the employee in an organization are looked in their various categories not in general and depending on how much time they have spent working in an organization before they leave it. This method helps to show which categories or areas are mainly affected by the largest number of leavers and the earliest leavers.

Labor turnover has both advantages and disadvantages and the advantages include; provision of an incentive to recruit fresh staff, enables organizations to shed off staff easily when redundancies are planned, opens up promo on channels for longer serving employees and introduces an element of self-selection among new employees, where they would not want to leave the work place just like others (Bernardin, 2003).

The disadvantages however are as follows; additional costs of replacement recruitment, disruptions to production of goods or services caused by leavers, additional training costs, especially induction and initial job training and difficulties in attracting new staff.

Labour turn over affects performance in a way that output is reduced since the number of employees is lower.

2.5. Performance Appraisal

Boice and Kleiner, (1997) reports that effective appraisal system helps to produce committed and motivated employees thus these committed and motivated employees are able to produce more effectively and efficiently hence improvement in their performance. Kelly et al, (2008) also studied that over 80 percent of the employees are in desire of the appraisal system along with 45 percent employees indicates that appraisal system needs to improve. This shows that many people are in support of performance appraisals so that they are aware of the skills and abilities they possess in order to encourage high performance.

Performance appraisal is carried out to measure and achieve performance expectations, Pinnington and Edward (2000). It is for evaluation (check the attitudes and behavior of employees and the level of their performance) and development (from the feedback of evaluations, weak employees are given training). When a performance appraisal is well carried out, it influences employee level of effort and task direction. It has the following importance;

It helps the organization in making administrative decision relating to promotion, firings, layoffs and merit pay increase. For example the present job performance of an employee is important in determining if the person is considered for a promotion.

They encourage performance improvement. Employees are communicated to on how they are doing and necessary suggestions are given for the need of changes in behavior, attitude, skills or knowledge.

Wayne (2010), appraisals help to identify organization problems that are associated with the development needs so as to establish objectives for training programs. This identifies the weaknesses and strengths of employees and hence the organization determining the overall training and development needs.

The number of carrying out performance appraisals is not specific but should be carried out as often as possible for example two to three times in year.

2.5.1. Methods of performance appraisal

When selecting a performance appraisal method, it must be job related and prior to its selection, and the organization must conduct job analysis and develop job descriptions. However, there are various performance appraisal methods and these are;

Goal setting or Management by Objective Method (MBO)

According to Ingram (2016), setting and achieving goals keep employees looking forward to new accomplishments and rewards, pushing their performance to ever increasing heights. This method is commonly used with professional and managerial employees. The other names for MBO are management by results, performance management, result management and work planning and reviewed program. The MBO process consists of establishing clear and precisely defined statements of objectives for the work to be done by an employee together with the manager. It establishes an action plan indicating how these objectives are to be achieved, allowing the employee to implement the action plan, measuring objectives achievement, taking corrective action when necessary and establishing new objectives for the future. (Lloyd and Leslie, 2000)

Multi-Rater Assessment or 360-Degree feedback

Chartered Institute of Personal and Development (2016), states that with this method manager, peers, customers, suppliers or colleagues are asked to complete questionnaires on the employee being assessed. The person assessed also completes a questionnaire and these are generally lengthy. The human resources department provides the results to the employee, who in turn gets to see how his or her opinion differs from those of the group doing the assessment. The 360° evaluation gives us the best overall analysis of any employee in the firm, because it looks at the employee's performance in the eyes of all others who are affected by the individual.

Work standard approach

Most appraisal measures that employ work standards approach are based on job analysis, whereby this type of analysis provides a more detailed description of the actual behavior necessary for effective performance (Lunenburg, 2015).

This is most frequently used for production employees and is basically a form of goal setting for these employees. The method involves setting a standard or an expected level of output and then comparing each employee's level to the standard. The most common processes that used this approach are critical-incident appraisal and checklist method.

Critical-incident appraisal

This is the method of performance appraisal in which the rater keeps a written record of the employee acting in ways that are either effective or ineffective, says Noe et al (2007). These incidents illustrate both positive and negative job behavior of the employee. The rater then uses these incidences as a basis for evaluating the employee's performance. Evaluating performance in this specific way gives employees feedback about what they do well and what they do poorly. The manager can also relate the incidents to how the employee is helping the company achieve its goals.

Checklist approach

This is the method where the rater answers with a yes or no to a series of questions about the behavior of the employee being rated. According to Smriti (2015), the basic purpose of utilizing check list method is to ease the evaluation burden upon the rater; however this may bring about bias since the weights are known to the rater only.

Graphic rating scale method

In this method evaluation is based on some work attributes of the employees. Traditionally focus was on personal traits but more recently it's on work behavior and outcomes like; quantity of work, dependability, job knowledge and cooperativeness (Grobler et al, 2006). This appraisal method requires the rater to indicate on a scale where the employee rates or ranges such attributes. The rating is often done on some 1-5 type of scale with 1 representing unsatisfactory and 5 representing excellent. This method requires little training and it's quick to fill out, however this leads to rater errors like halo-effect.

Ranking method

This method involves comparison of the performance of two or more similar employees from the best to the worst. Ranking is used for developmental purposes by letting employees know where they stand in comparison to their peers so that they can be motivated to improve performance. This method has three commonly used categories which are alternation, paired comparison and forced distribution. (Lloyd and Leslie, 2000)

Alternation ranking is the method where a list of names of employees is written on the left side of a piece of paper. The rater then chooses the most valuable employees, crosses their names from the left side and writes them on the top column of the right side of the paper. He or she also chooses the least valuable employees, crosses their names from the left side of the paper and place them at the bottom column of the right side of the paper.

Paired comparison is where the rater has a list of names of employees and compares the first employee to the second one basing on a chosen performance criteria. And also does the same to the others like comparing the first to the third, fourth, fifth and so on. Under paired comparisons, raters compare only two subordinates at a time until all two-way comparisons

have been made among all employees. After rating all pairs, the manager can put the subordinates into a rank order by counting up the number of times each employee has been judged superior (Lunenburg, 2015).

Forced distribution requires the rater to compare the performance of employees when he/she places a certain percentage of employees at various performance levels. It assumes the performance level in a group of employees will be distributed according to a bell-shaped or normal curve. For example, if a five-point scale is used, the manager might decide to distribute employees as follows: 5 percent in the “unacceptable” category, 25 percent in the “needs improvement” category, 40 percent in the “acceptable” category, 25 percent in the “commendable” category, and 5 percent in the “outstanding” category. The usual procedure for accomplishing such a distribution is to record each employee’s name on a separate index card. Then, for each dimension being appraised (leadership, management, etc.), the employee’s index card is placed in one of the five categories (Lunenburg, 2012).

2.5.2. Providing feedback

After a method of performance appraisal has been used, the results must be communicated to the employees. This helps the employees to know where their performance stands and changes they have to make if necessary and the positive outcomes like behavior and skill can also be taught to others.

