

**EFFECTS OF HUMAN RESOURCE MANAGEMENT PRACTICES ON
PERFORMANCE OF NON-GOVERNMENT ORGANISATIONS: A CASE STUDY
OF UGANDA YOUTH NETWORK (UYONET)**

BY

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**A DISSERTATION SUBMITTED TO THE SCHOOL OF SOCIAL SCIENCES IN
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ABSTRACT

In this era of highly competitive environment, Non-Governmental Organizations in the Service sector are trying hard to win the attention of clientele by providing them value added service and quality innovations to remain competitive in the market. The study was conducted to explore the effects of Human Resource Management practices namely recruitment and selection, training and development, compensation and benefit, employee involvement and participation and performance appraisal on performance of Non-Governmental Organizations in Uganda.

The study population consisted of managers and employees of Uganda Youth Network membership organizations where a stratified Random sampling technique was used to collect data for this research study. The research design used was descriptive survey research design.

To achieve the study objectives, the researcher developed and distributed two sets of 8 and 10 HRM practices categorized questionnaires to 40 managers and 110 employees respectively. Data was collected and analyzed using SPSS (descriptive statistics such as frequencies and percentages were performed). Correlation and regression analysis was done to establish the relationship between various HRM practices and performance of Non-Governmental Organizations. Data was presented in form of tables, charts and graphs.

The study has found that human resource practices: recruitment and selection, training and development, performance appraisal and compensation have a significant relationship with organization performance. The results come from a survey study which was done at the convenience of the researcher.

If the organisation is to increase its performance to higher levels, it should emphasize more on compensation, recruitment and selection. Some improvement needs to be done on the other performance appraisal and training and development in order to increase their effectiveness on the UYONET performance. Most studies on effects of HRM practices on performance of organisations have focused on private sectors in Uganda. In other countries, the studies have

focused only on non-managerial staff as a sample. This study has attempted to add to the body of knowledge on the effects of HRM practices on NGOs performance in Uganda combining both the non managerial and managerial staff.

The study findings will be of values to the management and board of Uganda Youth Network, donors and individual supporters financing Non-Governmental Organizations, NGO's bureau and the NGO's council and the government who will be able to understand and appreciate the effect of Human Resource Management Practices on performance of Non-Governmental Organizations and addressing any areas of weakness so as to ensure sustainability and continuity of programmes.

The study will provide information to academicians and researchers who will want to carry out further research in this area.

If the employees are well aware of the organization environment, their duties, and objectives, they can better perform their tasks, and it helps the organization to enhance their productivity. A highly committed and competent workforce allows companies are succeeding these strategies and gain a competitive advantage as long as these procedures are communicated and the workforce is involved in both the formulation and implementation phases.

DEDICATION

This work is dedicated to my parents Mr. and Mrs. Lubebe, Mr. Mulindwa Robinson Shem my spouse for their unwavering support and good counsel, I say God richly bless you for being there for me through thick and thin. It is also dedicated to all my siblings; Eva, Jovia, Sarah, Maria Jackie and peter for making me their mentor. To Uncle Michael and Aunt Rose Musoke, Friends Najjuuko Christine and Lilian Namubiru you have been a big pillar and a great encouragement to me. Last but not least, it is dedicated to my children Shaniece Deborah Namulindwa and Shanelle Gloria Nabukeera for their patience with me during the studies which interfered with my time for them. You have been co-authors of another chapter in my life!

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CHAPTER ONE

INTRODUCTION

1.1 Background to the study

1.1.1 Historical Background

In the last thirty years, change became a part of life in all the areas. All those developments and globalization affect the markets and have caused radical changes in employees' relationships. One of the most obvious examples of this change is the shift in the understanding of labour management. The competitive business world, sustainable competitive advantage is the basic factor for reaching organisational strategies. On the present day, firm's success broadly depends on the capabilities of its employees. Companies may have capital and technology, but it is the HRM that will help companies face the challenges of globalisation of business. Human resources practices appear to have a vital importance to the success of performance of non government organisations (Ramazan Yılmaz and Fatih Mehmet, 2015)

The history of human resource management and its practices is reflected in prevailing beliefs and attitudes held in society about employees, the response of employers to public policy and reactions to trade union growth. In the early stages of the Industrial Revolution in Britain, the extraordinary codes of discipline and fines imposed by factory owners were, in part, a response to the serious problem of imposing standards of discipline and regularity on an untrained workforce (Mathias, 1999). In the 1840s common humanity and political pressure began to combine with enlightened self-interest among a few of the larger employers to make them aware of alternative ways of managing their workforce, other than coercion, sanctions, or monetary reward.

Human resource management practices are thought to have evolved in the 1920 when the first formal HRM function and department was initiated in America and Europe. The human resource

management function, once responsible for record keeping and maintenance, has evolved into a strategic partner (Ferris, Hochwarter, Buckley, Harrell-Cook, & Frink, 2009) in organizations. People who worked during the 1600s to 1700s were guided by a craft system. Under this system, the production of goods and services was generated by small groups of workers in relatively small workplaces, usually in a home. In the early 1900s, many changes occurred in the work place. After industrial revolution, machines and factory methods that increased production were introduced. However, several problems occurred with this increased production. Since the machines required several people to operate them, the number of workers increased dramatically. This forced managers to develop rules, regulations and procedures to control the workers. Some of the regulations required an increase in job specialization, which led to boring, monotonous jobs (Anthony, Perrewe and Kacmar, 2006). At that time, with the effect of scientific management, workers were seen as a part of a machine without considering that they were social human beings. All the jobs were broken into specific tasks.

