**HUMAN RESOURCE MANAGEMENT AND EMPLOYEE PERFORMANCE IN THE MANUFACTURING INDUSTRY: A CASE STUDY OF ROOFINGS GROUP OF**

**COMPANIES**

**BY**

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# DECLARATION

I **AHEREZA MOREEN** declare that this dissertation under the topic “the influence of human resource management and employee performance in manufacturing companies in Uganda, basing on a case study of Roofings Group of Companies” is my original work and has never been submitted for any award in any higher institution of learning here or elsewhere.

*AherezaMoreen*

Signature: …………………………..

Ahereza Moreen

# APPROVAL

This dissertation has been approved for the award of the Master of Business Administration of Nkumba University.

Signature: ………………………

Dr. Mugerwa Erie (Supervisor)

Date :…………………………….

# DEDICATION

I dedicate this dissertation to my family for the support, love, care among others that they have always and are willing to offer me, may the good Lord bless you abundantly.

# ACKNOWLEDGEMENT

I would like to extend my sincere thanks to God almighty who has kept and sustained me throughout my stay at the University.

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# LIST OF ABBREVIATIONS

RGC : Roofings Group of Companies

HR : Human resource

HRM : Human resource Management

# ABSTRACT

The purpose of the study was to examine the influence of human resource management on employee performance in the manufacturing industry basing on a case study of Roofings Group of Companies. i) to examine how Roofings Group of Companies has established effective training and development programmes, ii) to examine how Roofings Group of Companies has set recruitment and selection evaluation standards iii) to examine how Roofings Group of Companies has ensured succession planning for organisational survival.

The research design was phenomenological. The study collected data from 86 respondents. Data was collected through primary and secondary sources, then it was edited, coded and cross checked using Ms. Excel and exported to SPSS for analysis. The hypothesis was tested using the correlation coefficients and regression analysis.

Results revealed that the company does not offer scholarships or aid to most employees who make an effort to attain learning and development courses. It was also revealed that the level of level of nepotism is too high at RGC. RGC has clean and well-furnished office desks and chairs, computers to ease on transfer of information and communication channels. In conclusion, it is noted that the causal linkage between HR and employee performance will enable the HR managers to design programmes that will bring forth better operational results to attain higher employee performance. In recommendation, it is suggested RGC should devise a formal and logical selection process and consistently adhere to it without deviations. In addition, it was suggested that the study also suggests that HRM at RGC should simultaneously promote fit and flexibility

# CHAPTER ONE

# INTRODUCTION

# Background of the study

This study examines human resource management and employee performance in manufacturing industry. It based on a case study of Roofings Group of Companies.

Roofings Uganda Limited is significant for this study as it is representative of the other manufacturing factories in the country. The company is the major distributor of steel in the manufacturing industry and is the first of all three Roofings Group subsidiarity companies to be established. Roofings Uganda Limited is significant as it is committed to achieving a firm regional presence through ensuring total customer satisfaction; this can be achieved through efficient human resource management

Human resource management is an important aspect in organisational success because it provides a platform in understanding how to motivate employees, train and discipline them with great managers who have experience in managing human resource. Steffani (2019) observed that business environments in which manufacturing factories operate are in much need to improve employee performance as part of organisation’s efforts to enhance achievement of goals and objectives and generally improve the welfare of stakeholders.

According to Mullins .L. (2005), human resource management is an approach to managing human resources that supports long term business goals and outcomes with a strategic framework. In addition, Upadhaya .B. (2014) defines organization performance involves analyzing the company’s performance against its objectives and goals, in other words, employee performance comprises real results or outputs compared with intended outputs.

According to Brewer (2015), organization performance can be measured using the 3’Es model which requires human resource managers to have an understanding of efficiency, effectiveness and economy to help the management in evaluating organization performance and suggesting ways in how to improve it.

According to Roofings **Strategic Plan Manual (2001)**, the following are the policy objectives underlying human resource management at Roofings Uganda Limited;

1. To establish effective training and development programs.
2. To set recruitment and selection evaluation standards.
3. To ensure succession planning for organisation survival.

This study examines whether Roofings Group of Companies is achieving the above set human resource management objectives.

# Statement of the problem

In spite of the above clearly stated human resource management policies, there is still evidence that the company faces a number of challenges in achieving desired human resource management objectives.

During a management meeting held on 11th February 2017, it was revealed that there is a massive client’s outcry on the pitiable staff performance the company produces, low profitability, index of firm coupled with lacking reputation the company carries today.

Furthermore, in the board meeting conducted on 3rd may 2018, (minute 15) the CEO was quoted lamenting about continuous decline in the company’s efficiency and effectiveness due to lack of recruiting people with the right combination of education and work experience.

The chairperson was cited in the same meeting wailing on the low returns from man power despite heavy budgets on recruitment, selection, training and development and monthly staff remunerations. What is unfortunate is that amidst all these issues at Roofings group of companies there has not been any detailed research conducted to ascertain the real cause of all these setbacks so that an appropriate stand aiming at remedying the situation is established. This motivated the researcher to undertake this study.

# Purpose of the study

The purpose of the study is to examine human resource management and employee performance in the manufacturing industry basing on a case study of Roofings Group of Companies.

# Research objectives

The study was guided by the following research objectives:

1. To examine how Roofings Group of Companies has established effective training and development programmes.
2. To examine how Roofings Group of Companies has set recruitment and selection evaluation standards.
3. To examine how Roofings Group of Companies has ensured succession planning for organisational survival.

# Research questions

The study was guided by the following research questions:

1. How has Roofings Group of Companies established effective training and development programmes?
2. How has Roofings Group of Companies set recruitment and selection evaluation standards?
3. How has Roofings Group of Companies ensured succession planning for organisational survival?

# Hypothesis of the study

The study tested the following hypothesis:

Ho: There is no significant relationship between human resource management and employee performance at Roofings Group of Companies.

Hi: There is a significant relationship between human resource management and \employee performance at Roofings Group of Companies.

# Content scope

The content scope comprised of the objectives set for the study, discussions were limited to components of effective training and development programmes, recruitment and selection evaluation standards, succession planning and how these dimensions influence overall employee performance.

# Significance of the study

Stakeholders to benefit from the findings of the study are stated below:

**To the government:** The study findings intend to particularly help the government in a better understanding of how human resource management can be applied to improve on performance of private sector, as well as provide valuable information for future interventions.

**To manufacturing sector:** The study intends to provide relevant information about the role of human resource management in attainment of improved employee performance. This enabled the various stakeholders to appreciate the importance of the concept in enhancing performance.

**To the management of Roofings Group of Companies:** The study intends to create awareness to human resource managers by enabling them to appreciate the need for strategies in human resource. Therefore the significance of this research lays in the hope that findings may contribute to broaden knowledge of various platforms of human resource management and performance of any given organisation.

**To future academicians:** The study intends to help them in gaining an insight about the influence of human resource management and employee performance

# Setting of the study

Roofings Group of Companies, often referred to simply as Roofings, is the largest manufacturer of [steel](https://en.wikipedia.org/wiki/Steel) manufacturing materials in [Uganda](https://en.wikipedia.org/wiki/Uganda) (www.RoofingsGroup.com). The company was established in 1994 following licensing facilitated by the [Uganda Investment Authority](https://en.wikipedia.org/wiki/Uganda_Investment_Authority). The company has installed capacity of 120,000 metric tons of steel per year and in 2008 was producing about 100,000 metric tons annually. In February 2011, Roofings secured funding from the [International Finance Corporation](https://en.wikipedia.org/wiki/International_Finance_Corporation), an arm of the [World Bank](https://en.wikipedia.org/wiki/World_Bank), totaling US$25 million for expansion of production facilities ([www.RoofingsGroup.com](http://www.RoofingsGroup.com)).

The company was established in 1994 following licensing facilitated by the [Uganda Investment Authority](https://en.wikipedia.org/wiki/Uganda_Investment_Authority). The company in 2008 was producing about 100,000 metric tonnes of steel annually. In February 2011, Roofings secured funding from the [International Finance Corporation](https://en.wikipedia.org/wiki/International_Finance_Corporation), an arm of the [World Bank](https://en.wikipedia.org/wiki/World_Bank), totaling US $25 million for expansion of production facilities.

This was in addition to a [syndicated loan](https://en.wikipedia.org/wiki/Syndicated_loan) of US $64 million obtained from a [consortium](https://en.wikipedia.org/wiki/Consortium) of six Ugandan [commercial banks](https://en.wikipedia.org/wiki/Commercial_bank) obtained in December 2010 for the same purpose. When all of the planned expansion is completed, the company's exports will more than double to over US$130 million annually. The company's products are marketed to the six member countries of the [East African Community](https://en.wikipedia.org/wiki/East_African_Community) and to the neighboring [Democratic Republic of the Congo](https://en.wikipedia.org/wiki/Democratic_Republic_of_the_Congo)

**Roofings Group**, a number one quality steel manufacturer to supply over 350,000 metric tons per annum to both local and export market within the region. Roofings Limited introduced a new product; non-electrified razor wire for security and safety purposes. Roofings is the sole manufacturer of this product in Uganda, made of the highest quality galvanized wire. The Ultra Barb Profile is: Sharper, difficult to cut and it's rigid.

The study was carried out at the main factory is located on 39 acres (16 ha), at [Lubowa](https://en.wikipedia.org/wiki/Lubowa%22%20%5Co%20%22Lubowa), [Wakiso District](https://en.wikipedia.org/wiki/Wakiso_District), on the [Kampala](https://en.wikipedia.org/wiki/Kampala)-[Entebbe](https://en.wikipedia.org/wiki/Entebbe) Road, approximately 11 kilometers (6.8 mi), south of Kampala, the capital of Uganda and its largest city

The study focused on three years from 2016-2018 because this is the period in which the company experienced more challenges in their performance.

# Arrangement of the study

**Chapter one:** Presents introduction to the study.

**Chapter two:** Presents study literature. It highlights literature survey, literature review and the conceptual framework of analysis.

**Chapter three**: Presents study research methodology. It highlights research design and data collection and management.

**Chapter four:** Presents the demographic characteristics of the respondents.

**Chapter five:** Presents findings on how Roofings Group of Companies has established effective training and development programmes.

**Chapter six:** Presents’ findings on how Roofings Group of Companies have set recruitment and selection evaluation standards.

**Chapter seven:** Presents findings on how Roofings Group of Companies has ensured succession planning for organisational survival.

**Chapter eight**: Links the findings to the literature review and suggest ways forward for human resource management and employee performance at Roofings Group of Companies.

**Chapter nine**: Presents summary and conclusion to the study.

# CHAPTER TWO

# STUDY LITERATURE

# Introduction

This chapter presents the study literature. It is made up of three sections comprising of the literature survey, literature review and conceptual framework.

# Literature survey

No scholarly study such as the one being undertaken has so far been done on Roofings Group of Companies in the field of human resource management. However, there are similar studies in other areas. Below is the review of the major ones.

Ochan .B. et al (2002) carried out research to examine the extent to which human resource management affects employee performance in RGC. The main purpose of his study was to establish the correlation between the study variables. His study indicated that organizational high performance work systems are highly collaborative and must be tailored carefully to each firm’s individual situation and specific context in order to provide maximum performance. These high performance work practices will only have a strategic impact therefore, if they are aligned and integrated with each other and if the total HRM system supports key business priorities. However, he did not mention on how an organisation can use effective training and development programmes can influence employee performance.

In addition, Akol (2009) carried out research with the aim of assessing the impact of human resource management on employee performance basing on a case study of RGC. His research stated that human resource management is based upon the recognition that organizations can be more effective if their human resources are managed with human resource policies and practices that deliver the right number of people with the appropriate behaviors, the needed competencies and the necessary level of motivation to the organization. However, he did not express that human resource management is “the creation of linkage or integration between the overall strategic aims of business and the human resource strategy and implementation. In principle, the processes and people within the company are managed in such a way as to foster the aims of the business strategy and create an integrated approach to managing the various human resource functions. Akol did not mention on how an organisation can set recruitment and selection evaluation standards to ensure improved employee performance

Mubiru (2004) carried out research to establish the relationship between human resource management in Uganda’s manufacturing organisations (RGC) the objectives of his study were i) discuss the relationship between the variables of the study, ii) and to discuss the theoretical review human resource management. In his research study, it was revealed that manufacturing organizations in Uganda contribute around 16.3% to GDP and this has remained largely unchanged since 2004 (Uganda Economic Development report,2009), and are faced with many challenges including rapid environmental changes, competition to provide innovative products and services, changing customer and investor demands, poor infrastructure and globalization. Therefore, they are also faced with major challenges of constantly improving their performance by reducing costs, enhancing quality and differentiating their products and services. However, his study did not discuss how an organisation can ensure succession planning for attaining organisation survival.