2.5.3 Errors in performance appraisals

Performance appraisals also have errors and these make it difficult to separate the good performers from the poor performers and they also make it difficult to compare ratings from different raters. There are several common errors that have been identified and these include;

Leniency: This occurs in appraisals when the ratings are grouped at the positive end instead of being spread throughout the performance scale (Lloyd and Leslie, 2000). If the rating scale ranges from 1 to 5, with 5 being highest, it is not uncommon for 90percent or more of the employees to be rated with either a 4 or 5 and this is created by organizational policies and practices.

Central tendency: This occurs when raters rate practically all employees about average (Harris, 1997). This is due to the belief that no one ever deserves to get the highest possible rating and the dislike of being too strict with anyone by giving them an extremely low rating.

Recency: This occurs when evaluations are based on work performed most recently like work performed one to two months prior to evaluation and yet there are always a lot of changes in the work environment and employees need to be flexible. So if evaluations are made based on previous evaluations, then the current problems may not be realized.

Halo effect: Occurs when a rater allows a single prominent characteristic of an employee to influence his/her judgment on each separate item in the performance appraisal. When a single positive or negative dimension of a subordinate's performance is allowed to influence the supervisor's rating of that subordinate on other dimensions, (Lunenburg, 2012). For example, the supervisor likes Tom because he is so cooperative. The halo effect leads Tom's supervisor to automatically rate him high on all appraisal dimensions, including leadership, management, personnel administration, administrative teaming, and even budgeting. The result is that employees are rated consistently high, medium, or low on all performance appraisal dimensions.

The other errors are personal preferences, prejudices and biases as well as appearance, social status, dressing, race and sex have influenced many performance appraisals.

2.5.4. Overcoming errors in performance appraisals

One approach to overcoming errors is to make accurate performance measures in the design of the appraisal methods. For example, use of multiple criteria for evaluation over time because many employees behave in different ways, so this may attempt to overcome the errors of halo effect, leniency and central tendency.

Another promising approach is improving of skills of raters. Emphasis should be made to train evaluators to observe behavior more accurately and judge it more fairly.

2.5.5. Summary

Performance appraisal affects employee performance in a way that when employees with better skills and abilities are identified, they are being motivated by giving them better positions or promotions and this making them to work harder in order to retain the position or even get more better positions thus improvement of their performance (this shows a positive correlation). For the employees with weak skills and abilities, they are either fired which reduces performance (production) or provided training and development in order to improve their skills and abilities for better performance. However, the process of appraisal should be carried out effectively (fairly to avoid a lot of errors and accurately with measurements and set goals) in order to give accurate results because when the results are not accurate, skills and abilities may be over rated or under rated and this will eventually affect performance. Performance appraisal in Uganda clays limited is mainly done by the mangers and immediate supervisors and the employees with better skills are being given promotions or other rewards in order to keep up the performance. The methods used in Uganda clays limited include; goal setting, work standard and ranking methods.

2.6. Conclusion

From the above information got from various writers, it showed that the practices of human resource management greatly have a positive effect on the performance of employees and these practices can be implemented in different forms and ways. For example; training and development has methods like coaching, classroom training while for performance appraisal they include; goal setting approach and work standard approach.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0. Introduction

The chapter provides a summary of the research approach and research strategy used to attain the set research objectives. This chapter presents the research design, area of study, study population, sample procedures and sample size. It also entails the sampling techniques used, data collection methods and instruments, quality control methods, data management and processing and data analysis plus ethical considerations and limitations of the study.

3.1. Research design

The study intended to assess the effect of human resource management practices like training and development, employee benefits, performance appraisal on the performance of employees in an organization. The need to find out whether the performance of employees will improve or decline when these practices have been implemented by an organization lead the researcher to carry out the study.

Qualitative and quantitative approaches were employed by the researcher because the research involved both figures like the frequencies generated from the research findings and thoughts and feelings of the people.

Case study design was adopted because according to Amin (2005), a case study provides an in-depth study of the problem with limited time of scale. The case study design was considered to be the most preferred way to get an in-depth understanding of the effect of human resource management practices on the performance of employees. It was also because

it was a means of narrowing down a very broad field of research into one easily researchable topic. This was used in a way that from the whole population of Uganda Clays Limited, the employees were chosen and from this group, the category of staff was chosen hence this helped in narrowing down the population size. Case study was important because the performance of employees was able to study from a single unit instead of the population of the organization which would have taken much time hence this helps to reduce that problem and it the fact that deeper understanding is attained thus leading to the choice of the design.

3.2. Area of study

The study was conducted at Uganda Clays Limited- Kajjansi which is located in Kampala district P. O. Box 3188 along Entebbe road in the central region of Uganda. Uganda clays Limited has two branches; one being in Kajjansi-Kampala where the research was conducted from and another one in Mbale that is referred to as the Kamonkoli branch. The researcher chose Uganda Clays Limited- Kajjansi because it is a labour intensive company and it has a human resource management department that checks the performance of the employees.

3.3. Study population

According to Mugenda and Mugenda (1999), study population refers to the subjects of interest or the group of people that the researcher wishes to investigate. The population of the organization however consists of the employers, employees, suppliers, shareholders and the customers of its products but the study mainly dealt with the employees (especially the category of staff) of the organization whose total population was 63 employees since their performance was to be determined.

3.4. Sampling procedures

Sampling is the process of selecting a sufficient number of elements from the population with similar characteristics for the better understanding of the study. Under this; the study was based on the size of the sample needed from the target population and the sampling technique used was purposive sampling for the case study and also the use of Morgan's table for the sample size.

3.4.1. Sample size

According to Sekeran (2003), a sample is a subset of the population. Thus the researcher selected 54 employees out of the total population of 63 employees from the staff category among other categories like union category, contract category and the casual category as per the Human resource manager.

The sample was selected in accordance with Krejice and Morgan (1970) tables of determining appropriate sample size for a given population which sample size was big to generate data which the researcher carefully analyzed to get information out of it for the research findings.

Table 1: Sample size

Target Population	Accessible Population	Sample size	Sampling method
Employers	7	1	Purposive
Employees	63	54	Morgan's table
Suppliers	15	14	Morgan's table
Shareholders	21	1	Purposive
Customers	382	182	Morgan's table

This table shows the various accessible populations and their sample sizes using different sampling methods to determine the sample sizes. For the study, a sample of 54 employees out of 63 was used by use of Morgan's table to determine the sample size.

3.4.2. Sampling techniques used

Sampling techniques are procedures used to enable the researcher obtain accurate and reliable samples that help in collecting data whether qualitative or quantitative (Denscombe, 2007). Thus the researcher used purposive sampling.

3.4.2.1. Purposive sampling

The researcher purposefully chose the main branch (Kajjansi) because it contains almost all the information needed for the study. This is due to the fact that this branch mainly employs labour intensive technique and it was highly suitable for researching about the performance of employees. The category of the staff employees was selected because they are involved with the administration of the company and are potential employees to provide enough information.

3.5. Data collection

The type of data collected was both primary and secondary data where Primary data was obtained from the field about the study with the help of questionnaires, and secondary data was obtained from text books, library, journals and internet as well as documents like the organizational financial and annual report.