The development of human resources occurred in the late 1920s and early 1930s by Hawthorne Studies. As a result of these studies, the social side of workers was realized by managers and the effect of social factors on the performance was understood. Expanding on the human relations school of thought including academic findings from various disciplines such as psychology, political science, sociology and biology, the behavioral science era was born. This era focused more on the total organization and less on the individual. It examined how the workplace affected the individual worker and how the individual worker affected the workplace. Many believe that the modern day fields of organizational behavior and human resource management grew out of the behavioral science (Anthony et al, 2006).

In recent years, human resources management practices have been adopted as an alternative to personnel management. Personnel management is to be directed mainly at the organization's employees, recruiting, training and rewarding them, and is portrayed as a caring activity. It is

concerned with satisfying employees' work-related needs and dealing with their problems (Torrington and Hall, 2007).

In Uganda over time the human resource practices in organisations has not been very clear and thoroughly documented. However, Rwakakamba (2011) states that in terms of human resources, family members constitute the main source of labor in most of small scale businesses.

In Uganda many Non-Governmental organizations employ their family members in order to avoid the costs that come with formally and fully fledged human resource practice in their business. To avoid legal and tax requirements that are associated with a formal human resource many employed less educated and skilled labor who learn on job and are cheaply paid. In the long run such practices end up affecting the performance of the organization.

1.1.2 Theoretical Background

Several theories were important in this research but only three theories were considered; capital human capital theory, expectancy theory and goal theory. To begin with is the capital human capital theory. Torrington (2008) explains that human capital signifies the combined intelligence and experience of staff as a source of competitive advantage that cannot be imitated by rivals. This theory has implications thus for attracting, engaging, rewarding and developing people in organizations. The theory has cross cutting significance in HRM practices. In the context of the current study Human capital theory will be the umbrella theory to underpin this study. It is useful in the context of NGOs because HRM practices to be studied in this research must ensure these organizations attract and retain employees. Investments in Human resources in NGOs need to be done by the use of training practices.

Additionally, this study was underpinned by the expectancy theory. Armstrong (2010) discusses this theory. In the expectancy theory, motivation is likely to be when there is a perceived and usable relationship between performance and outcome, with the outcome being seen as a means

of satisfying needs. In other words there must be a link between a certain reward and what has to be done to achieve it. This theory is very important in the context of this research. The theory is instrumental especially when financial cooperatives are designing performance based pay. Reason for this is that management of financial cooperatives needs to design performance based pay so as to ensure these organizations continue to improve their performance. In the Ugandan context, NGOs are aiming to offer services that have been a preserve of organizations. To compete favorably with organizations, NGOs need not only to offer competitive rewards but also to go an extra mile to link some categories of rewards to performance.

To understand performance management practices, the goal theory was adopted in this study. According to Mullins (2010) goal theory, performance goals should be identified and set to direct behavior. To ensure high performance, human resource practice goals should be set at a challenging but realistic level. Also to guarantee high performance, feedback must be given as means of checking goals attainment and a basis for any revision of goals. When goals are set by other people for instance managers, participation of those tasked with achievement of goals is of paramount importance. Such can be used by organizations so as to design a performance management system which is appropriate and also to ensure high performance.

1.1.3 Conceptual background

Storey (2002) defines human resource management as a distinctive approach to employment management, which seeks to achieve competitive advantage through the strategic deployment of a highly committed and capable workforce, using an integrated array of cultural, structural and personnel techniques.

Employee resourcing practice relates to obtaining the right basic material in the form of a workforce endowed with the appropriate qualities, skills, knowledge and potential for future training. The selection and recruitment of workers best suited to meeting the needs of the organization ought to

form a core activity upon which most other HRM policies geared towards development and motivation could be built (Armstrong, 2010).

HRM is also defined as a strategic and compatible approach to management of an organisation's most approached assets – the people working there who one by one and jointly contribute to the accomplishment of its objectives. According to Armstrong, the main aim of human resource management is to provide that the organisation can achieve success through people (Armstrong 2006).

The HR function can and progressively is making important contributions to building an organisation that is staffed by the right human capital to effectively make real the work of the firm and to provide the achievement of business strategy (Lawler III & A. Mohrman 2003, p. 1-30). Definitions of human resources can be classified under two broad stages: generalist and distinctive. The first category mainly includes concepts proposed by the HRM perspective, where “human resources” cover all people under employment at a special organisation. The second category puts an emphasis on employees' abilities, knowledge, attitudes and experience (Kazlauskaitė, Bučiūnienė 2008).

Most of definitions show that HRM is the basic element for organisations. Some definitions focus on the solving problem aspect of HRM practices, the other of definitions show that role of HRM practices on performance of non government organisations. Under the today's market conditions, each of organisations must have the department of HRM to compete. Otherwise, they cannot survive in difficult conditions of the market for a long time. Without understanding effect of HRM the organisation cannot take competitive advantages against its competitors.