# Literature review

Issues relating to human resource management and employee performance are not unique to Roofings Group of Companies. They have been widely studied by scholars in similar environments elsewhere outside the context of Roofings Group of Companies. Below is the review of some of the major studies in this area. The review has been undertaken in order to derive the conceptual framework within which the situation of Roofings Group of Companies may be put in its proper perspective.

Armstrong (2004) points out that in Cambodia HR professionals tend to associate “strategic” with practices that are firm wide and cover a broad range of employees, along the lines of a core behavioral competency. We find the acceptance of more differentiation to be directly related to the adoption of the broader approach to workforce strategy described above. It provides a clear and legitimate basis for identifying the differential value of jobs and is typically endorsed by line managers.

Disproportionate investments in strategic jobs appear more compelling when the *status quo* is a strategy that tends to underinvest in the strategic jobs and overinvest in the nonstrategic jobs (Huselid et.al, 2005). Once the strategic rationale for this differentiation is explained to managers, they often react as if a burden has been lifted. The mantra that “employees are our most important asset” often permeates organizations, but in reality managers often interpret this to mean that they need to invest in everyone in equal measure. The notion of differential investment based on a strategic logic provides an actionable solution.

According to Baron (2004), people and their collective skills, abilities and experience, coupled with their ability to deploy these in the interests of the employing organization, are now recognized as making a significant contribution to organizational success and as constituting a major source of competitive advantage.

Reagan (2018) explains that the practices of HRM such as resourcing, training and development, employee relations and reward management are concerned with how people are employed and managed in organizations so as to achieve competitive advantage through the strategic deployment of a highly committed and capable workforce.

According to Werbel et al (2005), HRM practices create procedures that constitute the building of employees’ knowledge and skills throughout the organization to promote valued and unique organizational competencies which support competitive advantage. HRM is a new paradigm in managing HR in the modern organization which is hinged on the understanding that the most critical resource that any organization must provide itself of is HR, since it is the HR that is responsible for coordinating the other factors of production to spur corporate performance. HRM aims to achieve strategic fit. It produces HR strategies that are integrated vertically with the business strategy and are ideally an integral part of that strategy.

Marchington (2008) asserts that vertical integration is necessary to provide congruence between business and HR strategy so that the latter supports the accomplishment of the business strategy and helps to define it. HRM is also about horizontal integration which aims to ensure that the different elements of the HR strategy fit together and are mutually supportive (Armstrong, 2008). It enables strategic decisions to be made that have a major and long-term impact on the behavior and success of the organization by ensuring that the organization has the skilled, committed and well-motivated employees it needs to achieve competitive advantage.

Cole (2004) emphasizes that the HR function brings in the strategic value of people in organization by making contribution to value added and contribution to competitive advantage. The organization relies on HR as its employees. Effective HRM strategy systematically organizes all individual HRM measures to directly influence employee attitude and behavior in a way that leads business to achieve its competitive strategy. In view of the fact that the goals and the necessities of each of the competitive strategy types are different, the management of HR of the firm should be aligned with the overall corporate strategy. The firm can thus obtain a competitive advantage and thus achieve superior performance.

Although this type of resource is one in which organizations do not have complete control, there do exist certain strategies to enable them exert their influence on the quality and performance of the human capital on which they rely. The HRM strategy that they adopt will have a vital influence in this area and thereby on the performance achieved by the organization (Huang, 2001).

Wright, (2005) explains that business competitiveness is a recurring theme examined by academicians, consultants and practitioners. The frequent and uncertain changes, greater competition between firms, the need for continuous innovations, quality enhancement and cost reduction force companies to face the challenge of improving their competitiveness and consequently their performance. This realization has propelled HRM as a major field of study and the renewed interest has facilitated the development of newer approaches in managing organizations and human resource.

Bulla (2004) notes that business organizations are striving to work with slimmer but more efficient human resource to optimize returns. This has called for effective array of human resource management (HRM) practices prompting organizations to undergo some structural, operational, and business strategic changes and one of the initiatives has been the use of human resource management strategy is worth mentioning that, economic environment is changing rapidly and this change is characterised by such phenomena as the globalization, changing customer and investor demands, ever-increasing product-market competition. To compete successfully in this environment organization continually need to improve their performance by reducing costs, innovating products and processes and improving quality, company effectiveness and speed to market.

Cooke et al (2005) asserted that HRM is an efficient function that copes with environmental changes. It directly and indirectly benefits companies because it changes passivity into initiative, transmits organizational goals clearly and encourages the involvement of line managers. It is further argued that HRM positively influences firm performance because it generates structural cohesion, an employee-generated synergy that propels a company forward, enabling the firm to respond to its environment while still moving forward.

Cooke et al (2005) investigated the HRM practices of firms in declining industries. They found that most high performance firms adopted HRM measures. Conversely, low performance firms tended to employ conventional methods.

Marchington (2008) opines that developments in HRM thinking are thus explored through the best-fit, best-practice and configurationally approaches which have a profound impact in the understanding of the contribution HRM can enhance employee performance, through increased competitive advantage and added value. Indeed, it becomes clear that whether the focus of HRM is on alignment with the external context or on the internal context of the firm, the meaning of HRM can only be really understood in the context of employee performance, whether that be in terms of economic value added and increased shareholder value; customer value added and increased market share or people added value through increased employee commitment and reservoirs of employee skills, knowledge and talent.

According to Guest (2001), theoretical research shows that HRM practices are not standardized and as such researchers tend to select a set of HRM practices depending on the theoretical perspective used. Regarding which HR practices are relevant, the literature often focuses on bundles of HR practices as determinants of firm performance. The bundle of HRM practices for this study is adopted from the study by Ahmad and Schroeder (2003) and includes: selective resourcing, training and development and development, use of teams and decentralization, sharing information and incentives on performance.

Wan-Jing et.al, (2005) extant research findings revealed that perceived measures of performance can be a reasonable substitute of objective measures of performance and have a significant correlation with objective measures of financial performance. Additionally, cross-industry employee performance is influenced by external economic factors (Bamberger et al 2000); hence subjective evaluations may be even more appropriate than objective measures in this study. Studies by Young et al., (1996) recognize the difficulty in obtaining objective measures of performance and suggest asking managers to assess their own firm’s performance relative to others in the same industry or sector. To minimize the effects of random errors, researchers have suggested the use of multiple items to assess performance.

Furthermore, Lepak et al, (2005) observed that human resource management represents a relatively new transformation in the field of human resource management. Human resource management is concerned with the role human resource management systems play in firm performance, particularly focusing on the alignment of human resources as a means of gaining competitive advantage. Therefore, organizations are becoming aware that successful human resource policies and practices may increase performance in different areas such as company effectiveness, quality and financial performance. However, it goes without say that HRM’s spreading popularity owes much to the promise of greater organizational effectiveness achievable, through the development of internally consistent bundles of succession planning which are properly linked to business strategies.

Reilly (2003) expressed that HRM discipline has witnessed a great deal of change over the past 25 years. These changes represent two major transformations. The first is the transformation from being the field of personnel management to being the field of human resource management. The second is the transformation from being the field of human resource management to being the field of human resource management. The first transformation incorporated helped the recognition that people are an important asset in organizations and can be managed systematically. The second transformation has built on the preceding knowledge base of the discipline.

Tung et.al (2016) expressed that human resource management is based upon the recognition that organizations can be more effective if their human resources are managed with human resource policies and practices that deliver the right number of people with the appropriate behaviours, the needed competencies and the necessary level of motivation to the organization. In any case, Wernerfelt (2006) human resource management contributes to employee performance by leveraging human capital, discretionary effort, and desired attitudes and behaviour. In other words, the underlying assumption is that human resource management practices are socially complex and intricately linked, thus making them an integral part of the organisation: unique, non-substitute, and very difficult to imitate.

In regards to this, the people who make up an organization human resources are considered to be one of the most important resources of today’s firms; People and how they are managed are becoming more important because many other sources of competitive success are less powerful than they used to. Recognizing that the basis for competitive advantage has changed is essential to develop a different frame of reference for considering issues of human resource management and strategy. Traditional sources of success such as product and process technology, protected markets, economies of scale can still provide competitive leverage but an organization’s human resources are more vital for its sustainability (Wernerfelt, 2006)

Indeed, HRM strategy is assuming greater recognition in charting out organizations fate. It addresses the HR implications of an organization strategy and their facilitation in a changing environment. HRM acknowledges the fact that people are the sources of strategic options, reservoirs of innovation and creativity, solutions for organizational problems and challenges unlike other organizations resources and this gives HRM its strategic relevance. Laursen (2003) considers a HRM system that is conducive to innovation and this system is dominated by firms internal and firm’s external training, and the complementariness between new HRM practices influence financial performance positively. Guest (2002) builds a case for building the worker into the analysis of HRM by incorporating worker altitude and behaviour in the study of the HRM performance relationship and that certain HR practices are associated with higher work and life satisfaction. Increased competition has led to recent changes in business environment among them privatization and restructuring of organizations.

Upadhaya B. et al (2014) note that one benefit of choosing the right candidate for the job is his ability to work autonomously. An employee who is not self-motivated or self-managed is a drain on management, the team and the company as whole. Also, if the chosen candidate is not right for the job she may quit, forcing you to start the entire process over. Appropriately chosen candidates experience greater overall job satisfaction and higher levels of motivation.

Mullins (2005) states that many organizations face a volatile market situation; In order to create and sustain competitive advantage in this type of environment, organizations must continually improve their business performance. Increasingly, organizations are recognising the potential of their human resources as a source of sustained competitive advantage. Linked to this, more and more organisations are relying on measurement approaches, such as workforce scorecards, in order to gain insight into how the human resources in their organisation add value.

Markedly, the strategic perspective has taken on different meanings in the literature. One particular approach has focused on the fit between various human resource management practices and the competitive strategy of the organisation (Miles and Snow, 2008). Embedded in this view is the statement that organisations should align their human resource management practices with their strategic goal, and that such practices should develop employee skills, knowledge and motivation such that employees behave in ways considered supportive of a particular strategy (Dyer and Reeves, 2005).

Scott (2001) notes that most HR professionals, and certainly all senior HR professionals, want to play a strategic role in their organizations, if for no other reason than senior line managers increasingly demand it. Unfortunately, although HRM theory focuses on HR systems aligned to strategic goals, HR professionals too often focus on cost control and efficiency gains in an effort to demonstrate their bottom-line success. New measures with names like “human capital value added” are sometimes used to justify traditional practices and approaches to workforce measurement (cost per employee or benefits expense as a proportion of revenue). This approach merely reinforces the view that the HR function is a cost center and does very little to improve the firm’s strategy implementation.

Akingbola (2013) notes that human resources rarely have a direct effect on employee performance and as such this is particularly true when the business logic of HR’s effect requires that human resources drive firm performance through its contribution to effective strategy execution. HR professionals (and line managers) need to recognize that effective strategy execution is the basis of shareholder value and that effective strategy execution is a system of intermediate outcomes. Thinking like a strategy manager means recognizing the importance of the causal relationships between HR decisions and these intermediate outcomes that ultimately drive strategic success in organizations

Gillian (2002) states that Ineffective employees cost money. Lots of time, energy and resources go into trying to make a mediocre or poor employee a shining star. In many cases no amount training and development or coaching, encouragement or reinforcement or even discipline can improve a difficult employee. Therefore, it is even more crucial to rely on your well-developed hiring process to avoid future problems.

Jansen, (2002) opines that an effective recruitment process looks at internal and external candidates make the easier choice of hiring a less appropriate person simply because they are an internal candidate. Encourage current employees to recommend people for the job. According to a study by Development Dimensions International the "Internet and employee referrals are the most popular and effective methods for recruiting." Spend time researching which advertising method will target the audience you are hoping to attract.

Wright et.al, (2003) notes that since the notion of the HRM-performance link has emerged, two research streams have been developed to examine the relationship between HRM and performance: The first is based on the direct relationship between individual HR practices and/or bundles or systems of practices and employee performance. The second research stream is based on the indirect relationship between individual HR practices and/or bundles of practices and employee performance.

The human resource management function has consistently faced a battle in justifying its position in organizations. At good times when there are enough budgets, firms easily justify expenditures on training, staffing, rewards and employee involvement systems, but when faced with financial difficulties, such HR systems get the earliest cutbacks. (Ibid).