3.5.1. Measurement of variables

The dimensions of performance of employees were measured as follows; for efficiency: time for carrying a task in terms of hours was used as a unit of measurement, for effectiveness: output in terms of number of bricks produced was used and for labour turnover: number of people who leave the company was considered. However for the dimensions of human resource management practices, training and development was measured by using methods that were applicable for a particular group of employees, performance appraisal used the outcomes or achievements made after applying an appraisal method and employee benefits were measured in monetary terms.

3.5.2. Data collection methods and tools

3.5.2.1. Questionnaires

Self-designed questionnaires were administered to facilitate the collection of data and they were personally delivered to the organization be presented to the employees. The questionnaires were covering the objectives of the study and the demographic information of the respondent with open and close ended questions using a simple language. This aims at mainly the employees who can write and read.

3.6. Quality control methods

3.6.1. Validity

Validity checks the ability of a research instrument to produce findings that are in line with variable values in the conceptual frame work and helps to show the truthfulness of the research. The questionnaires were 74.07% reliable in accordance to the topic of study when the coefficient of validity index (CVI) was used to rate their reliability. It also applied to the methods of data collection where the coefficient of validity index (CVI) was used to rate the reliability of questionnaires that were used in accordance to the topic of study. The calculation below shows how the CVI of 74.07% was obtained.

$$\begin{aligned} \text{CVI} &= \frac{\text{items rated relevant}}{\text{Total number of items}} \times 100 \\ &= \frac{40}{54} \times 100 \\ &= 74.07\% \end{aligned}$$

When $\text{CVI} \leq 50$, it's rated unreliable while when $\text{CVI} \geq 50$, it's reliable.

3.6.2. Reliability

Reliability of a measure indicates the extent to which data is without bias (error free) and hence ensures consistent measurement across time and across the various items in the tool. Thus reliability of data is an indication of the stability and consistency with which the tool measures the concept and helps to assess the “goodness” of a measure or data. (Sekaran and Roger, 2013).

3.7. Data management and processing

The researcher first went to the area of study to carry out a pilot study for the questionnaires and when they were approved, the researcher later went to the field to collect the necessary information needed for the study. After collection of the necessary data findings, it was then sorted, coded and organized for easy access. The questionnaires was classified to different findings criteria or groups and then sorted and organized.

3.8. Data analysis

This critically analyzed the findings so as to bring them to order, into a structure and their meaning to be understood by the readers. The data collected was analyzed by both qualitative and quantitative analysis methods.

Quantitative analysis involves the manipulating and quantifying of study results to enable gaining of inference on the variables under study, (Amin, 2005). Raw data from the questionnaires was sorted and presented in form of descriptive statistics using graphs, tables and charts analyzed by excel. Statistical package for social science (SPSS) was used to process and analyze data in order to come up with frequencies and percentages to show the relationship between the variables.

Qualitative data analysis involves identifying themes or phrases from the findings that are used to make reporting in a narrative form. The feelings and thoughts of people gathered through the questionnaires were used to draw meaningful conclusions whereby most commonly used phrases were used to make the conclusions.

3.9. Ethical considerations

These are research procedures carried out to avoid any cause of physical or emotional harm to the people involved in the research process. A letter from the faculty was acquired to help introduce the researcher to the organization where the study was to be conducted. Each respondent was given an opportunity to consent whether to provide information or not and to ensure confidentiality, the questionnaires did not necessitate one to disclose his or her name and information acquired is used only for study purposes.

3.10. Limitations of the study

Low response of the employees to the questionnaires because they are hardly accessible due to having much work and some are not around so often.

Limited information got or received because some of the workers are scared to talk about the organization worried that they will be fired and some organization do not give out their documents.

Employees may also have exaggerated important information in order to give their organization a positive credit for fear of what seems an invasion into the organization's privacy.

Limited timescale to enable the researcher acquire more data needed for the analysis of the study.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND DISCUSSION OF RESEARCH FINDINGS

4.0 Introduction

This chapter summarized the presentation and discussion of the research findings based on the research objectives. It includes the presentation of frequency counts of the background information (bio data), dependent and independent variables. The researcher had a response rate of 40 from whom the findings were generated and the findings under each objective were presented followed by the discussions of the possible reasons why the results occurred.

Tables, bar graphs and pie charts were used to present the research findings because they are the easier to be understood as well as giving smart reports.

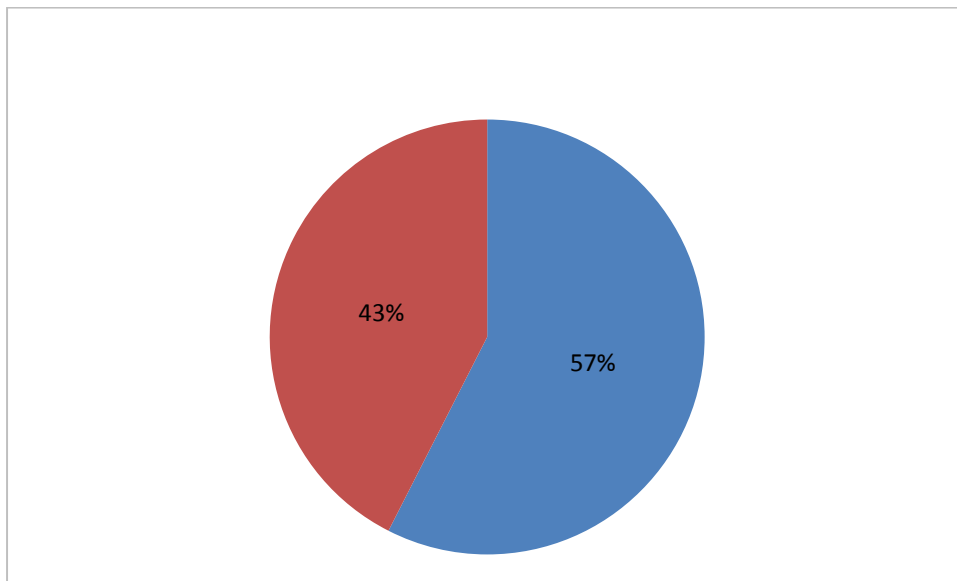
4.1 Personal information

The findings on personal information were about the employees and they were used to establish their bio-data

4.1.1 Gender status

The first research question sought the views of the employees about their gender and the response was as shown in the pie chart below.