When we think of organisations as social systems, they are affected by the environment of the organisation receiving input from the environment, while the input to the environment can be said to affect the environment (Chan, Burns & Yung 2000). Organisations conducting their activities

can be controlled by reducing the uncertainty caused by the environmental elements of the surrounding level and want to avoid adversely affected the organisation of environmental change. There are basically three sources of an organisation: human resources, financial resources, and physical resources. The most important of human resources from these sources can directly affect the productivity of the organisation. These factors are related to each other and act together to determine the efficiency of the organisation. The human resource is the most important factor affecting performance of organisations.

According to Wright et al. (2005), firm's performance is organizational outcome where operation measures such as productivity and quality are used to measure performance, also, financial or accounting outcome, which are measurements of real financial performance of the organization. Measures for financial outcomes are expenses, revenues and profitability (Wright et al., 2005). The two main variables investigated in this study will be human resource management practices and performance of Non-Government Organizations.

1.1.4 Contextual Background

When the world is turning more competitive and unstable than ever before, fabrication-based organisations are seeking to obtain competitive advantage at all cost and are becoming more innovative sources with HRM practices (Sparrow, Schuler & Jackson 1994). HRM practices can create enriched knowledge, motivation, synergy, and commitment of firm's employees, outcome in a source of sustained competitive advantage for the firm (Harter, Schmidt & Hayes 2002). HRM practices regulate the attitude and status of the employer-employee relationship which can encourage the employees to become more innovative (Tan & Nasurdin 2006).

With changing conditions in the world, especially for businesses struggling in the rapidly changing global competitive environment, HRM practices began to be seen as the basic element of the ongoing success of competition. In order to gain maximum competitive advantage and to

enhance performance of non government organisations, companies need to use much more their human resources practices. In recent years, global companies believe that one of the most important tools for human resource management practices is improvement of individual and performance of non government organisations and maintenance. HRM practices affect employees' abilities through the obtaining and improving firm's human capital. HRM practices are able to impress firm performance through supply of organisational structures that embolden participation among employees and permit them to enhance how their jobs are performed (Huselid 1995). HRM practices are also conceived as a set of inwardly coherent policies and practices designed and implemented to provide that firm's human capital contribute to accomplishment of its business aims (Delery & Doty 1996).

Human capital is the core asset for an organization and a source for sustained competitive advantage (Shahzad *et al.*, 2011). HRM aims at the most effective and efficient use of human capital to achieve organizational and individual goals (Chukwunonso, 2009; Razimi *et al.*, 2014). Becker and Gerhart (1996) reiterate that human resource (HR) strategies are the source of sustainable competitive advantage as they are difficult to imitate because of causal ambiguity and path dependency. Onder and Dogan (2013) argue that HRM plays a vital role in organization's long-term interest by restructuring and reducing salary expenses without losing valuable employees, acting firmly without damaging the trust and loyalty of employees and motivating employees in a crisis situation.

Hussain and Ur Rehman (2013), while establishing the link of eight HRM practices with the retention of employees, find a significant positive relationship of four practices, namely, selection, employee security, internal communication and training and development. The remaining four practices, namely, performance appraisal, reward and compensation, teamwork and empowerment, are found to have a weak link with the retention of employees. Progressive HRM practices, including selective staffing, training and performance-related incentive and

compensation, are positively related to firm performance according to Delaney and Huselid (1996). HRM practices deliberated upon by Moideenkutty *et al.* (2011) are staffing, training, performance management and empowerment. They categorize these as high-involvement HRM practices and establish their positive relation with the organizational performance.

When organizations face challenges such as an economy recession, it depend thoroughly trained professionals who react quickly to changes in the environment and create strategies for success. Human resource management (HRM) is responsible for carefully selecting and training people with the necessary skills to pursue the strategy effectively. Some external factors can be predicted; others, such as the collapse of large banks and insurance companies, can seemingly come out of nowhere (Robbins, 2010).

Mainly the research on HRM practices done in developed countries like Uganda. It is attention-grabbing to found the effect of HRM practices on NGOs' output in Uganda. This study will act as a small contribution in the field of HRM, by emphasizing the effect of HR management practices on performance of Non government organizations with consideration on Uganda Youth Network.

1.2 statement of the problem

Human resource management practices are important aspects towards the performance of Non-Governmental Organizations. These practices are vital in employing the skilled, experienced, competent and committed employees to help enterprise achieve its performance goals and objectives.

Although, it is accepted that HRM is positively related to performance of organizations, there is a great need for additional evidence to support the HRM-performance relationship from different contexts. The observations of the researcher in NGOs staff criticize about they are not satisfied with their wellbeing in terms of compensation i.e. wages and benefits. There are no sufficient salary and reward. Due to these motives top quality performers (employees) of non-governmental organization organizations have been moved to other public organizations and other countries.

There is no significant work in NGOs in the context of human resource management and the reason is that top management never realized the needs and demands of their employees. As a result to develop a better understanding the research is carried to know the benefits to practice the HR and evaluating the losses if don't.