According to Richardson, et.al (2000) the increasing interest in measurement is further stimulated by a growing number of studies that show a positive relationship between human resource management and employee performance. The relationship between HRM and firm performance has been a hotly debated topic over the last two decades, with the great bulk of the primary scientific research coming from the USA and, to a lesser extent, the United Kingdom. Both organizations and academics are striving to prove that HRM has a positive impact on bottom line company effectiveness. The published research generally reports positive statistical relationships between the greater adoption of HR practices and business performance.

Cappelli, (2006) states that, the measurement of employee performance is not easy for business organizations with multiple objectives of profitability, employee satisfaction, company effectiveness, growth, social responsibility and ability to adapt to the ever changing environment among other objectives. Although performance has been traditionally conceptualized in terms of financial measures, some scholars have proposed a broader performance construct that incorporates non-financial measures including among others market share, product quality, and company image.

Voorde et.al (2010) states the most general implementation challenge facing HR professionals reflects an interesting conundrum. We find widespread acceptance among senior HR and line managers of the notion that an appropriately designed and implemented HR strategy can make a managerially significant contribution to their firm’s financial performance. Any skepticism they express generally reflects the extent to which they believe the managers in their own firms are capable of the transition.

According to Armstrong (2006) the need to improve performance has recently gained prominence in organizations as part of their efforts to enhance achievement of their goals and objectives and generally improve the welfare of stakeholders. Business organizations are striving to work with slimmer but more efficient HR to optimize returns. This has called for effective array of Human Resource Management (HRM) practices prompting organizations to undergo some structural, operational, and business strategic changes and one of the initiatives has been the use of HRM strategy. A more profound realization is the fact that HR is the most valued asset in an organization and that there is a need to develop a more comprehensive and coherent approach to HRM that motivates employees (Armstrong, 2006).

This changing business environment has also signified the need for organizations to search for new ways to survive and enhance their performance. One of the possible solutions for organizations to respond effectively and efficiently to these changes is to embrace the use of HRM strategy to improve on their performance. It is commonly accepted that the people working for an organization are one of its main assets and one of the factors in determining its performance. Workers qualities, attitudes and behavior in the workplace together with other factors, play an important role in determining an organizations performance hence success or lack of it (Stoner et al., 2002).This transformation is based upon the recognition that, in addition to coordinating human resource policies and practices with each other, they need to be linked with the needs of the organization. Given that these needs are reflected in the strategies of the firm, this transformation of “human resource management” came to be known as “human resource management.

Collins et.al (2003) puts it that human resource management is “the creation of linkage or integration between the overall strategic aims of business and the human resource strategy and implementation. In principle, the processes and people within the company are managed in such a way as to foster the aims of the business strategy and create an integrated approach to managing the various human resource functions, such as selection, training and development and reward so that they complement each other.

Brewster et. al (2000) explains that the most qualified candidates may need training; however an effective recruitment and selection process reduces the amount of time you will invest in training and development your new employee. On the other hand, if you choose a candidate who is a great fit except they are missing some of the technical skills to do the job, invest in her training. It will pay off in the long run. You can always train someone to do a specific task; it is much harder to train soft skills, including dependability and flexibility.

Unlike the traditional approaches to HRM, today’s organizations recognizes the importance of identifying with the employees and this has called for HRM strategy that help enhance performance so as to ensure high returns at a reduced cost. As competition increases and the dynamics of the organizational environment contexts change, most organizations are looking inwards to discover an apt platform upon which they can enhance their performance. An organization can create human competencies/capital upon which a competitive advantage can be created and sustained.

# Conceptual framework

Figure 1: A conceptual framework showing a relationship between the independent and dependent variable.

**Independent variable Dependent variable**

**Employee performance**

* High qualified and trained staff
* Effectiveness
* Efficiency
* Company policy
* Industry competition
* Government policy

**HRM**

* Recruitment and selection evaluation standards
* Effective training and development program
* Succession planning

 Intervening variable

**Source: Adopted from Reagan (2018) and modified by the researcher**

The conceptual framework reflects two variables namely human resource management as the independent variable and employee performance as the dependent variable. In other words, it’s conceptualised that employee performance depends on human resource management. In this study, human resource management is conceptualised by its dimensions of, recruitment and selection, effective training and development programmes, succession planning. All the above elements of the independent variable were assessed and their relationship with employee performance was established. Employee performance is conceptualised as high qualified and trained staff, effectiveness, efficiency and staff effectiveness and efficiency

For the sake of this study a holistic approach is used to define employee performance, it involves measures of performance under 3 Es model. The case study being a business organization, efficient operations were paramount in defining its performance.

# CHAPTER THREE

# METHODOLOGY

# Introduction

This chapter presents issues relating to the research design that shall be adapted for the study; highlighting the study population, sample size as well as the sampling procedure or techniques. The methods and tools that will be used for data collection, procedures to be followed during the collection of data and data analysis techniques are also discussed in this chapter.

# Research design

According to Owen (1996) a research design is an outline of how an investigation is carried out and indicates how data is to be collected, what instruments to be used and how the data was collected and analyzed. Under this section the following are identified, and explained research approach, research strategy, and research duration and research classification.

# Research approach

The research approach is important because it can be used to test the validity of the research hypothesis. In the research approach the researcher used a phenomenological approach which enables the researcher understand how respondents experience human resource management and employee performance.

# Research strategy

This study relied on a case study approach since it was difficult to establish what goes on in respect to human resource management and employee performance in manufacturing industry in Uganda. For the reason of effective access, Roofings Uganda Limited was selected. Answering the research questions would be impossible in the wide scope of the private sector.

# Research duration

The study adopted a longitudinal approach basing on three operational years (2016-2018) of Roofings Uganda Limited to gather the relevant information about the variables. The researcher carried out the study in a period of four months. Data was collected between the month of April to August 2019 and the researcher believes this is enough time to collect and provide the most relevant and reliable information of the study.

# Research classification

The study used quantitative and qualitative techniques. It involved collecting and converting data into numerical form, hence used of statistical calculations where conclusions were drawn. According to Gossa (2016) this means understanding the specific type of research to be used, it is important because it explains the purpose of carrying out the research. The researcher used both quantitative and qualitative techniques because data was presented numerically through coding responses under survey questionnaire while qualitative was used to capture responses gathered through interviewing.

# Limitations of the study

The following are the challenges and bottlenecks the researcher encountered during the study and how they were solved.

**Time**: The researcher face a problem of inadequate time required for the research study. Comprehensive research study involves a great deal of collecting, analyzing and processing hence requires a lot of time which was not be enough for the researcher. However the researcher overcame this limitation by designing a work plan or timeframe which served as a guide in time management.

**Financial:** The researcher also faced a problem of inadequate funds to cater for transport and stationery. The researcher overcame this challenge by borrowing money from family and friends to finance the expenses.

# Data collection:

Data collection is a process of gathering and measuring information on variable of interest. The data was collected in a systematic way that enabled the researcher to answer stated research questions and as well to test the hypothesis and evaluate the outcome.

# Study population

According to Koffi (2002**),** this is the total number of the respondent from which the sample size is derived. The study population targets 111 individuals and comprised of manager, human resource department, and other organisational departments that work hand in hand to make sure that the objectives are achieved. The study population was also composed of customers; this is because they are the beneficiaries of the staff performance produced due to employee performance levels.

# Sample size and selection method

This is the act of choosing the number of observation or replicates to include in a statistical sample. In this study therefore a sample size of 86 respondents were selected for the study and group sampling was used. This method was used because it provided an equal chance of selection of respondent in order to get accurate results.

The sample size was determined using the following formula by Yamane (1967:886)

n = N

**Where**

n = Sample size

N= Population size

e = margin of error at 95% confidence level

e = Margin of error/0.05

1 + N (e2)

n= 111

1 + 1 (0.052)

n= 111

1 + 111 (0.0025)

n=86

# Table 1: Distribution of study population and sample size

|  |  |  |  |
| --- | --- | --- | --- |
| **Department** | **Population** | **Sample size** | **Sampling method** |
| Managers | 6 | 4 | Purposive sampling |
| Human resource department | 15 | 15 | Census |
| M&E Team | 22 | 17 | Purposive sampling |
| Support staff | 39 | 30 | Simple random sampling |
| Customers | 29 | 20 | Simple random sampling |
| **Total** | **111** | **86** |  |

**Source: Primary data**

# Sampling techniques

The researcher used purposive method of sampling. This was dictated by the nature of the study which aimed at getting information from human resource department and M&E team respondents.

Convenience sampling was also used by the researcher for convenience purposes in case the selected respondents from the management department are not available at the time of the interview. In this study, this method was used to select respondents from department.

Simple random sampling was used to select respondents from the support staff and customers. In this study these two categories of respondents were randomly selected to eliminate elements of bias in the research process by giving almost all respondents an equal chance to participate in the study.

# Data collection procedure

In order to collect required data from Roofings Group of Companies, the researcher obtained an introductory letter from the Dean of School of Business Administration and Information Technology of Nkumba University. The letter was delivered to Roofings Group of Companies to seek permission to conduct the research in their organisation. After the researcher collected data on how human resource management influences employee performance from respective respondents.

# Data collection sources

Primary data

The study used face to face interviews in order to save time and the primary data was collected by using structured questionnaires that will be self-administered by the respondents.

Secondary data

Secondary data was collected through document reviews and other sources such as textbooks, business reports/ manuals, journals so as to get enough relevant information about the research topic.

# Data collection methods

Methodological triangulation helped the researcher obtain a variety of information on the variables and to use the strength of each method to overcome deficiencies of others to achieve a higher degree of validity. Quantitative method utilizes quantitative studies that measure variables with some precision of numeric scales and counts of things. On the other hand, qualitative methods based on direct observation of behaviour or on transcripts of unstructured interview with informants by observing what people do and say. In the quantitative method, the survey questionnaire was used to collect quantitative data that would produce inferential statistics while in the qualitative method, interview method was used to collect qualitative data from respondents and this helped in providing narrative statements which was a common base for reaching conclusions.

# Data collection instruments/tools

In this study the researcher used interviews and questionnaires to collect primary data from the respondents, as well as documentary review to collect secondary data from libraries, resource centers and the internet. This enabled the researcher to capture both qualitative and quantitative data. The interviews helped the researcher to capture qualitative data through detailed discussions about the study variables, whereas the questionnaire mostly captured quantitative data particularly form the closed-ended questions.

# Self-administered questionnaire

The researcher used a semi-structured questionnaire with closed ended questions. These closed-ended questions contained predetermined alternative answers for the respondent to choose from in the process of responding to the question. The questions in the questionnaire were constructed in the simplest language possible to enable participants respond to them with ease. The questionnaire were designed in such a way that each besides the socio-demographic questions, specific questions were asked for each specific objective of the study. The questionnaire was applied to field workers and support staff in order to save time since it would consume more time to interview all of them.

A Likert scale or more accurately a Likert-type scale, is a psychometric scale commonly used in questionnaires, and was used in this research. When responding to a Likert questionnaire item, respondents specified their level of agreement or disagreement on a symmetric agrees-disagree scale for a series of statements. Thus, the scale captured the intensity of their feelings. The format of a typical five-level Likert item was: 1. strongly disagree; 2. Disagree; 3. Not sure; 4. Agree and 5. Strongly agree.

# Interview guide

For management of respondents face to face interviews were conducted alongside self administered questionnaires so as to enhance response to questions generally regarded as sensitive. The researcher used structured and face to face interviews because they provide first-hand information; data was collected because it is less costly and has the ability to clarify questions. In this method, interview guides were drafted and questions were asked and then note results corresponding the asked questions.

# Validity and reliability of the instruments

# Validity of the instrument

A pre-test of the research instrument to establish its validity was done. The instrument was given to two experts who provided their opinions on the relevance of the questions using a 5- point scale of relevant to not relevant. It was further pre-tested by administering it to probable respondents (n=10) and test their understandability of the items. Items that were found not to be relevant were eliminated and those found not to be understood were adjusted for understandability for the final research instrument that was used.

Results revealed that the validity range was 0.935 (93.5%) which is above 0.7, this is in the acceptable range.

CVI= No of items \*100

 Total Items

CVI= 29 \* 100

 31

CVI= 93.5%

# Reliability of the instrument

Reliability of the questionnaire items has been tested using the Cronbach’s alpha coefficient. Reliability of this study’s instruments was ascertained by pre-testing the questionnaires and interview guide in the field. The researcher established the reliability of the questionnaire by using pre-testing. The researcher gave questionnaire guides to the same groups of respondents and re-testing was done. This indicates that the instrument used to collect data from the respondents was dependable and reliable and also yield good results. Therefore the results and conclusions of this study were on a basis for decision making.

|  |
| --- |
| Table 2: Reliability Statistics |
| Cronbach's Alpha | N of Items |
| .994 | 31 |

**Source: Primary data**

The overall reliability test results was represented by r<0.906 which is above average as recommended by Selkar (2003)

# Data processing

The collected data was edited, coded and cross checked for completeness using Ms Excel and exported to SPSS for analysis.

