

Human Resource Practice and Organizational Performance, A Case Study of Buikwe Districts Local Government.

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Abstract

The study investigated the impact of human resource practices on organizational performance in Buikwe Districts Local Government. Specifically, the study examined the impact of employee training on organizational productivity, the relationship between compensation and service quality, and the impact of recruitment and selection practices on employee satisfaction. The study employed a cross-sectional survey research design and utilized a sample of 86 government workers from different departments, including the production, finance, human resource, and natural resource departments. Stratified and simple random sampling techniques were used to select the respondents. The study found that employee training had a positive and significant impact on organizational productivity. There was also a positive and significant relationship between compensation and service quality in the organization. Additionally, the study revealed that recruitment and selection practices had a positive and significant impact on employee satisfaction. The findings of this study provide valuable insights for managers and policymakers in the Buikwe Districts Local Government on the importance of effective human resource practices in enhancing organizational performance. The study recommends the implementation of comprehensive employee training programs, competitive compensation packages, and robust recruitment and selection processes to attract and retain talented employees, ultimately leading to improved organizational productivity, service quality, and employee satisfaction.

Key Words: Human Resource and Organizational Performance

Study background

Over the years, organizations around the world have recognized the critical role of human capital in achieving competitive advantage and sustained success. Scholars and practitioners have sought to understand the multifaceted relationship between HR practices and organizations (Robert et al., 2023). This research examined a wide range of factors, including recruitment and selection, training and development, performance management, compensation and employee engagement (Alex & Kazaara, 2023). From North America to Asia and from Europe to Africa, organizations have adopted different HR strategies to adapt to local cultures and economic conditions, making them a truly powerful global research domain. Globally, HR practices and organizational performance research highlight that the impact of HR strategies is not uniform across regions (Christopher et al., 2022). Cultural diversity, legal frameworks and economic conditions significantly influence the effectiveness of HR practices (Ntirandekura & Christopher, 2022a). For example, Western organizations tend to emphasize individual performance and merit-based reward systems, while Asian and Middle Eastern organizations often focus on collective efforts and long-term employee relationships (Alex & Kazaara, 2023). These regional variations underscore the importance of context-specific research to develop a more comprehensive understanding of the global implications of HR practices. In addition, the advent of technology and the

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acceleration of globalization have reshaped the landscape of HR practices (Kazaara & Kazaara, 2023). The emergence of telecommuting and the gig economy have required innovative approaches to human resource management (Davids et al., 2023). Organizations are increasingly relying on data-driven HR analytics and artificial intelligence to improve talent acquisition, performance appraisal and employee engagement (Winny et al., 2023). This global perspective underscores the continued evolution of HR practices and the need for research that remains attuned to the ever-changing dynamics of the modern workplace worldwide.

Research on human resource practices and their impact on organizational performance in the African context is a dynamic and evolving field that reflects the unique challenges and opportunities facing businesses on the continent (Edgar & Moses, 2023). Africa's diverse cultures, economies and regulatory environment have a significant impact on HR practices. Research in this region has contributed to the recognition of the importance of aligning HR strategies with the specific needs and opportunities of the continent. Over the years, African organizations have increasingly understood that a well-thought-out approach to human resources can be a driver of sustainable growth and competitiveness (Winny et al., 2023). In African countries such as Uganda, HR practices emphasize the importance of local contextual factors. Human resource strategies are often adapted to the different cultural and socio-economic conditions of different African nations (Ivan et al., 2023). For example, an emphasis on community and family plays a central role in HR practices in many African countries, fostering a sense of belonging and loyalty among employees (Jac & Kazaara, 2023). African researchers have delved into areas such as talent development, succession planning and workforce diversity to gain a deeper understanding of how these practices can improve organizational performance. Recent research in Africa has also shed light on the role of HR practices in addressing pressing issues such as youth unemployment and skills development (Robert et al., 2023). In response to the high numbers of young people, African organizations have implemented innovative HR strategies aimed at providing training and opportunities to the emerging workforce. This approach not only contributes to the performance of organizations, but also supports the broader goals of economic and social development across the continent (Ntirandekura & Christopher, 2022b). African human resources research therefore continues to be instrumental in shaping practices that are uniquely suited to the African context and contribute to the region's growth and prosperity. In the East African region, in response to the evolving business environment, research into human resource practices and their impact on organizational performance has come to the fore (Christopher et al., 2022). East African countries such as Kenya, Tanzania, Uganda, Rwanda and Ethiopia have witnessed rapid economic growth, urbanization and increasing foreign investment, which has created a demand for effective HR strategies. Research in this context reflects the unique challenges and opportunities presented by the socio-economic and cultural diversity of the region (Jackline et al., 2023).