In Uganda, there are a large numbers of employees working in non- government organizations and most of them are unsecure and unsure about their satisfaction towards the HRM practices and with the job. Also it's difficult to get published researches that addressed the effect of human resource management practices on performance of organizations in Non government organizations.

1.3 Objectives of the Study

1.3.1 General Objectives

The general objective of this study was to explore HRM practices and how they affect the performance of Non-government organisations using the case of Uganda Youth Network (UYONET).

1.3.2 Objectives of the study

1. To identify the HR practices existing in Uganda Youth Network.
2. To assess the effect of UYONET's Human resource management practices on its performance.
3. To identify the most neglected Human Resource practices which employees believe that could help to perform better than before

1.4 Research Questions

1. What are the HRM practices existing in NGOs?

2. What is the effect of UYONET's Human resource management practices on its performance?
3. What are the most neglected Human Resource Management practices which employees believe that could help to perform better than before?

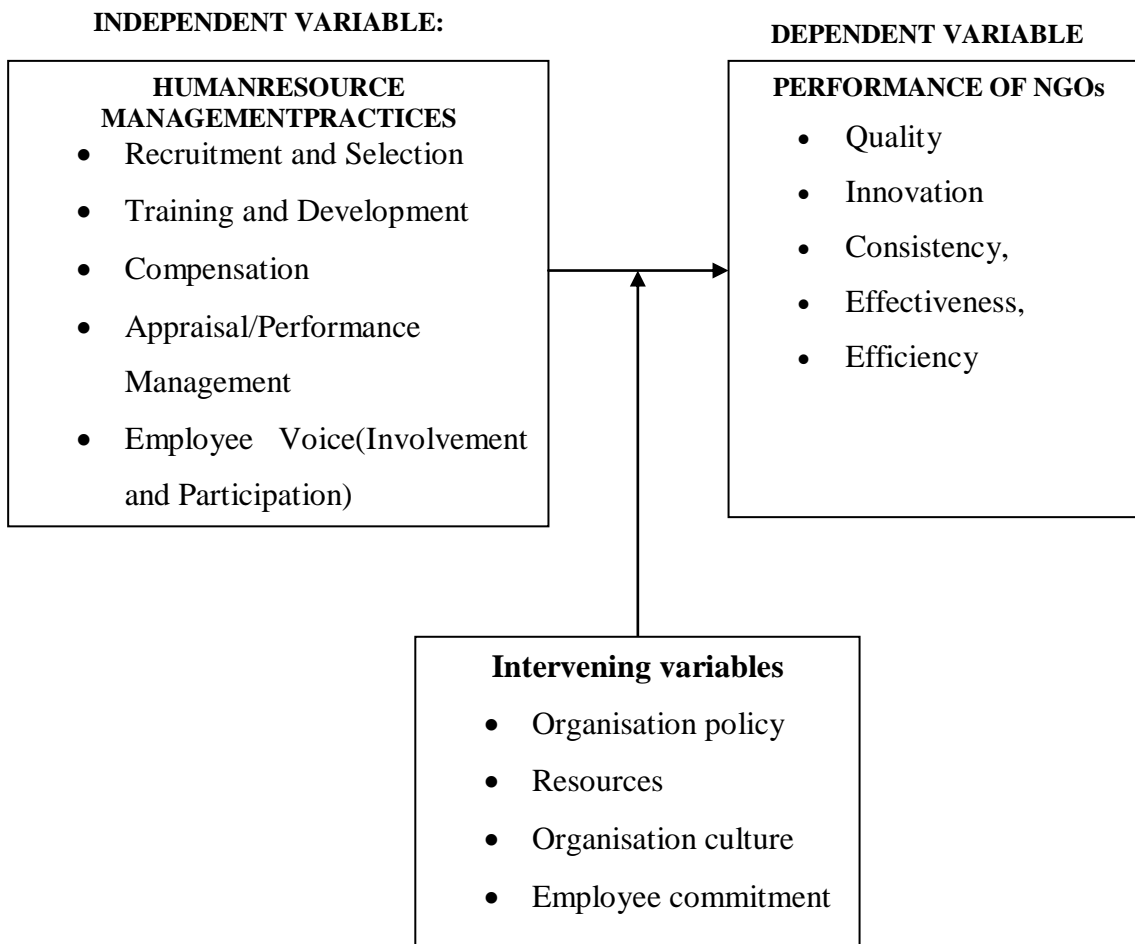
1.5 Hypotheses

Hypothesis 1: HR practices have significant association with organizational performance

Hypothesis 2: HR practices have significant impact on performance of non-government organization

Hypothesis 3: Training and development positively influences on performance of non-government organization

1.6 conceptual Framework



Source: AS adopted by Researchers from the literature review

Figure 1: Conceptual Framework

1.7 Scope of the study

The study focused on the HRM practices existing in Non-Government Organisations. It concentrated on how Human resource management practices affect the performance of Non-Government Organisations and the most neglected Human Resource practices which employees believe that could help to perform better.

The study was conducted at Uganda Youth Network purposively selected from around the country. The selection targeted mainly managers and non-managerial employees of Uganda Youth Network and its partners.