# Data analysis

After processing, the summarized data was analysed using both descriptive statistics mainly through the relationship of the study variables.

# Access to data collection sources

In order to collect required data from Roofings Uganda Limited, the researcher obtained an introductory letter from the Dean of School of Business Administration of Nkumba University. The letter was delivered to Roofings Uganda Limited to seek permission to conduct the research in their corporation. Official acceptance was communicated to School of Business Administration by Roofings Group of Companies. After the researcher collected data on how human resource management influences employee performance from the study respondents

# Ethical considerations

Ethical issues were considered during data collection, the researcher obeyed the rules and rights of the respondents. This was done so as to ensure that the rights to privacy and protection of the respondents were not infringed. Furthermore, in relation to ethics and confidentiality in research, the researcher ensured the responsibility of ensuring that information about the subjects and their Results remained confidential and that they are used for no purpose other than the research for which it was intended.

# CHAPTER FOUR

# DEMOGRAPHIC CHARACTERISTICS OF RESPONDENTS

# Introduction

In this chapter, respondents were asked to provide their background information and their Results are summarised in Tables below:

# Gender of respondents

Respondents were asked to identify the gender in which they belonged and Results to this question are summarised in Table 4.1

|  |
| --- |
| Table 4.1: Gender |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Male | 37 | 43.0 | 43.0 | 43.0 |
| Female | 49 | 57.0 | 57.0 | 100.0 |
| Total | 86 | 100.0 | 100.0 |  |

**Source: Primary data**

As seen in Table 4.1, results revealed that 43.0% of the respondents were males while 57.0% of the respondents were females. This can be interpreted to mean that both male and female respondents were well represented in the study and as such the study did not suffer from gender bias.

# Age group of respondents

Respondents were also asked to identify the age brackets they belonged, Results to this question are summarised in Table 4.2

|  |
| --- |
| Table 4.2: Age |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | 20-30 years | 16 | 18.6 | 18.6 | 18.6 |
| 31-40 years | 32 | 37.2 | 37.2 | 55.8 |
| 41-50 years | 19 | 22.1 | 22.1 | 77.9 |
| 50 years and above | 19 | 22.1 | 22.1 | 100.0 |
| Total | 86 | 100.0 | 100.0 |  |

**Source: Primary data**

As seen in Table 4.2, results indicate that 37.2% belonged to the age bracket of 31-40 years, this was the majority age bracket. 22.1% were aged between 41-50 years and 50 years and above while 18.6% were aged between 20-30 years. This means that all respondents are mature and assumed to have a good understanding of the concept and practice of human resource management and how it relates on employee performance in RGC.

# Number of years served in RGC

Respondents were asked to identify the number of years they had served in RGC. Results to this question are summarised in Table 4.3

|  |
| --- |
| Table 4.3: Number of years served in Roofings Group of Companies |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Less than a year | 9 | 10.5 | 10.5 | 10.5 |
| 1-5 years | 22 | 25.6 | 25.6 | 36.0 |
| 5-7 years | 28 | 32.6 | 32.6 | 68.6 |
| 7 years and above | 27 | 31.4 | 31.4 | 100.0 |
| Total | 86 | 100.0 | 100.0 |  |

**Source: Primary data**

As seen in Table 4.3, results revealed that the highest number of respondents who served for a period between 5-7 years was represented by 32.6%, this was followed by 31.4% who served for a period of more than 7 years, 25.6% served for a period between 1-5 years while the least 10.5% served for a period of less than 1 year. This can be interpreted that a bigger number of respondents had served RGC long enough to acquire more knowledge and experience in the area of human resource management and how it can be planned to positively influence employee performance.

# Level of education

Respondents were asked to identify their respective levels of education. Results to this question are summarised in Table 4.4

|  |
| --- |
| Table 4.4: Level of education |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Certificate | 11 | 12.8 | 12.8 | 12.8 |
| Diploma | 18 | 20.9 | 20.9 | 33.7 |
| Bachelor | 23 | 26.7 | 26.7 | 60.5 |
| Masters | 22 | 25.6 | 25.6 | 86.0 |
| Others, specify | 12 | 14.0 | 14.0 | 100.0 |
| Total | 86 | 100.0 | 100.0 |  |

**Source: Primary data**

As seen in Table 4.4, results revealed that majority of the respondents summarised by 26.7% and 25.6% had bachelor and master degrees respectively as the highest level of education.

The results also reveal that all respondents had a relevant levels of education and as such expected to have knowledge about the concept of human resource management and its role on employee performance.

# CHAPTER FIVE

# EFFECTIVE TRAINING AND DEVELOPMENT PROGRAMME

# Introduction

This chapter deals with the first objective of the study. The chapter presents the analysis and interpretations of the findings in respect to the first objective of the study; how Roofings Group of Companies has established effective training and development programmes.

Marchington (2008) asserts that improving, or at least maintaining, the quality of services, products, workplace and marketing practices is always to be the first plan for any business success. Quality includes ensuring that products are free of defects and working exactly as expected and claimed to do. Nothing is worse for a business than allowing a poor quality product to go to the market. In addition, Mulllin (2005) explains that a company is only as strong as the quality of the good and services it produces, as consumers are less likely to invest in a business if the product did not meet expectations. Advertisement for what a product or service provides should be accurate, and if a consumer does not feel it does, the company suffers. Everyone makes mistakes, but prevention is necessary to keeping consumers happy.

In an attempt to examine how training and development as a human resource component at RGC is used to enhance staff performance, respondents were asked the following questions and Results are summarised in the following section and Tables

# RGC offers training and development to staff to enhance organisation effectiveness

Respondents were asked whether RGC trains staff with aim of enhancing organisation effectiveness. Results to this question are summarised in Table 5.1

|  |
| --- |
| Table 5.1: Staff are trained in order to be effective |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly disagree | 12 | 14.0 | 14.0 | 14.0 |
| Disagree | 14 | 16.3 | 16.3 | 30.2 |
| Not sure | 6 | 7.0 | 7.0 | 37.2 |
| Agree | 23 | 26.7 | 26.7 | 64.0 |
| Strongly agree | 31 | 36.0 | 36.0 | 100.0 |
| Total | 86 | 100.0 | 100.0 |  |

**Source: Primary data**

As seen in Table 5.1, results indicate that 36.0% strongly agreed, 26.7% agreed, 16.3% disagreed, 14.0% strongly disagreed while 7.0 were not sure. 62.7% of the respondents generally agreed and this can be interpreted to mean that human resource department at RGC typically conducts activities designed to train and develop staff. Respondents stated that training and development is offered to staff with mainly two major reasons; with the first being to enable staff address performance problems and the second to help staff prepare for management roles. It was also stated that RGC human resource management departments takes an effort in creating executive leadership development programs which allow learning new skills necessary to take on more staff responsibilities.

# Staff performance largely depends on human resource management

Respondents were asked whether staff performance depends on HRM. Results to this question are summarised in Table 5.2

|  |
| --- |
| Table 5.2: Staff performance largely depends on human resource management |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly disagree | 2 | 2.3 | 2.3 | 2.3 |
| Disagree | 4 | 4.7 | 4.7 | 7.0 |
| Not sure | 3 | 3.5 | 3.5 | 10.5 |
| Agree | 26 | 30.2 | 30.2 | 40.7 |
| Strongly agree | 51 | 59.3 | 59.3 | 100.0 |
| Total | 86 | 100.0 | 100.0 |  |

**Source: Primary data**

As seen in Table 5.2, results reveal that 59.3% strongly agreed while 30.2% agreed, 89.5% of the respondents generally agreed to the statement, this means that the role and responsibilities of HRM is a major contributing factor in the staff performance produced at RGC. During an interview session, one respondent stated that;

*“Here at RGC, and any other company per say, management of human resources is supposed to be complete and integrated system which interconnects initiatives and activities and tasks of management to ensure that an individual before being hired has knowledge, skills, competence, interest, motivation and form behavior that is necessary to achieve sustainable competitive advantage through producing high quality goods and services”.*

# RGC ensures all employees go through a learning and development process

Respondents were asked whether all employees are required to go through a learning and development process. Results to this question are summarised in Table 5.3

|  |
| --- |
| Table 5.3: Roofings ensures all employees go through a learning and development process |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly disagree | 31 | 36.0 | 36.0 | 36.0 |
| Disagree | 24 | 27.9 | 27.9 | 64.0 |
| Not sure | 4 | 4.7 | 4.7 | 68.6 |
| Agree | 9 | 10.5 | 10.5 | 79.1 |
| Strongly agree | 18 | 20.9 | 20.9 | 100.0 |
| Total | 86 | 100.0 | 100.0 |  |

**Source: Primary data**

As seen in Table 5.3, it results indicate that 36.0% strongly disagreed while 27.9% disagreed, generally 63.9% of the respondents disagreed to the statement. This means that RGC does not invest in adapting the skills of its employees. Respondents stated that the company does not offer scholarships or aid to most employees who make an effort to attain learning and development courses. Respondents stated that the initiative to enhance their skills must come from one’s personal interest but without the support of the company, this alone does not ensure job security as well as opportunities for career development.

# RGC invests in intellectual capital to enhance employee competence

Respondents were asked whether RGC invests in intellectual capital to enhance employee competence. Results to this question are summarised in Table 5.4

|  |
| --- |
| Table 5.4: Roofings invests in intellectual capital to enhance employee competence |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly disagree | 12 | 14.0 | 14.0 | 14.0 |
| Disagree | 16 | 18.6 | 18.6 | 32.6 |
| Not sure | 7 | 8.1 | 8.1 | 40.7 |
| Agree | 21 | 24.4 | 24.4 | 65.1 |
| Strongly agree | 30 | 34.9 | 34.9 | 100.0 |
| Total | 86 | 100.0 | 100.0 |  |

**Source: Primary data**

As seen in Table 5.4, results indicated that 34.9% strongly agreed and 24.4% agreed, generally 59.3% of the respondents agreed. This means that RGC invests in intellectual capital to help management drive success and create value. During an interview session, one respondent stated that;

*“RGC management acknowledges the fact that in order to positively impact future value, the company acquired the latest tools available to identify, measure, and manage the most important value drivers, and employees are among these drivers. The management therefore takes initiative in making sure the employees understand and outline the latest tools that can equip them with necessary skills to better manage intangibles with a major aim of improving employee performance and drive future value”.*

# Employees are properly motivated to boost their performance

Respondents were asked whether employees are properly motivated to boost performance. Results to this question are summarised in Table 5.5

|  |
| --- |
| Table 5.5: Employees are properly motivated to boost their performance |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly disagree | 11 | 12.8 | 12.8 | 12.8 |
| Disagree | 15 | 17.4 | 17.4 | 30.2 |
| Not sure | 4 | 4.7 | 4.7 | 34.9 |
| Agree | 28 | 32.6 | 32.6 | 67.4 |
| Strongly agree | 28 | 32.6 | 32.6 | 100.0 |
| Total | 86 | 100.0 | 100.0 |  |

**Source: Primary data**

As seen in Table 5.5, results indicate that majority of respondents generally agreed, this was summarised by 32.6% who both agreed and strongly agreed. Since this was the majority response, it can be interpreted to mean that RGC endeavors to retain best employees, acknowledge their important roles and influence organisational effectiveness by rewarding such employees. Respondents stated that RGC offers various motivational packages such as fringe benefits, flexible working conditions, salary increase and for most performing employees, they are given a chance for promotions.

# Roofings has a developed performance culture that encourages employees

Respondents were asked whether RGC has a developed performance culture that encourages employees. Results to this question are summarised in Table 5.6

|  |
| --- |
| Table 5.6: Roofings has a developed performance culture that encourages employees |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly disagree | 16 | 18.6 | 18.6 | 18.6 |
| Disagree | 10 | 11.6 | 11.6 | 30.2 |
| Not sure | 5 | 5.8 | 5.8 | 36.0 |
| Agree | 19 | 22.1 | 22.1 | 58.1 |
| Strongly agree | 36 | 41.9 | 41.9 | 100.0 |
| Total | 86 | 100.0 | 100.0 |  |

**Source: Primary data**

As seen in Table 5.6, results indicate that majority of respondents generally agreed, this was summarised by 41.9% and 22.1% who strongly agreed and agreed respectively. Since 64.0% generally agreed to the statement, this means that the work environment at RGC which promotes decisiveness and standards of excellence and ensures improved employee performance. Respondents further noted that performance culture at RGC the performance culture enhances commitments and expectations which make them be more competent and productive in achieving organisational goals. In addition, the performance culture enables employees to always emphasise accountability.