Chart 1: Gender of employees



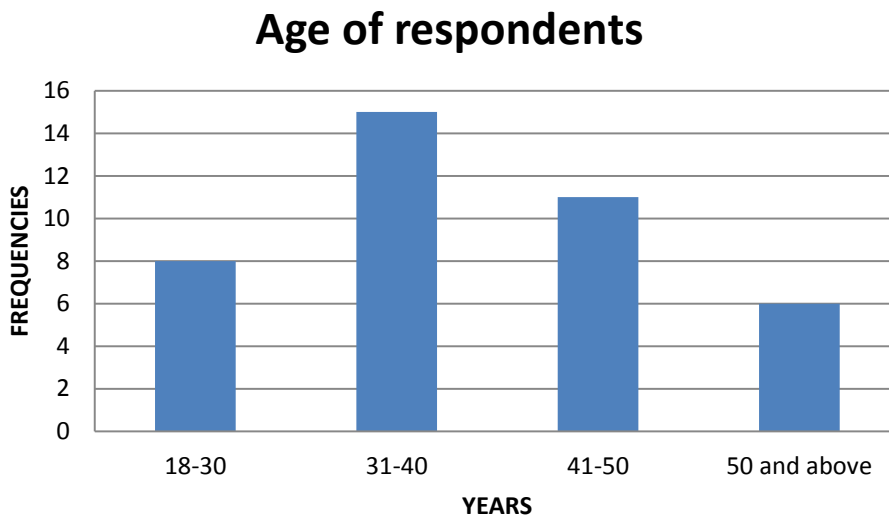
Source: field data 2016

From pie chart above, out of the 40 employees, 23 (57%) were male, and 17 (43%) were females. The reason behind this fact may happen to be that more males were able to participate in the study than the female employees since more males are employed than females and the type of work of the company is mainly handled by males.

4.1.2. Age of employees

The bar graph below shows the number of employees in the different age brackets with the range of 31-40 years as the biggest.

Bar graph 1: Age of employees



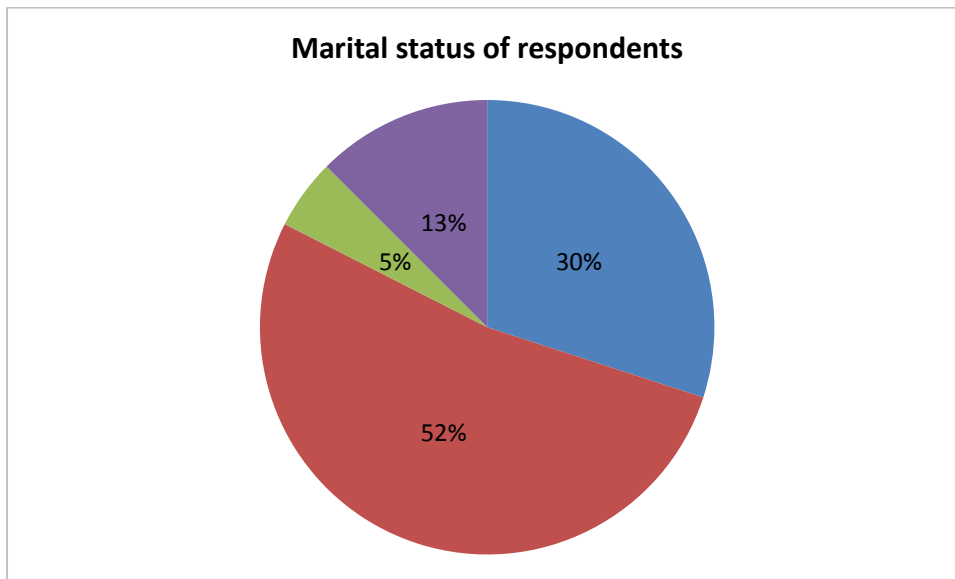
Source: field data 2016

Out of the 40 employees, 8(20%) responses were attained from ages 18-30, 15(37.5%) were from 31-40, 11(27.5%) were from 41-50 while 6(15%) were from the ages of 50years and above. This implies that the biggest number of employees lie between 31-40years because these people are usually strong and passionate as well as committed to their jobs.

4.1.3. Marital status

This shows the marital status of the employees with majority of them being married.

Chart 2: Marital status of employees



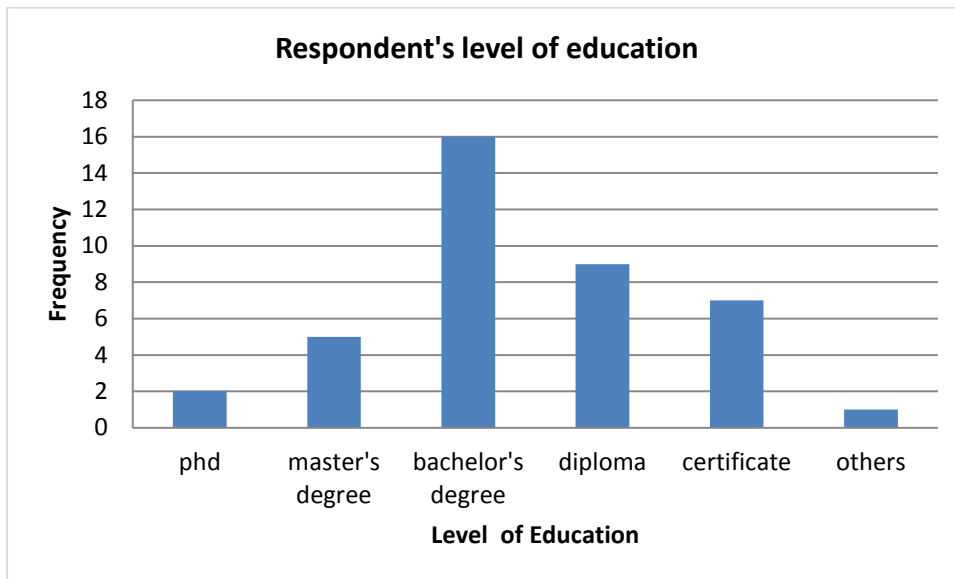
Source: field data 2016

From the pie-chart above, 12(30%) of the employees were single, 21(52%) were married, 2(5%) were divorced and 5(13%) was missing data. Most of the employees were married because many people even employers take marriage more seriously than other sorts of relationships.

4.1.4. Level of education

The level of education shows the qualifications of the employees (the employees) that were hired in the organization. Employees were asked about their level of education and their responses were given below.