The study covered the period from 2001. This is the period when Uganda Youth Network was found and since then more than two human resource manual have been put in place in line with its strategic plan. This implies that the relevant information and literature is valid for the study.

1.8 significance of the study

The NGO sector has changed over time and who develops innovative products, manages risks, is IT friendly, has great customer relationship management and keeps the customer coming back have become critical in every organization. NGOs will need employees with special skills and abilities, right attitudes and behaviours to make these happen. Performance of non government organisations culminating into effectiveness, efficiency, success and development depend on the optimal utilisation of human resource. Notwithstanding the level of technology, NGO sector is primarily a labour intensive service sector. Hence it will not be possible for the NGOs to sustain performance unless human resource management is given prime importance because the technology is only an aid to human effort and not a substitution thereof. These NGOs will

need to create competitive advantage through their employees. Because no meaningful change is possible without the proper management of human resources, organisations would have to now emphasise on using human resources to differentiate in the competitive environment. It is a recognized fact that HR occupies a unique and sensitive position in the NGO sector industry; therefore a study of this nature will help these organizations to appreciate the effect of HRM of performance of non government organisations. This study will propose appropriate HRM strategies, policies, processes, programmes and practices and the possible outcomes in the NGO settings. It will also provide insights into adopting the “best fit” practices as strategic response for NGOs in the near future. The larger community stands to benefit since the improved performance of NGOs will enhance the living standard of mostly the majority informal sector that deals with them and contribute significantly to the growth of the Ugandan economy.

This study will prompt policy makers and implementers to pay due attention to HRM practices and the role of HRM strategies in achieving organisational goals.

The academic significance of this work is to add to existing theories on HRM, serve as reference to those engaged in other related studies and create the leeway for another to further research into HRM and performance of non government organisations.

The findings and recommendations will provide a solid basis for NGOs to properly manage their human resources and serve as an opportunity for the selected organisation's to improve performance with existing workforce.

The study is also to add to the knowledge of HRM concepts in the Ugandan NGO world and serve as reference for future studies.

1.9 Organisation of the Study

This work is organised into five chapters.

The first chapter is the introductory chapter and it comprises; background to the study, statement of the problem, research questions which raise research objectives. It also covers the significance of the study and the sequential arrangement of the study.

Chapter two provides a broad background for the subsequent chapters and an extensive review of existing research works on the concepts and theories which give a better understanding of the subject matter.

Chapter three encompasses the methodology to the study. It provides for research design; procedure and method, population covered by the study, description of the study area, sampling techniques, instruments, data collection procedure and analysis. A review of the methodology is provided under this chapter.

Chapter four focuses on data analysis and interpretation of the results and discussions whiles Chapter five embodies the conclusions drawn based on the findings of the study upon which recommendations are made as well as directions for future research on the subject matter.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter reviews previous works done by researchers in the field of HRM. What is known as literature review in research does not only provide knowledge on what has been done on an area of study but the strengths and weaknesses that could propel a meaningful and insightful study. This chapter casts more light on the concepts of HRM, various “bundles” of HR practices, contentions surrounding theories, models and previous findings. It ends with the HR practices that have been found to effect greatly on performance of non government organisations of especially the service industry.

2.1 Literature Survey

2.1.1 Theoretical Review

Theories on people management have been sifted, going through so many phases. From the perspectives of Taylorism, bureaucratic theory, theory X and theory Y till the breakthrough with Elton Mayo’s Hawthorne experiment which began another phase of people management known as human relations. The era of personnel management surfaced which has metamorphosed into the present day Human Resource Management. Since then, HRM has captured the interest of many studies churning out loads and loads of findings that sometimes generate debates and disagreements.

2.2 HR practices existing in Non- Government Organisations.

Recruitment and Selection

Hussain and Ur Rehman (2013) and Razimi *et al.* (2014) define selection as a decision process aimed at choosing the most suitable applicant out of those available for a job. In the business world, there exists a general tendency to hire like-minded people, creating homogenous and inflexible organizations lacking diversity and adaptability (Becker and Gerhart, 1996). Deliberate selection of suitable employees for appropriate jobs enhances employees' engagement and sequential contribution to the output of the organization (Sardar *et al.*, 2011).

According to Non government organisation, the process of selection is supposed to be strictly based on merit without any compromise whatsoever. The people responsible for selection ought to ensure justice without any sort of discrimination. Furthermore, character qualities in the candidates should be given due weightage in addition to qualification and expertise (Azmi, 2010). NGOs' HRM requires selection decisions to be based on fairness, piety and wisdom. Hiring of the best-suited candidate should be ensured (Razimi *et al.*, 2014; Salleh, 2012). Justice is ensured once employees' selection is based on their competence and character strength rather than kinship, friendship, financial status and political affiliation (Rahman *et al.*, 2013; Salleh, 2012).

Hashim (2010) quotes in the Islamic NGOs the fourth caliph Ali (RA), saying that "Do not nominate them on account of favoritism or egoism, these two attributes reflect injustice and treachery". Mohiuddin (2012) states that the second caliph Umar (RA) would not only ensure the selection of the best available individual for a particular post but also that the selected person should perform according to the rules and ethics.