# Roofings rewards employees according to their contribution

Respondents were asked whether RGC rewards employees according to their contribution. Results to this question are summarised in Table 5.7

|  |
| --- |
| Table 5.7: Roofings rewards employees according to their contribution |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly disagree | 10 | 11.6 | 11.6 | 11.6 |
| Disagree | 15 | 17.4 | 17.4 | 29.1 |
| Not sure | 2 | 2.3 | 2.3 | 31.4 |
| Agree | 26 | 30.2 | 30.2 | 61.6 |
| Strongly agree | 33 | 38.4 | 38.4 | 100.0 |
| Total | 86 | 100.0 | 100.0 |  |

**Source: Primary data**

As seen in Table 5.7, results indicate that 38.4% strongly agreed and 30.2% agreed respectively, this means that 68.6% of the respondents generally agreed. Since this is the majority response, it can be implied to mean that employees at RGC are rewarded basing on the level of their performance output. Respondents stated that the amount of reward is determined through performance appraisals that are performed by line managers. It was also stated that the reward are computed on basis of average performance of employees per month, the average is computed on a yearly basis because this is the time staff are given rewards.

# Roofings human resource practices compliment employee performance

Respondents were asked whether RGC practices compliment employee performance. Results to this question are summarised in Table 5.8

|  |
| --- |
| Table 5.8: Roofings human resource practices complement employee performance |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly disagree | 20 | 23.3 | 23.3 | 23.3 |
| Disagree | 23 | 26.7 | 26.7 | 50.0 |
| Not sure | 4 | 4.7 | 4.7 | 54.7 |
| Agree | 20 | 23.3 | 23.3 | 77.9 |
| Strongly agree | 19 | 22.1 | 22.1 | 100.0 |
| Total | 86 | 100.0 | 100.0 |  |

**Source: Primary data**

As seen in Table 5.8, results indicate that majority of the respondents generally disagreed, this was summarised by 23.3% strongly disagreed while 26.7% disagreed respectively. This can be interpreted to mean that at RGC, human resource practices do not facilitate employee involvement, skill enhancement and motivation which are major components in employee performance. The company lacks specific combination under human resource that can process maximization of employee knowledge, skill and commitment. The respondents highlighted the major example as the lack of learning and development culture for staff members.

# Employees have autonomy which enhance flexibility

Respondents were asked whether employees have autonomy which enhances flexibility. Results to this question are summarised in Table 5.9

|  |
| --- |
| Table 5.9: Employees have autonomy which enhances flexibility |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly disagree | 29 | 33.7 | 33.7 | 33.7 |
| Disagree | 24 | 27.9 | 27.9 | 61.6 |
| Not sure | 9 | 10.5 | 10.5 | 72.1 |
| Agree | 11 | 12.8 | 12.8 | 84.9 |
| Strongly agree | 13 | 15.1 | 15.1 | 100.0 |
| Total | 86 | 100.0 | 100.0 |  |

**Source: Primary data**

As seen in Table 5.9, results indicate that majority of the respondents that is 33.7% and 27.9% strongly disagree and disagree respectively. Since this was the majority response, it can be interpreted to mean that the performance levels and quality of work of employees is still low in that management still takes lead in vital decision making. Respondents stated that employees have a negative wellbeing and that some are not satisfied with the work conditions or current situation at the company highlighted with minimum training and development yet this is supposed to enhance on their performance levels by being flexible in performing various roles within the company.

# Testing hypothesis 1

In this study, to facilitate the testing of the implied hypothesis of the study, the researcher used correlation analysis; the test that training and development programmes at RGC has not significantly improved employee performance. The results of the test are shown in the Tables below.

|  |
| --- |
| Table 5.10: Correlations |
|  | Training and development programs | Employee performance |
| Training and development programs | Pearson Correlation | 1 | .847\*\* |
| Sig. (2-tailed) |  | .000 |
| N | 86 | 86 |
| Employee performance | Pearson Correlation | .847\*\* | 1 |
| Sig. (2-tailed) | .000 |  |
| N | 86 | 86 |
| \*\*. Correlation is significant at the 0.01 level (2-tailed). |

As seen in Table 5.10, the hypothesis was subjected to Pearson correlation. The test revealed that there is a significant relationship between Training and development programs and employee performance. This was summarised by (r (86) = .847, P<0.05). This means that there is a statistically significant relationship between training and development programs and employee performance. In addition, the results can be interpreted to mean that in the aim of increasing employee performance, RGC has to improve on the training and development programs

|  |
| --- |
| Table 5.11: Coefficientsa |
| Model | Unstandardized Coefficients | Standardized Coefficients | t | Sig. |
| B | Std. Error | Beta |
| 1 | (Constant) | -.495 | .220 |  | -2.247 | .027 |
| Training and development programs | .838 | .057 | .847 | 14.593 | .000 |
| a. Dependent Variable: Employee performance |

The regression matrix in Table 5.11 tests what the independent variable is more than the dependent variable. The results indicate that staff adapting to RGC offers training and development to staff to enhance employee performance has a Beta= .847, with p<0.01, and t-statistic= 14.593. The t=14.593 is statistically significant with p<0.05 (0.01) and this signifies that the model fits the data and that there is a significant relationship between training and development and employee performance (staff performance).

|  |
| --- |
| Table 5.12: Model Summary |
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .847a | .717 | .714 | .77738 |
| a. Predictors: (Constant), Training and development programs |

Furthermore, the model summary in Table 5.12 yielded an Adjusted R2 of 0.714 or 71.4%. This means that RGC’s training and development programs are the highest contributor to employee performance in RGC.

In conclusion, it can be stated that in view of the above tests, RGC training and development programs have significantly improved on staff performance.

# CHAPTER SIX

# RECRUITMENT AND SELECTION EVALUATION STANDARDS

# Introduction

This chapter deals with the second objective of the study. The chapter presents the analysis and interpretations of the findings in respect to the second objective of the study; how Roofings Group of Companies has set recruitment and selection evaluation standards.

The highly competitive and changing market of today requires quick and effective response. To be highly competitive, managers are realizing that the success of a [business](https://www.omicsonline.org/open-access/business-and-economics-journal.php) enterprise depends largely on the efficient selection of its human resources. In human resource management, recruitment is the foundation for selection process (Gillian, 2002)

Armstrong (2006) explains that company effectiveness is one of the most challenging issues related to manufacturing and service organizations. Company effectiveness usually relates to efficiency (how many valuable resources are used relative to what it produced) and effectiveness (measuring the ability of the manufacturing or service process to produce the desired result). This can be achieved if the selection process of an organization is devoid of [nepotism](https://www.omicsonline.org/open-access/effects-of-reengineering-nepotism-and-mobbing-on-the-employeeperformance-2315-7844-1000170.php?aid=66490) and chance to meet the challenging constraints affecting the organization.

In an attempt to examine how recruitment and selection standards at RGC are used to enhance efficiency, respondents were asked the following questions and Results are summarised in the following section and Tables.

# Experienced employees improve staff performance

Respondents were also asked whether high quality employees improve on staff performance. Results to this question are summarised in Table 6.1

|  |
| --- |
| Table 6.1: Experienced employees improve staff performance |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Agree | 32 | 37.2 | 37.2 | 37.2 |
| Strongly agree | 54 | 62.8 | 62.8 | 100.0 |
| Total | 86 | 100.0 | 100.0 |  |

**Source: Primary data**

As seen in Table 6.1, results indicate that all respondents that is 100% generally agreed, this was summarised by 62.8% and 37.2% who strongly agreed and agreed respectively. This can be interpreted to mean that the staff performance at RGC or any company greatly depends on the level of expertise of the staff. Respondents stated that RGC ensures that employed staff goes through valid screening process to ensure that they hire the right people with required knowledge and skills in performing company activities that can enhance employee performance through increased level of goods and services.

# Recruitment process is transparent and clear

Respondents were asked whether recruitment process at RGC is transparent and clear. Results to this question are summarised in Table 6.2

|  |
| --- |
| Table 6.2: Recruitment process is transparent and clear |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly disagree | 24 | 27.9 | 27.9 | 27.9 |
| Disagree | 26 | 30.2 | 30.2 | 58.1 |
| Not sure | 12 | 14.0 | 14.0 | 72.1 |
| Agree | 10 | 11.6 | 11.6 | 83.7 |
| Strongly agree | 14 | 16.3 | 16.3 | 100.0 |
| Total | 86 | 100.0 | 100.0 |  |

**Source: Primary data**

As seen in Table 6.2, results indicate that 30.2% disagreed while 27.9% strongly disagreed, generally 58.1% of the respondents disagreed. This can be interpreted to mean that the details of hiring process at RGC are only limited to particular departmental heads and persons. During an interview session with respondents, one stated that;

*“Most of us can agree in principle that a vital part in providing almost any service, is the ability to be honest and open with those you work with. Unfortunately, from the candidate perspective, many recruiters seem to hinder more than help. While their job is to help people get into work, many of them don’t actually believe in a very basic principle of any kind of service: to be open and transparent”.*

This means that transparency in recruitment process at RGC is not seen as necessary.

# Effective selection process ensures improved performance

Respondents were asked whether effective selection process ensures improved performance at RGC. Results to this question are summarised in Table 6.3

|  |
| --- |
| Table 6.3: Effective selection process ensures improved performance |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly disagree | 7 | 8.1 | 8.1 | 8.1 |
| Disagree | 14 | 16.3 | 16.3 | 24.4 |
| Not sure | 5 | 5.8 | 5.8 | 30.2 |
| Agree | 25 | 29.1 | 29.1 | 59.3 |
| Strongly agree | 35 | 40.7 | 40.7 | 100.0 |
| Total | 86 | 100.0 | 100.0 |  |

**Source: Primary data**

As seen in Table 6.3, results indicate that majority of the respondents that is 40.7% and 29.1% strongly agreed and agreed respectively. Since this was the majority response, it can be interpreted to mean that hiring the right people in any organisation yields positive results in by improving on performance. Respondents stated that appropriate human capital is very vital in enhancing employee performance; this is because employees are the most valued and most precious assets of any organisation. Respondents also stated that it is the individual performance of employees that will converge to form the overall performance of the company. This means that an unbiased selection process will ensure that the company has the most skilled and experienced employees that can boost performance.

# Recruitment process eliminates elements of bias in human resource

Respondents were asked whether recruitment process eliminates elements of bias in human resource. Results to this question are summarised in Table 6.4

|  |
| --- |
| Table 6.4: Recruitment process eliminates elements of bias in human resource |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly disagree | 22 | 25.6 | 25.6 | 25.6 |
| Disagree | 26 | 30.2 | 30.2 | 55.8 |
| Not sure | 12 | 14.0 | 14.0 | 69.8 |
| Agree | 10 | 11.6 | 11.6 | 81.4 |
| Strongly agree | 16 | 18.6 | 18.6 | 100.0 |
| Total | 86 | 100.0 | 100.0 |  |

**Source: Primary data**

As seen in Table 6.4, results indicate that majority of the respondents generally disagreed, this was summarised by 30.2% and 25.6% who disagreed and strongly disagreed respectively. This means that at RGC, recruitment process is not entirely fair in considerations on hiring new employees. Respondents stated that the level of nepotism is too high, this has led to hiring inexperienced and unskilled personnel due to favors of those in higher positions and influence hence posing bias in the recruitment process. Respondents also noted that bias in recruitment process can stymie diversity, promotion, and retention efforts.

# Implementation of recruitment process reduces on training and development costs

Respondents were also asked whether implementation of recruitment process can reduces on expenses incurred in training. Results to this question are summarised in Table 6.5

|  |
| --- |
| Table 6.5: Implementation of recruitment process reduces on training and development costs |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly disagree | 4 | 4.7 | 4.7 | 4.7 |
| Disagree | 9 | 10.5 | 10.5 | 15.1 |
| Agree | 29 | 33.7 | 33.7 | 48.8 |
| Strongly agree | 44 | 51.2 | 51.2 | 100.0 |
| Total | 86 | 100.0 | 100.0 |  |

**Source: Primary data**

As seen in Table 6.5, results indicates that majority of the respondents generally agreed, this was summarised by 51.2% and 33.7% who strongly agreed and agreed respectively. This means that RGC incurs fewer costs in situations where the recruitment process has been unbiased and fair. Respondents stated that an implemented recruitment process will ensure that experienced and skilled people are considered to employment, when the right people are hired for work, the company at times does not need to invest time and funds in offering training and development to such employees.

