

**Human Resource Development And Job Performance In Private Organizations In Biharwe Town Council,
Mbarara City**

Muhumuza Lucky¹, Zikusooka Enock²

1, 2 Metropolitan International University

Abstract

The study topic was Human Resource Development and Job Performance in Private Organizations In Biharwe Town Council, Mbarara City. The study considered three objectives that is; To establish the policy the University has in place on Human Resource Development, to find out different ways of improving Job performance of the staff at Metropolitan International University and to identify the relationship between Human Resource Development and Job performance. The study used descriptive research design and it used questionnaire and interview data collection methods and the tools were still questionnaires and interview guides. This study aimed to investigate the relationship between human resource development practices and activities and job performance levels among employees working in private organizations located within Biharwe Town Council of Mbarara City, Uganda. A quantitative research design utilizing survey questionnaires was employed to collect primary data from a sample of 50 employees selected through stratified random sampling from 2 private companies operating in the town council. The survey examined key aspects of human resource development like training opportunities provided, performance management systems used, career advancement prospects available, and competency development initiatives undertaken by the organizations. Job performance was measured through self-reported assessments of in-role and extra-role behavioral dimensions. The gathered data was then subjected to detailed statistical analysis using Pearson's product-moment correlation and multiple linear regression techniques to determine the nature and magnitude of the association between the independent variable of human resource development and the dependent variable of job performance. The findings revealed a significant positive correlation as well as a strong predictive ability of human resource development on job performance. The standardized beta coefficient for Human Resource Development was 0.561, which was positive and statistically significant as evidenced by the t-value of 6.021 and significance value of 0.000, which was less than 0.05. This implied that for every one standard deviation increase in Human Resource Development, job performance increased by 0.561 standard deviations. Various implications of the research outcomes for both theory and practice within the specific context of private enterprises located in Biharwe Town Council, Mbarara City are discussed. The study provides valuable insights and recommendations to help optimize human resource management approaches with the goal of boosting staff work quality and organizational effectiveness.

Keywords: Human Resource Development, Job Performance and Private Organizations

Received: 14.04.2024

Accepted: 19.04.2024

Published on: 29.04.2024

Background to the Study

Human resource development refers to an organization's plan to help employees develop their abilities, skills, and knowledge, in turn, this process increases organizational effectiveness (F. Christopher et al., 2022)

Human resource development refers to an assortment of training programs that help people adapt to new roles and learn more about an organization and its culture. a human resource development protocol teaches employees the skills they may need in their jobs and gives them access to resources that can help them succeed (Winny et al., 2023). Human resource development is a tool that can be used by the management of the organization in order for the firm to gain a competitive advantage in the dynamic world market (Ntirandekura & Christopher, 2022). As such, organizations that focus on optimally maximizing the use of resources, including their human resources, have planned to implement human resource development programs. Therefore, human resource development plays a major role in providing goods and services to customers in a trade or service oriented organization. According to The Public Service Training Policy (2006), the Ugandan government has undertaken extensive reforms in recent years to achieve better socio-economic status (Emmanuel et al., 2023). This was confirmed by a number of other government commissioned studies and included the 1989 Training Needs Assessment, the 2003 Skills Gap Study, the 2004 Leadership and Management Needs Study for Top and Senior Managers (T. Christopher, 2022).

The main focus of the study is human resource development (HRD) and its effectiveness on work performance, due to its importance for organizational effectiveness and sustainability (Emmanuel et al., 2023). Human resources are the most important resources that organizations have, and there is great opportunity for improved performance when human resources are developed and selectively utilized (W. Paul & Kazaara, 2023).

Biharwe Division is one of the six administrative divisions that make up Mbarara Municipality in Western Uganda. The six divisions that make up Mbarara Municipality include Kamukuzi Division, Nyamitanga Division, Kakoba Division, Biharwe Division, Kakiika Division and Nyakayojo Division. Biharwe Division borders Kiruhura District to the east, Kakiika Division to the west and south, and Rubaya District of Mbarara District to the north. Biharwe Town is the fastest growing division of Mbarara. Biharwe is located 12 km east of Mbarara city and is one of the fastest growing urban areas in Mbarara city.