Bar graph 2: Respondent's level of education



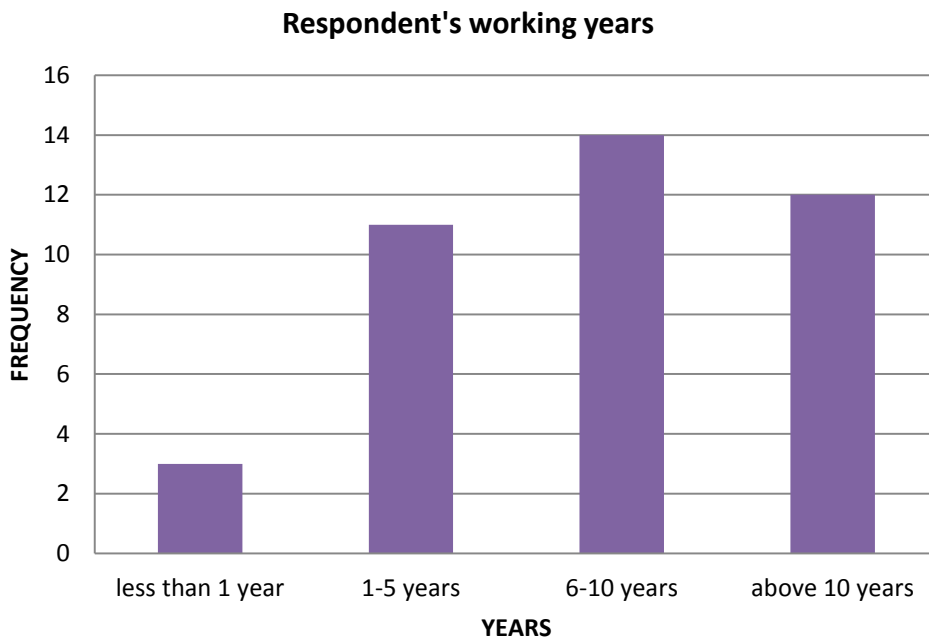
Source: field data 2016

From bar-graph 2 above, 9(22.5%) of the employees obtained a diploma, 16(40%) employees were degree holders, 5(12.5%) employees were masters holders and 2(5%) were PhD holders, 7(17.5%) and 1(2.5%) were for others. Others stand for other qualifications not mentioned. Since employees with a degree were found many with 16(40%) as the largest number, it means that many workers with a degree are employed than other levels in education because they are still energetic and have moral for work. These may be fresh graduates from campus who want to turn theory into practice.

4.1.5. Working years

Employees were asked to present the number of years they have worked for and the findings were presented on a graph as below.

Bar graph 3: Respondent's working years



Source: field data 2016

From the graph above, 3(7.5%) had worked for less than one year, 11(27.5%) had worked for 1-years, 14(35%) had worked for 6-10years and 12(30%) employee had worked for over 10years. Since the majority, that is 14(35%) had worked for 6-10years, it implies that these people were more knowledgeable of the company especially about human resource management practices and performance of employees.

4.2. Training and development and performance of employees

In order to assess the effective training and development on the performance of employees the employees were asked to answer to several related statements in which they revealed their ability towards proposing the different ways in which training and development affects performance of employees. The numbers represent the scale where 1=strongly disagree, 2=disagree, 3=not sure, 4=agree, 5=strongly agree, and 0=missing data.

Table 2: Training and development and performance of employees

Statement	SD	D	NS	A	SA	MD
1.training and development improves employees skills	0	0	0	33 (82.5%)	7 (17.5%)	0
2.knowledge acquires helps staff improve their attitude towards work	2 (5%)	12 (30%)	4 (10%)	19 (47.5%)	3 (7.5%)	0
3. acquired skills improve on work quality leading to production of quality services	2 (5%)	14 (35%)	6 (15%)	14 (35%)	4 (10%)	0
4. staff training and development leads to effectiveness and efficiency	2 (5%)	7 (17.5%)	4 (10%)	26 (65%)	1 (2.5%)	0
5. training and development reduce the rate at which employees leave	4 (10%)	22 (55%)	1 (2.5%)	11 (27.5%)	0	2 (5%)

Source: field data 2016

From table 1 above, statement one which states and development improves employees skills was agreed to by most employees of the number 33(82.5%), while 7(17.5%) strongly agreed with the statement. This means that training and development improves the skills of employees in an organization and this may be because most of the employees underwent training and development and their skills improved. So this indicates that training and development has a positive effect on employee performance. In addition, Patterson et al (1997) has explained that HR practices like training effects the performance of the employee provided appropriate skills.

According to table 1, the statement that knowledge acquires helps staff improve their attitude towards work time was agreed to by most employees, where only 3(7.5%) strongly agreed, 19(47.5%) agreed, 4(10%) were not sure while 12(30%) disagreed in addition to 2(5%) who strongly disagreed with the statement meaning that knowledge acquired from training and development helps staff improve their attitude towards work because an employee becomes effective in order not to waste resources like time and effort hence training makes employees effective. Saba et al, (2015) concluded that employees who receive training and development programs are more confident to handle higher responsibilities.

In reference to table 1 above, 4(10%) strongly agreed to the statement that acquired skills improve on work quality leading to production of quality services, 14(35%) just agreed, 6(15%) were not sure, 14(35%) disagreed while 2(5%) strongly disagreed to the statement. This implies that acquired skills improve work quality leading to production of quality services and goods, so employee performance is positively affected by training and development.

According to table 1 above, 1(2.5%) of the employees strongly agreed to the statement that staff training and development leads to effectiveness and efficiency while 26(65%) just agreed, 4(10%) were not sure, 7(17.5%) disagreed and 2(5%) strongly disagreed to the statement. This means employees are able to minimize the scarce resources available to maximize output in the shortest time possible and satisfy the needs of the customers due to the provision of the appropriate skills thus improvement of employee performance. Abeba et al, (2015) confirms that the training and development activities in which employees had participated brings new potentials of employees in performing task and resulted in employee effectiveness.

Table 1 above indicates that out of the 40 employees, no results were obtained for the employees that strongly agreed to the statement that training and development reduce the rate at which employees leave the organization while 11(27.5%) agreed to the statement, 1(2.5%) was not sure, 22(55%) disagreed, 4(10%) strongly disagreed to the statement and lastly 2(5%) was missing data. This implies that training and development does not reduce the rate at which employees leave an organization because there many other factors that make employees leave for example; poor conditions of work like low pay, long hours of work which may not necessarily be solved by training and developing of employees. Therefore low labour turnover implies that the performance of employees increased.

4.3. Performance appraisal and performance of employees

To analyze the effect of performance appraisal on the performance of employees, each statement was looked at separately using bar graphs, pie-charts and tables in order to show the answers of the employees.

4.3.1. Performance appraisal helps people set and achieve meaningful goals

The responses of the employees about the statement that performance appraisal helps people set and achieve meaningful goals are shown in the table below.

Table 3: Performance appraisal helps people set and achieve meaningful goals

	Frequency	Percentage
SD	2	5%
D	7	17.5%
NS	3	7.5%
A	23	57.5%
SA	5	12.5%
Total	40	100%