# Effective selection process reduces employee turnover

Respondents were asked whether effective selection process reduces on employee turnover. Results to this question are summarised in Table 6.6

|  |
| --- |
| Table 6.6: Effective selection process reduces employee turnover |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly disagree | 10 | 11.6 | 11.6 | 11.6 |
| Disagree | 13 | 15.1 | 15.1 | 26.7 |
| Not sure | 2 | 2.3 | 2.3 | 29.1 |
| Agree | 24 | 27.9 | 27.9 | 57.0 |
| Strongly agree | 37 | 43.0 | 43.0 | 100.0 |
| Total | 86 | 100.0 | 100.0 |  |

**Source: Primary data**

As seen in Table 6.6, results indicate that majority of respondents that is 43.0% and 27.9% generally agreed to the statement, this means that there are strategies that are employed in the hiring process that can reduce on employee turnover at RGC. During an interview session, one respondent from human resource department expressed that;

*“Employee turnover is a nightmare for any company when too high and as such RGC ensures that the occurrence of such situations is avoided at an early stage under recruitment through various ways such as encouraging employee referrals, recruiting for cultural fits and the most common is offering fair compensation. In today’s competitive candidate market, employee turnover is a real threat to the hard work invested in recruitment”.*

# Fair recruitment and selection process enhances achievement of company objectives

Respondents were asked whether fair recruitment and selection process enhances achievement of company objectives. Results to this question are summarised Table 6.7

|  |
| --- |
| Table 6.7: Fair recruitment and selection process enhances achievement of company objectives |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly disagree | 11 | 12.8 | 12.8 | 12.8 |
| Disagree | 8 | 9.3 | 9.3 | 22.1 |
| Not sure | 7 | 8.1 | 8.1 | 30.2 |
| Agree | 26 | 30.2 | 30.2 | 60.5 |
| Strongly agree | 34 | 39.5 | 39.5 | 100.0 |
| Total | 86 | 100.0 | 100.0 |  |

**Source: Primary data**

As seen in Table 6.7, results indicate that 39.5% of the respondents strongly agreed and 30.2% agreed respectively. Since this is the majority, it can be interpreted to mean that an organisation can achieve its set objectives given that recruitment and selection process is fair. Respondents stated that when human resource managers are fair in the recruitment process, they mostly likely hire the most qualified people; this is because the recruitment and selection process will hire people based on merit and relevant work experience. When the right people are hired, the chances of achieving company objectives such as increased profitability and company effectiveness also increases; Respondents also noted that such an organisational goal can be achieved through hiring the right people with the required tools and commitment to meet them.

# Selection standards are always followed to recruit qualified personnel

Respondents were asked whether selection standards are always followed to recruit qualified personnel. Results to this question are summarised in Table 6.8

|  |
| --- |
| Table 6.8: Selection standards are always followed to recruit qualified personnel |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly disagree | 26 | 30.2 | 30.2 | 30.2 |
| Disagree | 25 | 29.1 | 29.1 | 59.3 |
| Not sure | 12 | 14.0 | 14.0 | 73.3 |
| Agree | 8 | 9.3 | 9.3 | 82.6 |
| Strongly agree | 15 | 17.4 | 17.4 | 100.0 |
| Total | 86 | 100.0 | 100.0 |  |

**Source: Primary data**

As seen in Table 6.8, results indicate that majority of respondents generally disagreed; this was summarised by 30.2% and 29.1% who strongly disagreed and disagreed respectively. Since this was the majority response, it can be interpreted to mean that RGC human resource department does not always follow the principles outlined in the selection standards. Respondents stated that some employees working in the company were hired due to influence or favor; this is attributed to increases levels of nepotism which is a common practice in organisations today. Respondents also stated that in many cases the most suited and qualified individuals are over looked for selection, even for those who are employees in the company, favour and influence still hinders their growth as chances of promotion and rewards are still given to selected few, hence the selection standards are not always followed.

# RGC provides long term contracts to ensure employee loyalty

Respondents were also asked whether RGC provides long term contracts to ensure loyalty of employees. Results to this question are summarised in Table 6.9

|  |
| --- |
| Table 6.9: Roofings provides long term contracts to ensure employee loyalty |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly disagree | 22 | 25.6 | 25.6 | 25.6 |
| Disagree | 31 | 36.0 | 36.0 | 61.6 |
| Not sure | 5 | 5.8 | 5.8 | 67.4 |
| Agree | 10 | 11.6 | 11.6 | 79.1 |
| Strongly agree | 18 | 20.9 | 20.9 | 100.0 |
| Total | 86 | 100.0 | 100.0 |  |

**Source: Primary data**

As seen in Table 6.9, results indicate that majority of the respondents generally disagreed; this was summarised by 36.0% and 25.6% who disagreed and strongly disagreed respectively. This can be interpreted to mean that most employees at RGC are not permanent staff members. Respondents revealed that a bigger number of staff, more in particular support staffs are serving on probation terms or short term contracts between 6 months and 1 year. The company in the long run loses hard working, creative employees who are valuable in the objective of achieving improved employee performance. It was revealed that such employees, however, productive end up seeking for employment in companies that provide better contractual terms.

# Testing hypothesis 2

In this study, to facilitate the testing of the hypotheses of the study, the researcher has tested the implied hypotheses under objective number two of the study. This implied hypothesis is that recruitment and selection standards have not significantly enhance employee performance in RGC. The results of the test are shown in the Tables below.

|  |
| --- |
| Table 6.10: Correlations |
|  | Recruitment and selection evaluation standards | Employee performance |
| Recruitment and selection evaluation standards | Pearson Correlation | 1 | .844\*\* |
| Sig. (2-tailed) |  | .000 |
| N | 86 | 86 |
| Employee performance | Pearson Correlation | .844\*\* | 1 |
| Sig. (2-tailed) | .000 |  |
| N | 86 | 86 |
| \*\*. Correlation is significant at the 0.01 level (2-tailed). |

As seen in Table 6.10, the hypotheses was subjected to Pearson’s correlation test which yielded relationship results of (r (86) = .844, P<0.05). This means that there is a strong positive significant relationship between RGC Recruitment and selection evaluation standards and employee performance, the study therefore rejects the implied null hypothesis. Results also indicate that there is a statistically significant relationship between the two variables as recruitment and selection evaluation standards has an influence on employee performance. This means that for RGC to recruit qualified personnel through selection standards, the company has to implement this objective under human resource management.

|  |
| --- |
| Table 6.11: Model Summary |
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .844a | .713 | .709 | .84659 |
| a. Predictors: (Constant), Recruitment and selection evaluation standards |

Findings in Table 6.11 indicate the value of Adjusted R squared was .709; an indication that there was a variation of 70.9% on employee performance (qualified personnel) was due to changes in recruitment and selection evaluation standards at RGC at 95% confidence level. This shows that 70.9% changes in employee performance could be accounted for by recruitment and selection evaluation standards. R is the correlation coefficient which shows the relationship between the variables, from the findings in Table 6.11 above, it is indicated that there was a strong positive relationship between recruitment and selection evaluation standards and employee performance by .844

|  |
| --- |
| Table 6.12: ANOVAa |
| Model | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 149.249 | 1 | 149.249 | 208.240 | .000b |
| Residual | 60.204 | 84 | .717 |  |  |
| Total | 209.453 | 85 |  |  |  |
| a. Dependent Variable: Employee performance |
| b. Predictors: (Constant), Recruitment and selection evaluation standards |

Analysis of variance (ANOVA) was used to test the null hypothesis in table 6.12 and results indicated F= 208.240, p=000, in addition, the processed data, which is the population parameters, had a significance level of 0.01 which shows that the data is ideal for making a conclusion on the population’s parameter as the value of significance (p-value) is less than 5%. The results indicated that recruitment and selection evaluation standards significantly influence employee performance at RGC; this is because the significance value was less than 0.05, an indication that the model was statistically significant.

# CHAPTER SEVEN

# SUCCESSION PLANNING AND ORGANISATION SURVIVAL

# Introduction

This chapter deals with the third objective of the study. The chapter presents the analysis and interpretations of findings in report to the third objective of the study; how Roofings Group of Companies has ensured succession planning for organisational survival.

To stay competitive and relevant in intensely dynamic environments characterized by discontinuities, innovation, and institutional uncertainties, firms need to develop strategic company efficiency to adapt to unprecedented changes (Hittet al., 1998). Strategic company efficiency refers to a firm’s ability to modify its strategic course in order to stay competitive insubstantial, uncertain, and rapidly occurring environmental changes that impact firm performance

While human resource strategic company efficiency is beneficial for business in dynamic environments, developing and maintaining strategic company efficiency would also call for a unique leadership that endorses appropriate operational practices and policies in support of strategic flexibility (Ibid). After all, organizations are the reflection of their top leaders ‘attributes

In an attempt to examine how succession planning is used to enhance efficiency at RGC, respondents were asked the following questions and Results are summarised in the following section and Tables

# RGC has succession planning to improve on employee performance

Respondents were asked whether the company has succession planning improve employee performance. Results to this question are summarised in Table 7.1

|  |
| --- |
| Table 7.1: Roofings has succession planning to improve on employee performance |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly disagree | 7 | 8.1 | 8.1 | 8.1 |
| Disagree | 13 | 15.1 | 15.1 | 23.3 |
| Not sure | 10 | 11.6 | 11.6 | 34.9 |
| Agree | 27 | 31.4 | 31.4 | 66.3 |
| Strongly agree | 29 | 33.7 | 33.7 | 100.0 |
| Total | 86 | 100.0 | 100.0 |  |

**Source: Primary data**

As seen in Table 7.1, results indicate that majority of respondents that is 33.7% and 31.4% strongly agreed and agreed respectively. This most respondents generally agreed, it can be interpreted to mean that succession planning are effective tools in accomplishing specific organisational goals. During an interview session, one respondent expressed that;

*“Succession planning at RGC is guided by the overall strategies of the company and they help in attaining long-term organisation goals via staff replacement. Through the HRM department, the company can plan for the future by conducting regular surveys of employees to determine employee satisfaction and also give important insights to business leaders on what needs to be done in the future to contribute to a happier workplace. It is also important to note that an organization with well-defined performance metrics is an organization with high potential for success”.*

The HRM department plays an important role in helping the business to plan for the future. Take employees, for example: by conducting regular surveys of the employees to determine employee satisfaction, the HRM department can give important insights to business leaders on what needs to be done in the future to contribute to a happier workplace.

# RGC provides training and development to new staff to improve efficiency

Respondents were asked whether the company provides training and development to new staff to improve efficiency. Results to this question are summarised in Table 7.2

|  |
| --- |
| Table 7.2: Roofings provides training and development to new staff to improve on efficiency |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly disagree | 13 | 15.1 | 15.1 | 15.1 |
| Disagree | 12 | 14.0 | 14.0 | 29.1 |
| Not sure | 9 | 10.5 | 10.5 | 39.5 |
| Agree | 30 | 34.9 | 34.9 | 74.4 |
| Strongly agree | 22 | 25.6 | 25.6 | 100.0 |
| Total | 86 | 100.0 | 100.0 |  |

**Source: Primary data**

As seen in Table 7.2, results indicate that majority of the respondents that is 25.6% and 34.9% strongly agreed and agreed respectively. This can be interpreted to mean that new staff undergoes training and development to get familiar with the required standards of performance. Respondents stated that supervisors often give new staff tasks in lieu with training. It was also stated that since RGC is a manufacturing company, they emphasise to “teach why before how” whereby before the start of training, employees are clearly explained what they should be able to do and how. This enhances on employee efficiency and performance

# RGC encourages employees to acquire new skills

Respondents were also asked whether the company encourages employees to acquire new skills. Results to this question are summarised in Table 7.3

|  |
| --- |
| Table 7.3: Roofings encourages employees to acquire new skills |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly disagree | 24 | 27.9 | 27.9 | 27.9 |
| Disagree | 26 | 30.2 | 30.2 | 58.1 |
| Not sure | 11 | 12.8 | 12.8 | 70.9 |
| Agree | 11 | 12.8 | 12.8 | 83.7 |
| Strongly agree | 14 | 16.3 | 16.3 | 100.0 |
| Total | 86 | 100.0 | 100.0 |  |

**Source: Primary data**

As seen in Table 7.3, results in Table 7.3 indicate majority of respondents generally disagreed; this was summarised by 30.2% and 27.9% who disagreed and strongly disagreed respectively. This can be interpreted to mean that RGC does not take initiative in career development plans for employees. Respondents stated that the company does not improve on the existing skills of employees; the company does not invest or support employees to take on upgrading academically. This means that if workers at RGC are interested in furthering their education, management shows no interest in encouraging them to do so, regardless of whether it is finishing college or simply building their skills.