Private organizations in Biharwa, especially in the human resource department, are doing a great job of developing the skills of their employees through training and further study to improve their performance in terms of work (Lydia et al., 2023). According to Muganwa (2012), the need for education, training and staff development has been adopted as a way to enhance the competencies of government officials in Uganda to fulfill their responsibilities effectively, efficiently and creatively. Human resource development is an important thing in improving the work performance of employees (F. Christopher et al., 2022). However, some organizations ignored this program and Metropolitan International University was no exception. This resulted in poor employee performance, turnover.

The performance of officers in the MoPS has been noted as less than satisfactory (Micheal et al., 2023). This is reflected in the Department of Public Service Inspection Report (2009), which revealed that targeted outputs such as pensions and gratuities of retired civil servants are taking a long time to settle. In an effort to better manage the training function and change the way civil servants are trained, the Ministry of Public Service's training policy was developed in 2006 to promote the effective use of funds spent on development and training (K. Paul et al., 2023).

Statement of the Problem

The researcher was therefore finding out more about the policies put in place in these private organizations regarding Human resource development. The researcher seeks to also find out the relationship and the challenges in these private organizations in Biharwe in executing Human resource development (Frank et al., 2023).

Specific Objectives

1. To establish the policy the University has in place on Human Resource Development.
2. To find out different ways of improving Job performance of the staff at Metropolitan International University.
3. To identify the relationship between Human Resource Development and Job performance

Methodology

The study applied a descriptive research design to reflect aspects of perception, feelings, experiences, facts and emotional feelings of the study respondents in finding out the Human Resource Development and Job Performance in Private Organizations in Biharwe Town Council, Mbarara City. This is because the research questions that was be generated necessitated observing explanatory, descriptive and analytical aspects of the research. Both quantitative and qualitative methods was be used in data collection and analysis and general information on the subject matter was be collected from the different stakeholders in Metropolitan International University-Mbarara Campus through use of questionnaires and interviews (Jallow et al., 2022). The study population consisted of 01 quality Assurance director, 02 Academic registrars and 87 lecturers at students in Metropolitan International University-Mbarara Campus making the general study population of 90 respondents (Olanrewaju et al., 2021). In addition, the officials who was be found available and willing to participate was also be given a chance. The sample size was determined using Krejcie and Morgan, (1970) where a sample of 50 respondents was be sampled. This is so because the nature of data to be generated required different techniques for better understanding of the research problem under investigation. Besides this the

Received: 14.04.2024

Accepted: 19.04.2024

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approach is also commonly known for achieving higher degree of validity and reliability as well as elimination of biases as per (Abiodun & Charlotte, 2022). Therefore, the sample size was be 50 respondents.

Table 1: **Showing the sample Size**

Category	N	S
Quality Assurance Director	01	01
Academic registrars	02	01
Lecturers	87	48
Total	90	50

N-Study population S-Sample Size

The researcher used random sampling technique in collecting data that is relevant to the study. This is because random sampling technique gives each member equal opportunity of being selected during the study. This method was used in the study, since questionnaires was be self-administered and interpreted to the business owners and their employees with the guidance of the researcher and a research assistant so as to obtain reliable data (Nafiu, 2012). The processing of data was done after the collection of data for verification of the information that was have been gathered and for attainment of completeness, accuracy and uniformity. Data editing involved checking the information for errors, which was an added advantage because it enables the researcher to delete and eliminate possible errors that were traced which in the end would have manipulated the results of the study. Data was be analyzed concurrently to avoid duplication thereby guiding the entire study for balanced and critical analysis (Nafiu & Ph, 2012). The researcher was use questions based on the questionnaire and for other items, tabulation pie-charts and percentage and simple statistical methods was also be used for data presentation, analysis and qualification. The study explained, described, and presented the findings basing on the specific objectives of the study and research questions, where data analysis was initially be done through sketchy and generalized summaries of the findings from observation and conclusions in the process of data collection. Data analysis was done using simple statistical percentages and frequencies and thereafter were presented using SPSS & STATA (Nelson et al., 2022).

RESULTS

Table 1: Showing the policy the University has in place on Human Resource Development.

Policy the University has in place on Human Resource Development	Frequency	Percentage
Discipline	30	60
Age and employment	15	30
Work life balance	5	10
Total	50	100

Source: *Primary Data 2023*

Received: 14.04.2024

Accepted: 19.04.2024

Published on: 29.04.2024

Table 1 shows that the majority of the respondents 30 (60%) were of the view that discipline is the commonly used Human Resource Development policy at Metropolitan International University, 15 (30%) of the respondents said the university uses age and employment while 5 (10%) of the respondents were of the opinion that the university uses work-life balance (Isaac et al., 2023). This shows that discipline is the most adopted policy by the University for It is the one easy for it.