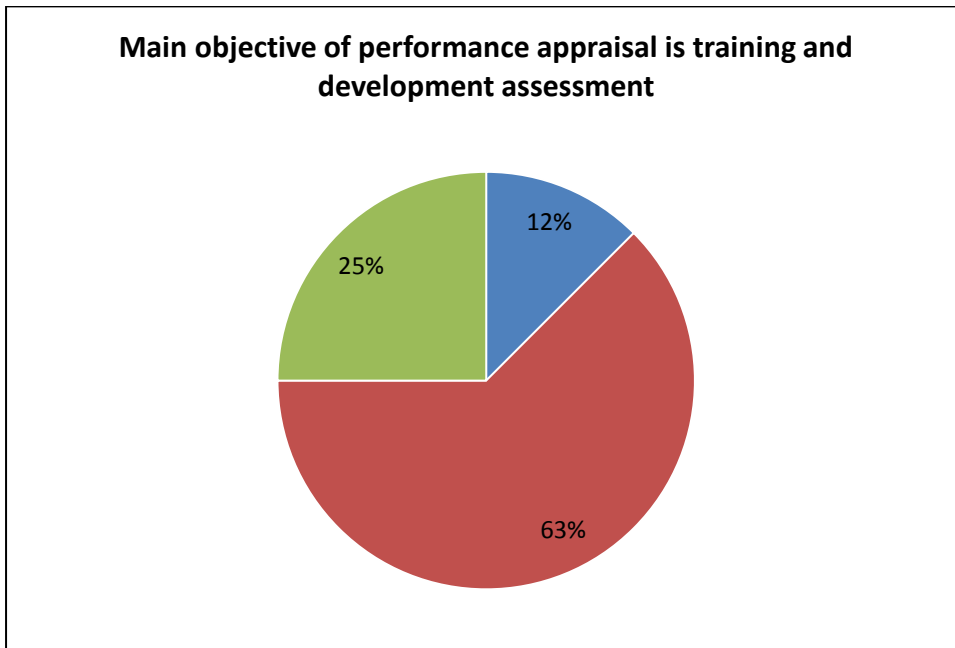
Source: field data 2016

From table above, the statement that performance appraisal helps people set and achieve meaningful goals was agreed to by most employees with the number of 23(57.5%) who agreed, 5(12.5%) strongly agreed, 3(7.5%) were not sure, 7(17.5%) disagreed while 2(5%) strongly disagreed with the statement. This means that performance appraisal helps people set and achieve meaningful goals in a way that when the organization decides to increase production, it may set standards that should be followed in order to achieve that goal. The performance of employees will be evaluated in line to those standards and in the long run they become effective and efficient. In the works of Mwema & Gachunga (2014), they agreed that goals are achieved after receiving feedback on performance appraisal

4.3.2. Main objective of performance appraisal is to assess training and development needs

Employees were asked for their opinion on whether the main objective of performance appraisal is to assess training and development needs and the following is what they answered.

Chart 3: Main objective of performance appraisal is to assess training and development needs



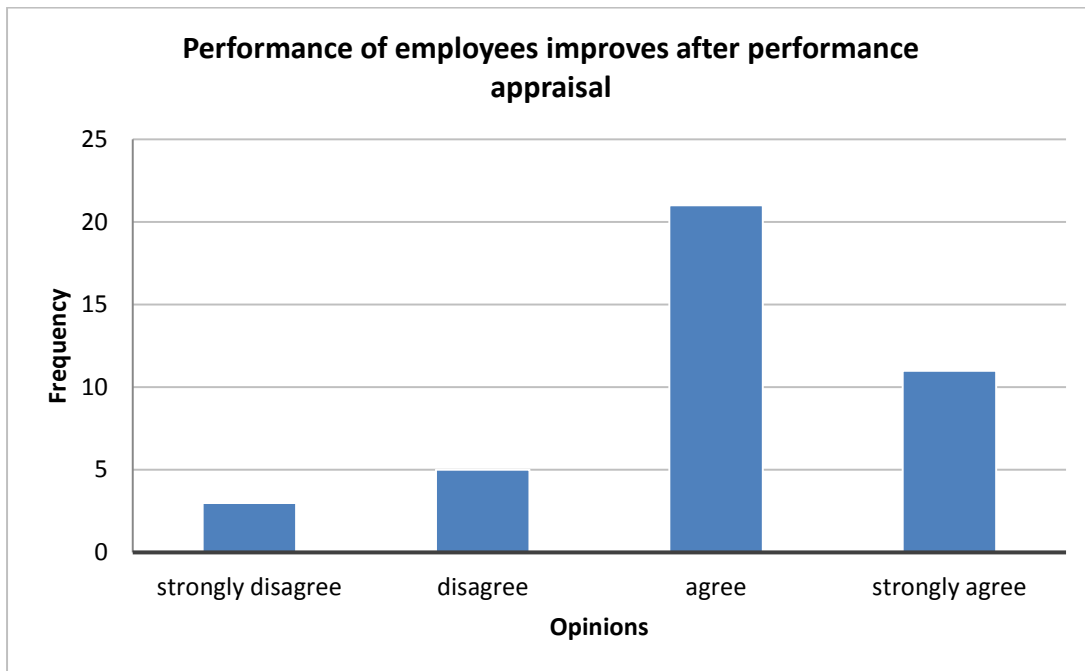
Source: field data 2016

Pie-chart 3 shows that 25(63%) of the employees agreed, 10(25%) strongly agreed and 5(12%) disagreed with the statement that the main objective of performance appraisal is to assess training and development needs. This implies that the main objective of performance appraisal is to assess training and development needs because when the performance of employees may not be satisfying, the organization may carry out appraisal to know the number and the particular employees that need skills improvement through training and development, hence when they get the necessary skills from training they are able to increase their performance. According to Sanjeet et al (2011) performance appraisal helps in determining the training needs for the employees.

4.3.3. Performance of employees improves after performance appraisal

As per the response of the employees to the improvement of employee performance after appraisal, the results are given below with the biggest number agreeing to the statement.

Bar graph 4: Performance of employees improves after performance appraisal



Source: field data 2016

From the above bar graph, 3(7.5%) of the employees strongly disagreed, with 5(12.5%) who disagreed, 21(52.5%) agreed while 11(27.5%) strongly agreed. This means that performance of employees improves after performance appraisal may be because most of these employees' performance improved after appraisal. Therefore the performance appraisal has a positive impact on performance of employees in an organization.

4.3.4. Performance appraisal positively impacts on employees work behavior

Below are the answers of the employees and many of them agreed with the statement that appraisals positively impacting on the work behavior of the employees.

Table 4: Performance appraisal positively impacts on employees work behavior

	Frequency	Percentage
SD	2	5%
D	8	20%
NS	3	7.5%
A	21	52.5%
SA	6	15%
Total	40	100%

Source: field data 2016

Table 3 above, the statement that performance appraisal positively impacts on employees work behavior was strongly disagreed by 2(5%) employees, 8(20%) disagreed, 3(7.5%) were not sure, 21(52.5%) agreed and 6(15%) strongly agreed to the statement. This means that performance appraisal positively impacts on employees work behavior of employees may be because when one appraised to come late to work and output is low and being warned that he/she will be terminated if no improvement is seen, thus this will make the employee improve work behavior by coming early and increasing production as well as improving their performance as a whole.

4.3.5. Performance appraisal gives constructive criticism that can induce corrective measures

With regards to this statement, most of the employees agreed to it. However below are the results obtained from the employees about the statement that performance appraisal gives constructive criticism that can induce corrective measures

Table 5: Performance appraisal gives constructive criticism that can induce corrective measures

	Frequency	Percentage
SD	4	10%
D	9	22.5%
NS	2	5%
A	18	45%
SA	5	12.5%
M	2	5%
Total	40	100%

Source: field data 2016

From table 4 above, the statement that performance appraisal gives constructive criticism that can induce corrective measures was strongly disagreed by 4(10%) employees, 9(22.5%) disagreed, 2(5%) were not sure, 18(45%) agreed and 5(12.5%) strongly agreed to the statement, while 2(5%) was missing data. This means that performance appraisal gives constructive criticism that can induce corrective measures and this may be so because from the previous appraisals carried out in the organization many of the employees were made to attend training and development programs or some of them were offered leading positions and from these measures employees are motivated to work effectively and efficiently hence improving their performance. Tanveer et al (2011) supports the results of appraisal improving performance appraisal by saying that most of people are idealizing performance appraisal as an important item which is directly correlated with employee's performance.