Recruitment and selection are considered as one construct for 'acquisition of university employees'. This inventory has nine items. Some of these are 'hiring employee with specialised skills', 'hiring people with creative thinking skills', 'recruitment and selection process fit the candidates with the jobs', and 'organisation prefers promotion from within when filling vacant position'. These items have been developed and used earlier by many researchers (Huselid, 1995).

Training and Development

Branine and Pollard (2010) describe that striving to do better all the time requires humans to work harder and improve the quality of their products and services through learning new knowledge and skills. Employees' training is an investment for future gains, whereby education and skill levels of employees are enhanced. This ensures availability of more productive and dedicated staff. Such employees deliver better performance and sequentially enhance profitability of the organization. With increased profitability, the organization is able to dedicate more effort and funds toward training; thereby, a highly productive and synergistic cycle begins.

NGOs encourage human beings to acquire skills and technology (Hashim, 2009). Developing HR is considered a very important pursuit in NGOs theology. Modern management principles of acquiring and sharing of knowledge were emphasized by NGOs more than 1,400 years ago (Razimi *et al.*, 2014). As per NGOs' principles of administration, managers should themselves be knowledgeable, and they should continuously look for opportunities and means for improving knowledge and skills of those under their charge (Salleh, 2012).

Training remains a vital to enhancing employee performance. The organisational commitment or "the relative strength of an individual's identification and involvement in a particular organisation" (Pool & Pool, 2007) depends on effective training and development programs. According to these authors, organisations demonstrating keen insight make provisions for satisfying the training needs of their current workforce. Cheng and Ho (Cheng & Ho, 2001) indicate that adequate training produces marked improvements in employee communication and proficiency of performances as well as extending retention time. Moreover, when programs target communication skills with co-workers, there are significant increases in profit as well as a greater number of reported positive working relationships that are formed. Also, training and education have been shown to have a significant positive effect on job involvement, job satisfaction, and

organisational commitment (Karia & Asaari, 2006). Moreover, poor performance reviews due to inadequate job training can produce employee dissatisfaction and conflict.

Compensation

Amin *et al.* (2014) and Sardar *et al.* (2011) reiterate that employees must perceive the compensation as just and at par with the market rates. The NGOs concept of compensation is twofold; material benefits, including salary and wages, are just the means of sustenance, whereas true return of labor is with Allah, as it is considered an act of worship (Ahmad, 2009). Williams and Zinkin (2010) argue that according to NGOs operation an explicit contract should be made with workers clarifying the nature of work as well as recompense. Burden of work should be within workers' abilities and they should be promptly and justly paid. NGOs lays emphasis on labor rights which include that the work assigned should be within the capability of the employee, wages and pay should commensurate with the requirements of decent living and sickness and old-age benefits should be ensured, preferably with the intervention of the state (Saeed, 2013).

Compensation processes are based on compensation philosophies and strategies contained in the form of policies, guiding principles, structures and procedures which are devised and managed to provide and maintain appropriate types and levels of pay, benefits and other forms of compensation. This constitutes measuring job values, designing and maintaining pay structure, paying for performance, competence and skill and providing employee benefit. However, compensation management is not just about money, it is also concerned with that non-financial compensation which provides intrinsic or extrinsic motivation (Bob, 2001). Compensation has a motivational effect and therefore implies that having a compensation structure in which the employees who perform better are paid more than the average performing employees is vital to enhancing performance of non government organisations (Hewitt, 2009) The growing

recognition and consensus that compensation promotes productivity is consistent with the early work of Peter Drucker (1956) that states “happy workers are productive workers.”

Performance appraisal

Abutayeh and Al-Qatawneh (2012) explain that performance appraisal compares individual performance with required standards having a threefold aim: improvement of current performance, enhancement of motivation and identification of training needs. They also find it to be positively related to organizational performance. Faith, honesty, determination, competence and efficiency provide the basis for performance in the light of NGOs operation. According to NGOs principles, employees’ performance appraisal should be based on justice, fairness, accountability and responsibility and its attributes should be based on criteria included in the selection (Rahman *et al.*, 2013). Mohiuddin (2012) quotes the second caliph of NGOs, Umar (RA) that it is not sufficient for the management to appoint an honest and capable person on the job, but their duty extends to ensuring that the person does his/her job according to the rules.

Performance appraisal of employees is the systematic evaluation of employees’ performance and potential for development during a certain period of time by supervisors or others who are familiar with their performance. It is one of the oldest and widely used management practices. Performance appraisal is an indispensable tool for an organisation because the information it provides is highly useful in decision making regarding issues such as promotion, merit increases transfer, discharge, training and development. Not only is performance appraisal useful for the above issues, it may also increase employee’s commitment and satisfaction Wiese and Buckley, (1998) However, there has been a great realisation that it is more important to focus on defining, planning and managing performance than merely appraising performance Pareek and Rao, (2006). The increased competitive nature of the economy and rapid changes in the external environment has forced many organisations to shift from reactive performance appraisals to

proactive performance management to boost productivity and improve performance of non government organisations (Nayaab H. H., Hamid, Naseer, & Iqbal, 2011). Prasad (2006) defines performance management as the process of planning performance, appraising performance, giving its feedback, and counseling an employee or teams to improve performance. As Armstrong (2006) put it, performance management is a systematic process for improving performance of non government organisations by developing the performance of individual and teams. Performance management is one of the most important developments in the field of HRM probably propelled into visibility in the early 1980's as a result of the growing importance of total quality management.