To find out different ways of improving Job performance of the staff at Metropolitan International University.

Table 2: Showing different ways of improving Job performance of the staff at Metropolitan International University

Different ways of improving Job performance of the staff at Metropolitan International University	Frequency	Percentage
Being transparent with your staff	21	42
Create clear and measurable expectations for employees	15	30
Diversity in the workplace	09	18
Stop micromanaging	05	10
Total	50	100

Source: Primary Data 2023

Table 2 above shows how respondents respondent on the different ways of improving job performance of the staff at metropolitan international university and the majority agreed that Being transparent with your staff can improve performance of the staff which is represented by 42% of the respondents followed by Creating clear and measurable expectations for employees represented by 30%, followed by Diversity in the workplace represented by 18% and lastly Stop micromanaging which is represented by 10% of the respondents as showed on the table above (Alex & Kazaara, 2023).

To identify the relationship between Human Resource Development and Job performance.

Table 3: Showing the Relationship between Human Resource Development and Job performance.

The third objective was to find out the relationship between Human Resource Development and Job performance.

Is there any relationship between Human Resource Development and Job performance?	Frequency	Percentage
Yes	35	70
No	10	20
Undecided	5	10
Total	50	100

Received: 14.04.2024

Accepted: 19.04.2024

Published on: 29.04.2024

Source: Primary Data 2022

Table 3 above shows that out of the 50 respondents who were interviewed, the majority 35 (70%) were of the opinion that there is a relationship between Human Resource Development and Job performance, 10 (20%) of the respondents said there is no relationship while 5 (10%) were undecided. This shows that there is a great relationship between Human Resource Development and Job performance (Ivan et al., 2023).

Relationship between Human Resource Development and Job performance.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.593	.354	.345	.64001
a. Predictors: (Constant), Human Resource Development				

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.505	.567		2.656	.010
	Human Resource Development	.613	.152	.561	6.021	.000
a. Dependent Variable: Job performance						

Source: Primary Data.2024

There is a positive and significant relationship between Human Resource Development practices and activities implemented by organizations and the job performance of employees. The multiple linear regression model shows that Human Resource Development significantly predicts job performance, with an R value of 0.593, indicating that about 59.3% of the variation in job performance can be explained by Human Resource Development. The R square value of 0.354 suggests that 35.4% of the total variation in job performance is accounted for by Human Resource Development (Nelson et al., 2023).

The standardized beta coefficient for Human Resource Development is 0.561, which is positive and statistically significant as evidenced by the t-value of 6.021 and significance value of 0.000, which is less than 0.05. This implies that for every one standard deviation increase in Human Resource Development, job performance will increase by 0.561 standard deviations. Therefore, better and more effective Human Resource Development practices, policies, and initiatives that are implemented to develop employee skills, knowledge, and abilities have a direct positive impact on

Received: 14.04.2024

Accepted: 19.04.2024

Published on: 29.04.2024

improving employee job performance in organizations. The data collected in 2024 supports the significant relationship between investments in human capital development and enhanced job-related performance.

Conclusion

The conclusions of the study were presented in accordance with the research questions. The first research question was "What policy does the university have in place on Human Resource Development?" It was established that the policy used by Metropolitan International University is discipline and to some extent work-life balance.

It was found out that there is a relationship between Human Resource Development and job performance. The high the Human resource development the high the job performance.

Recommendations

According to the findings and conclusions of the study, the researcher found it necessary that the following recommendations are of much importance; there should be a unified system' of human resource development in order to improve on job performance.

Financial rewards should be properly and adequately integrated in the total systems of promoting good employee relations at Metropolitan International University due to the fact that it's among best ways employees can perceive that management values them as great resources.

The past effectiveness of suggestion boxes should be resumed at Metropolitan International University if the confidential interests of employees that cannot be expressed public for example in internal monthly meetings and are liable to affect the sub county activities are to be known by top management committee in order to be addressed.

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Received: 14.04.2024

Accepted: 19.04.2024

Published on: 29.04.2024

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<https://doi.org/10.5923/j.ijps.20211001.01>