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Many business managers are concerned with the implementation of HR activities, if these activities are still implemented in a gentle and healthy way, because managers are not sure how useful these practices are for the effective development of their employees (Winny et al., 2023). One executive said: "I recognize the importance of HR activities related to training, management and development, but I am also interested in which skills and capabilities are most important rather than tactical actions. Boudreau and Ramstad (2020) stated that HR managers can spend more time on HR measurement techniques, e.g. HR financial reporting, HR scorecards, and focus even more on how employees' attitudes, skills, abilities and knowledge can be increased to a certain level. and ensure efficiency through HR programs such as training and development. However, the failure of human resource management directly affects employees (Lydia et al., 2023). Without proper human resource management, employee dissatisfaction could go unnoticed. As a result, employees are more likely to seek employment elsewhere. Marchington and Wilkinson (2015). If this meeting does not take place, there is no one to pass on valuable information to, and serious business problems could remain unresolved.

Purpose of the Study

The purpose of study sought to the Human Resource Practice and Organizational Performance in Buikwe Districts Local Government

Specific Objectives

- i. To investigate the impact of employee training on organizational productivity in Buikwe Districts Local Government.
- ii. To find out the relationship between compensation and service quality in organizations in Buikwe Districts Local Government.
- iii. To investigate the impact of recruitment and selection practices on employee satisfaction in Buikwe Districts Local Government.

Research questions

- i. What is the impact of employee training on organizational productivity in Buikwe Districts Local Government.
- ii. What is the relationship between compensation and service quality in organizations, Buikwe Districts Local Government?
- iii. What is the impact of recruitment and selection practices on employee satisfaction in Buikwe Districts Local Government?

Methodology.

The study employed a cross sectional survey research design as the overall strategy. Cross sectional study was used in this study because it emphasizes detailed contextual analysis of a limited number of events or conditions and their relationships. This was comprised of Buikwe district local government which will make a total of 86 government workers. These included large scale of this districts like production department, finance department, human resource

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department, natural resource department etc. Since there were different categories of people, different methods were used to draw samples from each category. The research sample selection employed Stratified sampling because precision from the results increases since the sampling errors emanating from different strata were minimized. The researcher also used simple random sampling to select respondents from each stratum to represent views of the rest in the stratum. Simple random sampling allow each member in each of the categories an equal and independent chance of selection, thereby reducing bias (Mugenda and Mugenda, 2017). A sample was simply a subset of the population. Sampling is the process of selecting sufficient numbers of elements from the population so that a study of the sample and its characteristics made it possible for the researcher to generalize such characteristics to the population elements

Table 1: Sample Size.

Different departments	Sample size	Percentage (%)	Sampling Technique
Human resource	05	4%	Purposive
Finance	14	20%	Simple random
Natural resource	22	33%	Simple random
Production	20	33%	Simple random
Health	15	10%	purposive
Total	76	100%	