Employee involvement and participation

Involvement of employees in decision-making provides fair chance to the employees to air their feelings as well as provide useful suggestions. The best suggestions for improvement are provided by those at the executing end; therefore, involving employees in important decisions is in the interest of the organization. This exercise results into satisfied employees with stronger bondage of affiliation with their organization. NGOs lay emphasis on importance of consultation in tackling difficult situations as well as ensuring better performance (Leat and El-Kot, 2007).

The direct participation of staff to help an organisation fulfil its mission and meet its objectives by applying their own ideas, expertise and efforts towards solving problems and making decisions is termed as employee involvement. Research has shown that organisations that tap the strength of their people will be stronger and more aggressive than those that cannot. Firms will never realise the full potential of employees if they regard people as automatons or mere cogs in a wheel. In the long run, such company's inefficiencies attract competition, and unless the management philosophy changes, they will disappear (Apostolou, 2000).

So many studies have shown how much of an effect employee participation can have on the performance and well being of an employee, team or the entire organisation: improved organisational decision-making capability, and reduced costs through elimination of waste and reduced product cycle times (Apostolou, 2000); improved attitude regarding work (Leana, (Leana, Ahlbrandt, & Murrell, 1992) empowerment, job satisfaction, creativity, commitment and motivation as well as intent to stay (Apostolou, 2000); increased employee productivity across industries (Apostolou, 2000).

2.3 Performance in Non Government Organisations

Researchers have different opinions of what performance is. Performance of Organisational continues to be a contentious issue in the management research circles. Javier (2002) equates performance to the famous 3Es; economy, efficiency and effectiveness of a certain programme of activity. According to Richard et al (2009) performance of non government organisations encompasses three specific areas of firm outcomes; financial performance (profits, return on assets, return on investment, etc), product market performance (sales, market share, etc), and shareholder return (total shareholder return, economic value added, etc.). performance of non government organisations is the organization's ability to attain its goals by using resources in an effective and efficient manner Daft (2000). We can put performance of non government organisations as the actual output or results of an organisation as measured against its intended outputs, that is; goals and objectives. Performance should not be confused with productivity; according to Ricardo and Wade (2001), productivity is a ratio depicting the volume of work completed in a given amount of time. Performance is a broader indicator that could include productivity as well as quality, consistency, effectiveness, efficiency and other factors.

A study by Chien (2004) found that there were five major factors determining performance of non government organisations, namely:

1. Leadership styles and environment
2. Job design
3. Organisational culture
4. Model of motive and
5. Human resource policies

The concept of performance borders on both what has been achieved and how it has been achieved. Performance of non government organisations can be measured in a number of different ways. The most obvious way to measure what has been achieved and the approach used in many studies, is by reference to key performance indicators (KPIs) which are usually to do with financial results (profitability) or productivity. Measuring the “how” is more difficult. It has to rely extensively on qualitative assessments of organisational capability or effectiveness.

2.3 Effect of Human resource management practices on performance of Non-Government organisation

Acquaah indicated that HRM practices advance organisational effectiveness and performance by attracting, identifying, and keeping employees with knowledge, skills, and abilities, and acquiring them to behaviour in the manner that will support the mission and aims of the organisation. In this way, the effectiveness of HRM practices depends on how it encompasses the appropriate attitudes and behaviour in employees, in addition to its implementation (Acquaah 2004).

Amin *et al.* (2014) present positive and significant relationship between HRM practices and performance of Non government organization through increased employee satisfaction and commitment. Youndt *et al.* (1996) declare human capital as the ultimate determinant of performance of organizations. They argue that two primary perspectives are generally used to link HRM with organizational performance: universal and contingency approaches. The former encompasses effect of universal best practices related to HRM on performance of Non

government organization and the latter explains the impact of organizational strategic outlook on the effect of HRM.

Moideenkutty *et al.* (2011) established that high-involvement HRM practices positively relate to performance of Non government organization. Van De Voorde *et al.* (2012) elaborate competing perspectives of impact of HRM on performance of Non government organization, namely, “mutual gains” and “conflicting outcomes.” Mutual gains perspective is supported by the “AMO Theory” which states that HRM activities increase employees’ abilities and motivation and provide them opportunities to participate which eventually positively affect the performance of Non government organization. The conflicting outcomes perspective highlights a conflict of interest between the organization and employees. HR activities may aim at higher productivity and profits for the organization, negating or relegating the employees’ interests.

Guthrie (2001) examining the effect of HR practices on turnover and firm productivity among a sample of firms in New Zealand noted that HR practices had an effect on turnover and that the relationship between retention and productivity was positive when firms implemented high-involvement HR practices, but negative when they did not. Strengthening the evidence of a positive relationship between HRM practices and performance of non government organisations is the research of Ahmad and Schroeder (2003) which concluded that, there is a positive influence of Human Resource Management practices (information sharing, extensive training, selective hiring, compensation and incentives, status differences, employment security and decentralisation and use of teams) on performance of non government organisations as operational performance (quality, cost reduction, flexibility and commitment).