4.4. Employee benefits and employee performance

The answers of the employees to the various statements in accordance to the effect of employee benefits on the performance of employees are shown in the table below. The

numbers represent the scale where 1=strongly disagree, 2=disagree, 3=not sure, 4=agree, 5=strongly agree.

Table 6: Employee benefits and employee performance

Statement	SD	D	NS	A	SA
1. Employee benefits do not make a direct or immediate impact on employee performance	5 (12.5%)	17 (42.5%)	0	12 (30%)	6 (15%)
2. Employee benefits are important in providing for the personal needs of employees	0	4 (10%)	0	26 (65%)	10 (25%)
3. Employee benefits increase commitment of employees to their jobs	0	5 (12.5%)	0	26 (65%)	9 (22.5%)
4. Employee benefits attract and retain employees in an organization	3 (7.5%)	11 (27.5%)	4 (10%)	18 (45%)	4 (10%)
5. Provision of employee benefits improves their work performance	0	4 (10%)	0	27 (67.5%)	9 (22.5%)

Source: field data 2016

From table 5 above, statement one which states that employee benefits do not make a direct or immediate impact on employee performance was disagreed to by most employees with the number of 17(42.5%), 5(12.5%) strongly disagreed, 12(30%) agreed while 6(15%) strongly agreed with the statement. This means that employee benefits do make a direct or immediate impact on employee performance. That is to say, when performance is based on benefit pays

like promotions, employees are able to dedicate themselves to work harder so that they are given more upgrading. In support, Teseema and Soeters (2006) have reported a positive correlation between compensation practices on employee performance.

From table 5, the statement that employee benefits are important in providing for the personal needs of employees was agreed to by most employees, where only 10(25%) strongly agreed, 26(65%) agreed, and 4(10%) disagreed with the statement meaning that employee benefits are important in providing for the personal needs of the employees. This implies that when people's needs are met, they are able to dedicate themselves to work harder thus this improving their performance.

According to table 5 above, 9(22.5%) strongly agreed to the statement that employee benefits increase commitment of employees to their jobs, 26(65%) agreed while 5(12.5%) disagreed to the statement. This implies that employee benefits increase commitment of employees to their jobs due to the fact that when benefits are provided; they get motivated hence committed to their work and this making them productive and perform well. Jon-Chao et al (1995) states that Employee benefit programmes have greater impact on work motivation than on productivity hence this supports the statement that employee benefits increase commitment of employee to their jobs.

Table 5 above indicates that, 4(10%) of the employees strongly agreed to the statement that employee benefits attract and retain employees in an organization while 18(45%) just agreed, 4(10%) were not sure, 11(27.5%) disagreed and 3(7.5%) strongly disagreed to the statement. This means that when employees are provided employee benefits, they are able to remain and work in the company because some of these benefits help them to reduce on their spending and more employees are attracted since they would want to have those privileges. In addition, Strategic-Human-Resource. Com, (2016) states that Benefits make your organization an attractive place to work and can motivate employees to stay.

According to table 5, no results were obtained for the employees that strongly disagreed to the statement that provision of employee benefits improves their work performance while 4(10%) disagreed, 27(67.5%) agreed, and lastly 9(22.5%) strongly agreed to the statement. This implies that provision of employee benefits improves their work performance because may be employees think that the organization cares for their wellbeing and performing better would be a way of showing appreciation.

From the opinions of the employees, seminars and on the job training methods are most preferred because they give a chance for hands on experience and employees are able to share their experiences and ideas in order to improve their skills for their particular jobs and tasks. Most of the employees also suggested that performance appraisal should be carried out by their supervisors or managers because they understand what is expected from the employees and know how the employees are performing. They also stated that the appraisal should be done periodical and when the actual performance of employees varies from the expected or to check the overall performance of employees.

The most important benefits to the employees were pension, staff discounts and medical insurance since these made employees grow confidence that even when they don't have money, their health will be taken care of and also an aid to better standards of living, as well as making them motivated and committed.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter comprises of the summary of the findings, conclusions and the recommendations on performance of employees with particular emphasis on human resource management practices. These will be important to organizations in managing the performance of their employees through human resource management practices.

5.1 Summary of the findings

The summary of findings answered three research objectives ;(a) to find out how training and development by the human resource management affects the performance of employees in an organization? (b) To examine the effect of employee benefits on the performance of employees in an organization? (c) To find out the effect of performance appraisal on the performance of employees in an organization?

5.1.1 Training and development and performance of employees

The research findings indicate that training and development improves the performance of employees in a way that their skills are improved where their able to work effectively and efficiently so that there is production of quality goods and services. This can be seen by the 33(82.5%) employees that agreed to training and development improving skills and 14(35%) agreed to training and development improving work quality that leads to production of quality goods and services.

In reference to reduction of the rate of labour turnover, 22(55%) disagreed to training and development reducing labour turnover ethical issues, because despite training and development many factor reduce labour turnover like staff welfare.

Also strategies like benefits have been put in place to curb down the rate at which employees leave the organization.

5.1.2 Performance appraisal and performance of employees

The findings revealed that performance appraisal is crucial towards the performance of employees in that people are able to set and achieve meaningful goals with 23(57.5%) employees who agreed, assess training and development needs where 25(63%) employees agreed and improving performance after appraisal with 21(52.5%) employees who agreed out of the 40 employees.

5.1.3 Employee benefits and performance of employees

The research findings found out that employee benefits have a direct effect on the performance of employees whereby they attract and retain employees in the organization and improve on their well-being by providing for their personal needs. This is show by the employees response of were 26(65%) agreed benefits providing for personal needs and 18(45%) who agreed to employee benefits attracting and retaining them.

5.2 Conclusions of the study

The findings concluded that human resource management practices have an effect on employee performance because when these practices are implemented effectively performance improve and increase.

According to the research findings, it is concluded that training and development highly improves the skills of employees with 33(82.5%) employees agreeing.

It has also been found that performance appraisal improves performance of employees in a way that their needs for training and development are assessed through appraisal and it helps people set and achieve meaning goals.

From the research survey carried out, it is concluded that employee benefits attract and retain employees with 18(45%) employees agreeing and also provides for their personal needs which leads to commitment hence better performance.

5.3 Recommendations

For the case of gender, the management should somewhere be considerate about gender balance because women can also handle the jobs in a construction company.

Management should also consider employing more people aged 50 years and above because in most cases the old aged employees have more knowledge and experience about what they do and usually help in time of resolving issues and providing proper advice on challenges usually faced in organization.

Management of Uganda Clays Limited should also consider putting up more measures that are motivating in order to retain its dedicated and experienced staff, as well as attracting new and highly skilled employees.

For the case of training and development, the organization should carry out this activity more often since it helps provide appropriate skills which help to improve the performance of employees.

Performance appraisal should continue since from the findings it shows that assessment of training and development needs is achieved and it induces corrective measures.