The researcher employed both qualitative and quantitative data collection methods. This involved the use of questionnaires, focus group discussions and key informant interviews as explained. These was administered in form of structured interviews. This involved asking the respondents different set of questions as the researcher fills in the answers. Only workers in Buikwe district were targeted for the questionnaires because they deemed to be the most knowledgeable on the subject under investigation. Questionnaires were constructed based on the research objectives. Questionnaires were preferred since they were easy to administer and time saving (Mugenda et al 2017). The questionnaire contained closed-ended questions using a liker scale (ranging from 1= Strongly Disagree; 2= Disagree; 3= Not sure; 4= Agree; 5=Strongly Agree). Data was presented in form of tables, . However, before analysis, the collected data was edited, coded, classified, and tabulated so that they were amenable for analysis. Using the Statistical Package for Social Science (SPSS) version 20, the collected data was analyzed (Nelson et al., 2022). The quantitative data was analyzed using descriptive analysis. Such descriptive analysis provides simple summaries of the characteristics of the

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sample such as measures of central tendency, frequencies and percentages, among others. Qualitative data was analyzed through thematic and content analysis techniques (Nelson et al., 2023). Both techniques were employed to facilitate the easy coding and classifying of data, also referred to as categorizing and indexing.

Results.

The impact of employee training on productivity of Buikwe district.

Table 2: Descriptive statistics for Human Resource practices.

Statements	1	2	3	4	5
Does effective training programs provided by the district enhance your job skills	40%	20%	12%	5%	23%
Do you receive continuous training opportunities during your tenure	20%	48%	6%	14%	12%
Do you believe training has contributed to your adaptability to changes in your work environment	62%	12%	13%	7%	6%
Investing in ongoing earning opportunities cultivates a culture of continuous improvement.	25%	20%	20%	15%	20%
Well trained employees are more likely to feel confident and engaged in their roles	24%	56%	5%	12%	3%
Evaluating training outcomes helps to identify the areas for improvement and ensure ongoing improvement.	30%	15%	40%	5%	10%
Training initiatives should align with organizational goals to maximize their impact on performance	10%	30%	25%	15%	20%
A supportive learning environment fosters a sense of loyalty and commitment among employees.	12%	58%	15%	9%	6%
Prioritizing ongoing professional development is a key to sustaining high levels of productivity.	68%	12%	4%	6%	10%
Average percentage (%)	32.3	30.2	15.5	9.8	12.2

According to the above table 2; the majority of the respondents agreed that employee training has an impact on the productivity of Buikwe district, their average percentage was 32.3%. These were followed by those who strongly agree with average percentage of 30.2%, 15.5% they disagreed, 9.8% strongly disagreed, and 12.2% were neutral. These results indicated that there is high response towards employee training in Buikwe district.

Descriptive statistics on relationship between compensation and service quality

In order to assess the relationship between compensation and service quality in organizations in Buikwe district, the

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following statements were presented to respondents and their opinions and responses generated were presented in Table below.

Table 3: Findings on relationship between compensation and service quality

Statements	1	2	3	4	5
Fair compensation in Buikwe is vital for attracting skilled personnel and maintaining high service quality.	20%	40%	12%	23%	5%
Motivation for quality service is directly linked to fair and competitive wages in the district.	48%	20%	6%	12%	14%
Inadequate compensation can lead to job dissatisfaction, impacting service standards in Buikwe.	12%	62%	13%	6%	7%
A well-structured compensation system acts as a powerful incentive for consistent service excellence.	20%	25%	20%	20%	15%
Recognizing exceptional performance through compensation motivates employees to deliver quality services.	56%	24%	5%	3%	12%
Investing in fair compensation ensures competitiveness and reflects the cost of living in Buikwe.	15%	30%	40%	10%	5%
Balancing financial constraints with competitive compensation is crucial for a motivated workforce	30%	10%	25%	20%	15%
Employee morale and commitment are tied to the perceived fairness of compensation practices	58%	12%	15%	6%	9%
Average percentage (%)	32.4	27.9	17	12.5	10.2

Basing on survey findings presented in Table 4.4 above, In relation to the statements that stated that the relationship between compensation and service quality, the average percentage revealed that; 32.4% agreed and these were the majority with this particular practice. The average percentage of those who strongly agreed was 27.9% and these were followed by those who disagree with the average percentage of 17%, 12.5% they strongly disagreed and 10.2% were neutral.

Statistics on the impact of recruitment and selection practices on employee satisfaction.