# Workshops are organised to improve on employee relationships

Respondents were also asked whether workshops are organised to improve on employee relationships. Results to this question are summarised in Table 7.4

|  |
| --- |
| Table 7.4: Workshops are organized to improve on employee relationships |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Not sure | 6 | 7.0 | 7.0 | 7.0 |
| Agree | 29 | 33.7 | 33.7 | 40.7 |
| Strongly agree | 51 | 59.3 | 59.3 | 100.0 |
| Total | 86 | 100.0 | 100.0 |  |

**Source: Primary data**

As seen in Table 7.4, result indicates that majority of respondents that is 59.3% and 33.7% strongly agreed and agreed respectively to the statement. This means that employees are more interactive and collaborative under workshops through sharing of ideas and knowledge. During an interview session, one respondent expressed that;

*“For any organisation to perform better, it is imperative that the employees are comfortable with each other and this is not easy to attain in office space, but easy during workshops. RGC emphasises workshops because employees get to share a good rapport and work in close coordination towards a common objective. It has been proved that people feel responsible and motivated to do good work and enjoy their work rather than taking it as a burden”.*

This means that RGC promotes healthy employee relations at workplace to extract the best out of each individual.

# Effective human resource practice improves on employee coordination

Respondents were asked whether effective human resource practice improves on employee coordination. Results are summarised in Table 7.5

|  |
| --- |
| Table 7.5: Effective human resource practice improves on employee coordination |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly disagree | 17 | 19.8 | 19.8 | 19.8 |
| Disagree | 14 | 16.3 | 16.3 | 36.0 |
| Not sure | 5 | 5.8 | 5.8 | 41.9 |
| Agree | 26 | 30.2 | 30.2 | 72.1 |
| Strongly agree | 24 | 27.9 | 27.9 | 100.0 |
| Total | 86 | 100.0 | 100.0 |  |

**Source: Primary data**

As seen in Table 7.5, it is indicated that 27.9% strongly agreed and 30.2% agreed respectively, this can be interpreted to mean that RGC reduces on internal and external complexities in employees. Respondents stated that RGC uses various practices to improve on employee coordination by establishing relationship between managers, executives, branches and workers. This has enables the company to increase in company effectiveness and ease integration of micro and macro level dynamics and also to have a better connection of roles among intra-organisational and inter-organisational groups as well as building trust among competing groups within the organisation.

# RGC provides conducive work environment to enhance flexibility

Respondents were also asked whether the company provide a conducive work environment to enhance flexibility. Results to this question are summarised in Table 7.67

|  |
| --- |
| Table 7.6: Roofings provides conducive work environment for better flexibility |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly disagree | 10 | 11.6 | 11.6 | 11.6 |
| Disagree | 13 | 15.1 | 15.1 | 26.7 |
| Not sure | 7 | 8.1 | 8.1 | 34.9 |
| Agree | 27 | 31.4 | 31.4 | 66.3 |
| Strongly agree | 29 | 33.7 | 33.7 | 100.0 |
| Total | 86 | 100.0 | 100.0 |  |

**Source: Primary data**

As seen in Table 7.6, it is indicated that 33.7% strongly agreed and 31.4% agreed, since this is the majority it can be interpreted to mean that employees are provided with equipment that enables them to perform well. Respondents opined that RGC has clean and well-furnished office desks and chairs, computers to ease on transfer of information and communication channels and other money related benefits. This means that with well-established and maintained components of working conditions, RGC manages to draw attention to her employees hence most of them were set to stay for a long time.

# RGC employs new policies to improve on employee competence

Respondent were asked whether RGC employs new policies to improve on employee competence. Results are summarised in Table 7.7

|  |
| --- |
| Table 7.7: Roofings employs new policies to improve on employee competence |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly disagree | 12 | 14.0 | 14.0 | 14.0 |
| Disagree | 16 | 18.6 | 18.6 | 32.6 |
| Not sure | 4 | 4.7 | 4.7 | 37.2 |
| Agree | 31 | 36.0 | 36.0 | 73.3 |
| Strongly agree | 23 | 26.7 | 26.7 | 100.0 |
| Total | 86 | 100.0 | 100.0 |  |

**Source: Primary data**

As seen in Table 7.7, it is indicated that 26.7% strongly agreed and 36.0% agreed, since this is the majority it can be interpreted to mean that the company appreciated the need for knowledgeable, skilled and well trained workforce because it is critical to company success. Respondents stated that RGC ensures employees extend on their competencies to allow the company increase on company effectiveness and also gain greater revenue. Respondents stated that depending on the various job descriptions of employees, the company offers coaching, voluntary training, job shadowing as practices that can enhance employee competence.

# RGC adapts new strategies annually to enhance flexibility

Respondents were asked whether RGC annually adapts strategies to enhance flexibility. Results to this question are summarised in table 7.8

|  |
| --- |
| Table 7.8: RGC adapts new strategies annually to enhance flexibility |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly disagree | 16 | 18.6 | 18.6 | 18.6 |
| Disagree | 14 | 16.3 | 16.3 | 34.9 |
| Not sure | 7 | 8.1 | 8.1 | 43.0 |
| Agree | 22 | 25.6 | 25.6 | 68.6 |
| Strongly agree | 27 | 31.4 | 31.4 | 100.0 |
| Total | 86 | 100.0 | 100.0 |  |

**Source: Primary data**

As seen in Table 7.8, it is indicated that 31.4% strongly agreed and 25.6% agreed, since this is the majority it can be interpreted to mean that the company empowers employees with the trust and autonomy they need to get their work done. Respondents stated that RGC for instance gives employees the freedom to control their own career paths and projects. It was also observed that the company gives occasional of accountability and company efficiency in workplace and these give staff a chance to rest, recharge and connect with their colleagues.

# Testing hypothesis 3

In this study, to facilitate the testing of the hypotheses of the study, the researcher has tested the implied hypotheses under objective number three of the study. This implied hypothesis is that succession planning has not significantly ensured organisational survival in RGC. The results of the test are shown in the Tables below.

|  |
| --- |
| Table 7.9: Correlations |
|  | Succession planning | Organisation survival |
| Succession planning | Pearson Correlation | 1 | .845\*\* |
| Sig. (2-tailed) |  | .000 |
| N | 86 | 86 |
| Organisation survival | Pearson Correlation | .845\*\* | 1 |
| Sig. (2-tailed) | .000 |  |
| N | 86 | 86 |
| \*\*. Correlation is significant at the 0.01 level (2-tailed). |

According to results in Table 7.9, the hypothesis was subjected to Pearson correlation which revealed that there is a significant relationship between succession planning and company efficiency (employee performance), this was represented by (r (86) = .845, P<0.05). This can be interpreted to mean that there is a statistically significant relationship between succession planning and organisation survival. This means that for RGC to improve on employee performance, the company needs to employ the most effective succession planning strategies.

The same hypothesis was subjected to a regression matrix which yielded a linear relationship presented by (F (86) =896.889, P<0.01) between succession planning and employee performance. The results are presented in Table 7.10

|  |
| --- |
| Table 7.10: Model Summary |
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .845a | .715 | .712 | .72152 |
| a. Predictors: (Constant), Succession planning |

From the findings in table 7.10 the value of adjusted R squared was .712, an indication that there was variation of 71.2% on organisation survival in RGC due to changes in succession planning at 95% confidence interval. This shows that 71.2% changes on organisation survival could be accounted for by succession planning. R is the correlation coefficient which shows the relationship between the study variables, from the findings shown in the table above there was a strong relationship between the study variables as shown by 0.845 or 84.5%.

|  |
| --- |
| Table 7.11: Coefficientsa |
| Model | Unstandardized Coefficients | Standardized Coefficients | t | Sig. |
| B | Std. Error | Beta |
| 1 | (Constant) | 6.263 | .180 |  | 34.781 | .000 |
| Succession planning | .766 | .049 | .845 | 15.742 | .000 |
| a. Dependent Variable: Organisation survival |

From the data in the table, the results show that; succession planning represented by [β=0.845, p<0.05, t-statistic=15.742, p<0.05] influences organisation survival as the dependent variable. The independent variable is significant because its Beta is twice larger than the corresponding standard errors and its t-statistic is greater than two. Any independent variable with a t-statistic greater than two indicates a strong correlation with the dependent variable.

In conclusion, it can be noted that there is a statistically significant positive relationship between succession planning and organisation survival at RGC; hence the study rejects the null hypothesis.

# CHAPTER EIGHT

# TOWARDS HARMONISING HUMAN RESOURCE MANAGEMENT AND EMPLOYEE PERFORMANCE AT RGC

# Introduction

This chapter sets out to link study findings to the literature review by discussing the findings in relationship with literature review, and then suggest a way forward. Implications are, deduced, from the findings, discussed and interpreted basing on the research hypotheses of the study.

# Effective training and development programme

On the question how Roofings Group of Companies established effective training and development programmes, 36.0% strongly agreed, 26.7% agreed that staffs are trained in order to be effective which meant that human resource department at RGC typically conducts activities designed to train and develop staff. 59.3% strongly agreed and 30.2% agreed that staff performance largely depends on human resource management. 36.0% strongly disagreed while 27.9% disagreed that RGC employees go through a learning and development process. 32.6% both agreed and strongly agreed that employees are properly motivated to boost their performance. 23.3% strongly disagreed while 26.7% disagreed respectively that RGC human resource practices complement employee performance which meant that RGC, human resource practices do not facilitate employee involvement. 33.7% and 27.9% strongly disagree and disagree respectively that employees have autonomy which enhances company efficiency which meant that the performance levels and quality of work of employees is still low in that management still takes lead in vital decision making.

Babaita (2010) points out that quality includes ensuring that products are free of defects and working exactly as expected and claimed to do. Nothing is worse for a business than allowing a poor quality product to go to the market. A company is only as strong as the quality of the good and services it produces, as consumers are less likely to invest in a business if the product did not meet expectations. Advertisement for what a product or service provides should be accurate, and if a consumer does not feel it does, the company suffers. Everyone makes mistakes, but prevention is necessary to keeping consumers happy.

Dhate (2007) asserts that companies can use several methods to promote quality customer service and goods. These include ensuring that employees are thoroughly knowledgeable of the product or service and aware of the correct body language to use to convey the company’s message. Also it includes utilizing employees who possess exceptional communication skills and anticipating the guest needs.

In addition, Malik, (2011) notes that inadequate training and development may be the cause of substandard quality of your products and can also adversely affect production time. Investing in proper training and development for new hires can eliminate costly mistakes and ensure that the work is done right the first time. This can also reduce the need for quality control procedures and improve the overall speed of your production process. Consider designating one person as a trainer, preferably someone with experience and expertise in your production process.

The study suggests that RGC should establish company effectiveness and quality goal and tie them to incentives. The study also suggests that RGC should provide feedback to employees after training and development in order for employees to become aware of areas where they can improve their performance. Furthermore, the study suggests that employer should provide sufficient resources for training and development so as to improve the training and development programmes provided.

# Recruitment and selection evaluation standards

On the question of how Roofings Group of Companies sets recruitment and selection evaluation standards. 100% of the respondents stated that experienced employees improve staff performance. 40.7% and 29.1% strongly agreed that effective selection process ensures improved performance. 30.2% and 25.6% who disagreed and strongly disagreed respectively that recruitment process eliminates elements of bias in human resource. 51.2% and 33.7% who strongly agreed and agreed respectively that RGC implements recruitment process to reduces on training and development costs. 43.0% and 27.9% generally agreed to the statement that effective selection process reduces employee turnover. 39.5% of the respondents strongly agreed and 30.2% agreed respectively that fair recruitment and selection process enhances achievement of company objectives. 30.2% and 29.1% who strongly disagreed and disagreed respectively that selection standard at RGC are always followed to recruit qualified personnel.

Company effectiveness is simply the amount of output derived from per unit of input. It is a way to compare the cost of something to its benefit. Company effectiveness refers to an amount of [physical](https://www.omicsonline.org/physical-mathematics.php) output to its related labour input.