The organization should increase its spending on employee benefits since these help promote the wellbeing of the employees and makes them committed towards their work and so that this commitment continues.

5.4 Areas of further research

Further research could be on organizational culture and organizational performance of employees especially in construction companies because culture also determines performance.

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Appendices

Appendix I: Questionnaire

Dear employee,

I am Akisu Neima a student of Uganda Martyrs University Nkozi pursuing a degree in Bachelor of Science in Business Economics. As one of the requirements for the award of a degree I am carrying out a research to out “The effect of human resource management practices on the performance of employees in Uganda clays limited Kajjansi. I kindly request you to fill in this questionnaire which seeks to collect information about the above. Your response will be kept with utmost confidentiality and will be used for academic purposes only.

Instruction

Please tick against the appropriate answer for the closed ended questions and fill in the spaces provided (-----) for the open ended questions.

PART A: PERSONAL INFORMATION

Fill in by a tick

Gender: Male Female

Age bracket: 18-30 31-40 41-50 above 50

Marital status: Single Married Divorced

Level of education

PhD Master’s degree Bachelor’s degree

Diploma Certificate Others

How long have you worked for the organization?

Less than a year 1-5 years 6-10years above 10 years

What is your job title? -----

PART B: TRAINING AND DEVELOPMENT ON PERFORMANCE OF EMPLOYEES

Please tick where appropriate.

Note: 1. SD-Strongly Disagree 2. D- Disagree 3. NS- Not sure 4. A- Agree 5. SA- Strongly Agree

To what extent do you agree with the following statements?

Statements	SD	D	NS	A	SA
1. Training and development improves skills of staff					
2. Knowledge acquired helps staff improve their attitudes towards work					
3. Acquired skills improve on work quality leading to production of quality services and products					
4. Staff training and development leads to effectiveness and efficiency in job performance					
5. Training and development reduce the rate at which employees leave the organization					

Which training and development methods are being used by the organization? -----

Which method or methods are effective and why? -----

PART C: PERFORMANCE APPRAISAL AND EMPLOYEE PERFORMANCE

Please tick here applicable

Note: 1. SD-Strongly Disagree 2. D- Disagree 3. NS- Not sure 4. A- Agree 5. SA- Strongly Agree

To what extent do you agree with the following statements?

Statement	SD	D	NS	A	SA
1. Performance appraisal helps people set and achieve meaningful goals?					
2. The main objective of performance appraisal is to assess the training and development needs in the organization					
3. The performance of employees improves after performance appraisal					
4. performance appraisal positively impacts on employees work behavior					
5. performance appraisal gives constructive criticism that can induce corrective measures					

In what situation should an organization carry out performance appraisal? -----

Who do you think should do performance appraisal and why?

PART D: EMPLOYEE BENEFITS AND PERFORMANCE OF EMPLOYEES

Note: 1. SD-Strongly Disagree 2. D- Disagree 3. NS- Not sure 4. A- Agree 5. SA- Strongly Agree

To what extent do you agree with the following statements?

Statement	SD	D	NS	A	SA
1. Employee benefits do not make a direct or immediate impact on employee performance					
2. Employee benefits are important in providing for the personal needs of employees					
3. Employee benefits increase commitment of employees to their jobs					
4. Employee benefits attract and retain employees in an organization					
5. Provision of employee benefits improves their work performance					

What employee benefits are important to you?

.....

Why are they so important?

.....

Thank you for your active participation and cooperation

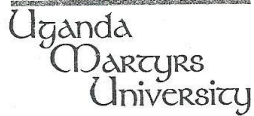
Appendix II: Krejcie & Morgan (1970) table

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	246
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	351
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	181	1200	291	6000	361
45	40	180	118	400	196	1300	297	7000	364
50	44	190	123	420	201	1400	302	8000	367
55	48	200	127	440	205	1500	306	9000	368
60	52	210	132	460	210	1600	310	10000	373
65	56	220	136	480	214	1700	313	15000	375
70	59	230	140	500	217	1800	317	20000	377
75	63	240	144	550	225	1900	320	30000	379
80	66	250	148	600	234	2000	322	40000	380
85	70	260	152	650	242	2200	327	50000	381
90	73	270	155	700	248	2400	331	75000	382
95	76	270	159	750	256	2600	335	100000	384

N – Population

S – sample size

Appendix iii: introductory letter



making a difference

OFFICE OF THE DEAN FACULTY OF SCIENCE
Email: deanscience@umu.ac.ug

Date.....12/04/2016.....

To.....THE HUMAN RESOURCE MANAGER
.....UGANDA CLAYS LIMITED - KAJIANGI
.....P.O. BOX 3133 Kampala, Uganda.

Dear Sir/Madam,

Re: Assistance for Research

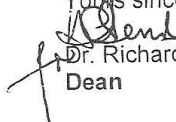
Greetings from Uganda Martyrs University.

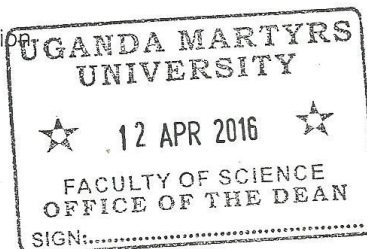
This is to introduce to youAKISU NAIMA.....
Registration Number;.....2013-BISI-10061....., a third
year student pursuing a Bachelor of Science degree in
...BUSINESS...ECONOMICS..... of this University. She is carrying out a
research on the topic ".....THE EFFECT OF HUMAN RESOURCE
...MANAGEMENT ACTIVITIES ON THE PERFORMANCE OF EMPLOYEES
...IN AN ORGANIZATION....."
as part of the curriculum requirements for the award of Bachelor of Science Degree
of this University.

I, kindly, request you to render her such assistance as may be necessary for the
research.

Thanking you in anticipation

Yours sincerely,


Dr. Richard Awichi
Dean



Appendix IV: Dissertation supervision report record

UQANDA MARTYRS UNIVERSITY
FACULTY OF SCIENCE
DISSERTATION SUPERVISION REPORT RECORD

Name of Supervisor: Dr. Bahinda Richardson
 Name of Student: AKISU NEIMA
 Registration number: 2013 - B151 - 10061
 Title of dissertation: The effects of Human Resource Management activities on the Performance of Employees in an organization: case of
 Degree: Bachelor of Science in Business Econ.

Consultation Dates	Student's Signature	Supervisor's Signature
16/11/2015	<u>[Signature]</u>	<u>[Signature]</u>
03/02/2016	<u>[Signature]</u>	<u>[Signature]</u>
18/03/2016	<u>[Signature]</u>	<u>[Signature]</u>
01/04/2016	<u>[Signature]</u>	<u>[Signature]</u>
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Date of submission and return of individual chapters

Date of submission	Date of return
Date of submission	Date of return
Date of submission	Date of return
Date of submission	Date of return
Date of submission	Date of return
Date of submission	Date of return

Submission Declaration and Permission to submit

Declaration by student:
 I, ----- declare that this work is my own and take full responsibility for submitting it for examination.
 Signature -----
 Date -----
 Supervisor's endorsement: -----
 Date -----