Table 4: Shows the impact of recruitment and selection practices on employee satisfaction.

Statements	1	2	3	4	5
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902

Effective recruitment in Buikwe district positively influences the employee satisfaction.	7%	23%	40%	15%	4%
Rigorous selection processes contribute to a skilled and motivated workforce in Buikwe	40%	12%	20%	5%	23%
Transparent recruitment practices build trust and satisfaction in Buikwe.	20%	6%	52%	14%	8%
Aligning recruitment wit organizational values enhances employee engagement in Buikwe	48%	20%	20%	7%	5%
Efficient selection processes contribute to capable and content workforce in the district	12%	3%	24%	15%	46%
Employee satisfaction is closely tied to feeling valued, which starts with effective recruitment.	20%	10%	30%	12%	28%
Inadequate recruitment and selection can lead to mismatches and lower job satisfaction	56%	20%	10%	5%	9%
Inclusive recruitment fosters a diverse work force, contributing to overall satisfaction in m Buikwe	15%	6%	12%	15%	52%
Well-matched candidate through proper selection enhances team cohesion and satisfaction.	30%	8%	48%	9%	5%
Regular evaluating and improving recruitment practices are key to sustaining high employee satisfaction in Buikwe.	58%	22%	10%	5%	5%
Average percentage (%)	30	9	29.5	11	20.5

From the above table 4; 30% of the respondents agreed that recruitment and selection has an impact on employee satisfaction and these were the majority. These were followed by those who disagree with average percentage of 29.5%, 9%of the respondents strongly agreed, 11% strongly disagreed and 20.5% were neutral.

Discussion of the study findings

The summary of the major study findings was presented based on the study objectives as laid in chapter one of this report. Findings on the impact of employee training on organizational productivity in Buikwe Districts showed that employee training has a great impact on the productivity of the organizations in the district as indicated in the **table 4.3** the majority of the respondents agreed that employee training has an impact on the productivity of Buikwe district with the average percentage of 32.3%. These were followed by those who strongly agree with average percentage of 30.2%, 15.5% they disagreed, 9.8% strongly disagreed, and 12.2% were neutral. Further results on the second objective, showed that 32.4% of the respondents agreed that there is relationship between compensation and service quality and these were the majority. The average percentage of those who strongly agreed was 27.9%and these were followed by those who disagree with the average percentage of 17%, 12.5% they strongly disagreed and 10.2% were neutral. From the

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findings in the table 4; 30% of the respondents agreed that recruitment and selection has an impact on employee satisfaction and these were the majority. These were followed by those who disagree with average percentage of 29.5%, 9% of the respondents strongly agreed, 11% strongly disagreed and 20.5% were neutral. Results on the response rate revealed that, for the qualitative information, out of the 10 respondents who were expected to be interviewed, 8 accepted and participated in the study making a response rate of 80%. For the quantitative information, 82 questionnaires were distributed and 68 were completed and returned making 83% response rate.

Conclusions

Study findings revealed that there was a significant and very strong positive relationship between compensation and service quality. Therefore, it is concluded that an improvement on Human Resource would enhance service quality in Buikwe District local government. Furthermore, findings on the response were 83% for the questionnaires and 80% for the interview guides. The study concludes that it is sufficient for the study, this was proved by Mugenda & Mugenda (1999), a response rate of 50% and above is good enough for a study. The study findings revealed that training employees enhances productivity there. Buikwe district human resource managers should do on job training in order to equip their employees with more skills and get more confidence at work.

Recommendations

The study recommended that; Top risk management teams in work should look at Top risk management as a continuous process that runs through post-approval as well. Post-approval processes being monitored and customized document associated with human resource practice principles.

The study recommends Buikwe district to put more emphasis on employee training as it has a great influence on productivity.

The researcher also recommends that Buikwe District local government staff should: As often as possible compile a watch list of possible defaulters thus define indicators that qualify the staff to be in that watch list such as poor communication in the course of the relationship and take action as soon as any risk matures tight from the point of extending the workers.

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905