Organization company effectiveness usually relates to efficiency and effectiveness. Efficiency and effectiveness are two words associated with organizational company effectiveness. Efficiency is the degree to which a system or component of a system perform its designated functions with minimum consumption of resources. Efficiency is doing things right. It is generally measured by a ratio of outputs produced to resources used. While, effectiveness is the degree to which a goal is achieved and suggests a quality of output measurement against a defined standard.

Company effectiveness in a manufacturing industry usually relates to “how many valuable resources are used relative to what are produced (efficiency) and the ability of the manufacturing process to produce the desired result (effectiveness). In order to achieve maximum company effectiveness, organizations must possess qualified personnel, who are committed and dedicated to service delivery. The road map to qualified personnel in any organization is determined by effectiveness of the selection process. Ineffective selection process predisposes organizations to the following consequences.

The success of organizations depends on the calibre of the manpower that steers their day to day affairs. When the right person is selected, the company effectiveness of the selected person tends to be high or meet the standard set by the organization. Though it is the wish of every organization to attract the best [human resource](https://www.omicsonline.org/open-access/impact-of-human-resource-practices-on-female-employees-performancein-karachi-pakistan-2151-6219-1000147.php?aid=48719) in order to channel their collective efforts into excellent performance, unconventional selection practices can mar attainment of Organizational objectives.

The study suggests that RGC should devise a formal and logical selection process and consistently adhere to it without deviations. The study also suggests that RGC should always consider factors such as experience, educational qualification, and location, with no iota of bias, discrimination or favoritism during their selection process.

# Succession planning and organisational survival

On the question of how Roofings Group of Companies ensured succession planning for organisational survival. 33.7% and 31.4% strongly agreed and agreed respectively. RGC has succession planning to improve on employee performance. is 25.6% and 34.9% strongly agreed and agreed respectively that Roofings provides training and development to new staff to improve on efficiency which meant that that new staff undergoes training and development to get familiar with the required standards of performance. 30.2% and 27.9% who disagreed and strongly disagreed that RGC encourages employees to acquire new skills hence RGC does not take initiative in career development plans for employees. 59.3% and 33.7% strongly agreed and agreed respectively that workshops are organized to improve on employee relationships. 27.9% strongly agreed and 30.2% agreed respectively that effective human resource practice improves on employee coordination; RGC reduces on internal and external complexities in employees. 33.7% strongly agreed and 31.4% agreed that Roofings provides conducive work environment for better company efficiency hence employees are provided with equipment that enables them to perform well.

In the order to achieve vertical integration in the process of HRM strategy formulating is necessary to take into account the business strategy, and vice versa. When placing these links should not neglect the fact that strategies are subject of change, mainly because of the changes in internal and external environment. Congruence between strategies can exist in one moment in time, but due to changing circumstances, it disappears. Exceptional existence of fit would mean maintaining status quo and it would affect the company efficiency of the approach, which is an important component in the turbulent environment.

An additional factor that complicates achieving good vertical matching is the existence of vaguely defined strategy or if the strategy is in a state of evolution. However, it is important to understand the direction in which the organization is moving, although it hasn’t been expressed in the formal strategic plan. All organizations define their strategies in the form of intents that although difficult to formulate are subject to change.

HR company efficiency emerges as a key aspect in organizations operating in uncertain environments and whose efforts are oriented towards development of rapid and diverse responses. Company efficiency is defined as the firm's ability for quick reconfiguration of resources and activities to meet the environmental requirements through hiring people according to their potential to create value (Snow & Snell, 2003)*.* Company efficiency is forcing companies to reveal the changes in the environment and to maintain a sufficient number of new activities, which will enable adaption to those changes. Highly flexible firms are those who possess capacity to scan the environment, to evaluate markets and competitors and quickly transform in accordance with the competing demands.

Company efficiency in HRM is shown as a degree in which companies human resources possess skills and repertoire of behaviors that would give the company the opportunity for the implementation of the strategic alternatives in the firm's competitive environment, as well as the degree in which they might identify, develop and quickly implement the necessary HRM practices in order to maximize the flexibility, inherent for those human resources.

The study recommends that HR strategy should be linked to the business strategy (vertical integration), mainly because of their mutual complementation and support in the definition, in order to serve as a basis in the business planning process. The study also suggests that HRM at RGC should simultaneously promote fit and company efficiency and should represent a constant demand of the ways in which the unique firm's resources should be used at the right time to respond to the changing environment.

# CHAPTER NINE

# SUMMARY AND CONCLUSION

# Introduction

This chapter comprises of summary of findings and conclusion of the study according to the study objectives. The study was about the influence of human resource management on employee performance in the manufacturing industry basing on a case study of Roofings Group of Companies. The conclusions are on a basis the findings and relates to advice and the interventions that the researcher feels should be bought to the attention of Roofings Group of Companies to improve on employee performance. The study ends by presenting the areas that the researcher considers vital for further studies

# Summary of findings

# Effective training and development programme

Findings in Table 5.1 revealed that training and development is offered to staff with mainly two major reasons; with the first being to enable staff address performance problems and the second to help staff prepare for management roles. In addition, the findings showed that the company does not offer scholarships or aid to most employees who make an effort to attain learning and development courses. It was revealed that RGC offers various motivational packages such as fringe benefits, flexible working conditions, salary increase and for most performing employees, they are given a chance for promotions. Results further noted that performance culture at RGC the performance culture enhances commitments and expectations which make them be more competent and productive in achieving organisational goals. Findings also stated that the level of reward is determined through performance appraisals that are often times conducted by line managers for staff in their respective departments.

# Recruitment and selection evaluation standards

Findings revealed that details of hiring process at RGC are only limited to particular departmental heads and persons. Findings also showed that appropriate human capital is very vital in enhancing employee performance; this is because employees are the most valued and most precious assets of any organisation. In addition, it was revealed that at RGC the level of nepotism is too high, this has led to hiring inexperienced and unskilled personnel due to favors of those in higher positions and influence hence posing bias in the recruitment process. It was also revealed that when the right people are hired, the chances of achieving company objectives such as increased profitability and company effectiveness also increases. It was also revealed that in many cases the most suited and qualified individuals are over looked for selection, even for those who are employees in the company, favour and influence still hinders their growth as chances of promotion. Results indicated that a bigger number of staff, more in particular support staffs are serving on probation terms or short term contracts between 6 months and 1 year.

# Succession planning and organisational survival

Findings on the third objective revealed that since RGC is a manufacturing company, they emphasise to “teach why before how” whereby before the start of training, employees are clearly explained what they should be able to do and how. Results also showed that the company does not improve on the existing skills of employees; the company does not invest or support employees to take on upgrading academically. RGC uses various practices to improve on employee coordination by establishing relationship between managers, executives, branches and workers. Results also revealed that RGC has clean and well-furnished office desks and chairs, computers to ease on transfer of information and communication channels and other money related benefits. Respondents stated that depending on the various job descriptions of employees, the company offers coaching, voluntary training, job shadowing as practices that can enhance employee competence.

# Conclusion

The study concludes by noting that the way an organization manages its HRM has a significant relationship with the organization’s results through employee performance, a revelation that supports the resource-based view, where business competitiveness is related, at least in part, to the investments in company specific assets.

The causal linkage between HR and employee performance enables the HR managers to design programmes that will bring forth better operational results to attain higher employee performance.

Universal application of macro HRM models of analysis with dynamic constructs for performance may prove more achievable and useful than the search for a single universal linkage of micro HR to a particular measure of employee performance. Just as happened with the field of economics, human resource management is developing a clearly distinguishable macro side.

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# APPENDICES

# APPENDIX A: SELF ADMINISTRED QUESTIONAIRE

Dear respondent,

I am AHEREZA MOREEN a student of Nkumba University pursuing a Master of Business Administration currently under taking my research. I am currently conducting a study about “the influence of human resource management on employee performance in manufacturing industry basing on a case study of Roofings Group of Companies”. I am therefore kindly requesting you to fill this questionnaire and the information given will be confidential and strictly used for academic purposes only.

**SECTION A: BACKGROUND INFORMATION OF RESPONDENTS**

**(“Please tick where applicable”)**

1. What is your gender?

1. Male
2. Female

2. Age of respondent

1. 20-30
2. 31-40
3. 41-50
4. 50 and above

3. For how long have you served in Roofings Group of Companies?

1. Less than one year
2. 1-5 years
3. 5-7 years
4. 7 years and above

4) Level of education

1. Certificate
2. Diploma
3. Degree
4. Masters
5. Others, specify

**Under this section B-E, you are required to tick the answer that best gives your answer based on the 5 Likert scale below.**

**1. Strongly disagree (SD) 2. Disagree (D) 3. Not sure (NS) 4. Agree (A) 5. Strongly agree (SA)**

**SECTION B: How Roofings Group of Companies has established effective training and development programmes**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Statement** | **SD** | **D** | **N** | **A** | **SA** |
| 1. RGC offers training and development to staff to enhance organisation effectiveness |  |  |  |  |  |
| 2. Leadership work increases morale of employees |  |  |  |  |  |
| 3. Staff performance largely depends on human resource management |  |  |  |  |  |
| 4. Roofings ensures all employees go through a learning and development process |  |  |  |  |  |
| 5. Roofings invests in intellectual capital to enhance employee competence |  |  |  |  |  |
| 6. Employees are properly motivated to boost their performance |  |  |  |  |  |
| 7. Roofings has a developed performance culture that encourages employees |  |  |  |  |  |
| 8. Roofings rewards employees according to their contribution |  |  |  |  |  |
| 9. Roofings human resource practices complement employee performance |  |  |  |  |  |
| 10. Employees have autonomy which enhances flexibility |  |  |  |  |  |

**SECTION C: How Roofings Group of Companies has set recruitment and selection evaluation standards**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Statement** | **SD** | **D** | **N** | **A** | **SA** |
| 1. Experienced employees improve staff performance |  |  |  |  |  |
| 2. Selection standards are always followed to recruit qualified personnel |  |  |  |  |  |
| 3. Recruitment process is transparent and clear |  |  |  |  |  |
| 4. Effective selection process ensures improved performance |  |  |  |  |  |
| 5. Recruitment process eliminates elements of bias in human resource  |  |  |  |  |  |
| 6. Implementation of recruitment process reduces on training and development costs |  |  |  |  |  |
| 7. Effective selection process reduces employee turnover |  |  |  |  |  |
| 8. Fair recruitment and selection process enhances achievement of company objectives |  |  |  |  |  |
| 9. Roofings provides long term contracts to ensure employee loyalty |  |  |  |  |  |

**SECTION D: How Roofings Group of Companies has ensured succession planning for organisational survival**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Statement** | **SD** | **D** | **N** | **A** | **SA** |
| 1. Roofings has succession planning to improve on employee performance |  |  |  |  |  |
| 2. Roofings provides training and development to new staff to improve on efficiency |  |  |  |  |  |
| 3. Roofings encourages employees to acquire new skills |  |  |  |  |  |
| 4. Workshops are organized to improve on employee relationships |  |  |  |  |  |
| 5. Effective human resource practice improves on employee coordination |  |  |  |  |  |
| 6. Roofings provides conducive work environment for better flexibility |  |  |  |  |  |
| 7. Roofings employs new policies to improve on employee competence |  |  |  |  |  |
| 8. Roofings adapts new strategies annually to enhance flexibility |  |  |  |  |  |

# APPENDIX B: INTERVIEW GUIDE

GUIDE LINES DISCUSSIONS AMONG RESPONDENTS

Location:

Date:

Time discussion started: time ended

Participants total: Management Employees

**Introduction**

1. Introduce myself (my name and the University I study from)

2. Introduce respondents

3. Explain the purpose of the visit: “I want to understand the influence of human resource management on employee performance of Roofings Group of Companies Ltd”.

4. Explain how answers will be treated confidentially: “I will treat all answers with respect and will not share them except as general answers combined from all people who participate in the study. I will not give names of respondents as this will make them feel uncomfortable talking with me. Participation in the discussions will completely be voluntary and do not have to answer any questions that they don’t feel like responding to.

Hereto, ask respondents if they are willing to participate in the group discussions.

Question:

1. Roofings human resource are fully and effectively utilised

2. Staff performance largely depends on human resource management

3. Roofings invest in intellectual capital to enhance employee competence.

4. Employees are properly motivated to boost their performance.

5. High quality employees improve staff performance

6. Effective selection process ensures improved performance

7. Implementation of recruitment process reduces on training and development costs.

8. Fair recruitment and selection process enhances achievement of company objectives

9. Roofings Ltd has succession planning to improve on employee performance.

10. Effective human resource practice improves on employee coordination

11. Roofings Ltd employs new policies to improve on employee competence

12. Roofings adapts new strategies annually to enhance flexibility