There has been the research into particular HRM practices out of the bundle that contribute significantly to performance of non government organisations. (Boselie., Dietz, & Boon, 2005) analysed 104 articles and established that the top four mostly investigated human resource

management practices that have a positive effect on performance of non government organisations are recruitment and selection, training and development, contingency and reward and performance management.

In Snag's (2005) study involving 160 respondents of two manufacturing firms in Cambodia and Taiwan, it was asserted that a positive relationship exists between Human Resource Management practices; human resource planning, staffing, incentives, appraisal, training, teamwork, employee participation, status difference, and employment security on firm performance in areas of quality, cost, and production flexibility. According to Wang (2005) innovative firms treat HRM practices as the organization's strategy to encourage team responsibilities, enhance organisational culture, and build up customer relationships through participation and empowerment. Green, Wu, Whitten and Medlin (2006) accounted that organisations that vertically aligned and horizontally integrated HR function and practices performed better and produced more committed and satisfied HR function employees who exhibited improved individual and performance of non government organisations.

It has been established that the adoption of certain bundles of HRM practices has the ability to positively influence firm performance by creating powerful connections or to detract from performance when certain combinations of practices are inadvertently placed in the mix (Wagar & Rondeau, 2006). Ngo et al (2008) examined SHRM practices in China to assess the effect of these practices on firm performance and employee relation climate and found that these have direct and positive effects on financial and operational performance and the employee relations climate.

and he found a significant positive relationship between these practices and firm performance in twenty oil and gas companies. In one study of one hundred respondents of Graphic Communications Group, Ghana, Boohene and Asuinura (2011) stressed that HRM practices,

specifically, recruitment and selection, performance appraisal, compensation, and training and development have positive effect on performance of non government organisations. For instance, performance appraisal increases employee commitment and satisfaction since employees are given the chance to discuss their work performance against set targets.

In a recent study conducted by Soomro et al (2011) it was found that HRM practices (training, selection, career planning, employee participation, job definition, performance appraisal and compensation) correlated positively with the employee performance. Also affirming this is a study conducted by Nayaab et al (2011) whose result indicated that HRM practices like training, employee participation in decision making was found significantly related with organisation's performance.

Research gap

It is apparent from the reviewed literature that application of Non government organisation principles in business has received scant attention of researchers. Although sufficient material related to HRM as well as an NGO point of view about HRM can be found in literature, mostly the researchers have tried to explore as to whether the Non government organisation principles are being applied or not, with exception of a few who tried to empirically establish their efficacy. The studies related to the subject mostly focus on international countries. Particularly, the subject has not been touched upon in the Uganda perspective. Through this research an effort has been made to fill the identified gap to some extent.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This study aimed at examining the HRM practices of Uganda Youth Network and the effect of such practices on the performance of non government organisations of the organization. This

chapter discusses the research design, target population, sample, sampling techniques sources of data, and data collection procedures used in obtaining the required data. This section also gives a brief overview of the organization under study.

3.1 Research Design

A cross sectional survey design was used in the study basing on both quantitative and qualitative research approaches, because according to Kotharin (2004) cross sectional research describes an existing relationship between variables. It is also encouraged by Amin (2005) for studies that involve collecting data from a large population. This design is appropriate because it involves analysis of respondents across a wide spectrum; a cross-sectional survey design acts as the best design to decipher the required study findings and also use of qualitative methods helps one yield information (Vessels & Huitt, 2005). Quantitative approach was used because of the working capital management practices and the financial performance that were measured by numbers and analyzed with statistical procedures (Amin, 2005; Airat, 2014). This study took the research design since it seeks to establish the effect of HR practices on performance of Non government organisation. This is a case study research work that used a selected number of HRM practices to get empirical data on HRM practices and how they affect performance of Non government organisation.

3.2 Sources of Data

The data for this study was drawn from two main sources; primary and secondary data sources. The primary data sources were those original data collected and analysed by the researcher from the field. These were mainly obtained from the responses of respondents to self-completion questionnaires, semi structured interviews and participant observation recordings.

3.2.2 Secondary Data

The secondary sources of data refer to data collected by a person or researcher other than the user of the information. This kind of previously collected information is not case-specific but it can be relevant to the studied problem (Luthans, 2005) This study to a significant extent depended on information about NGOs and their HRM practices relevant materials from the and other documented relevant information.

Available handbooks, annual reports, performance reports, employment policies, relevant information from the organisation's website, blogs, journals, newsletters and other documented materials made up the secondary data used by the researcher. The data obtained from these sources were scrutinised for reliability, validity, adequacy and suitability in answering research questions. The use of multiple independent sources of data was to establish the truth and accuracy of any claim; thus it is expected to enhance the reliability and validity of the study.

3.3. Area of the study

The study was conducted at Uganda youth network. Uganda Youth Network (UYONET) was selected because is a leading national umbrella organization for youth in Uganda whose membership is comprised of 31 youth focused organization and 158 youth member organizations, UYONET was founded in 2003 as a collective platform for research, training and policy advocacy for young people by young people. This helped in collecting valid and reliable information for the study regarding HRM practices and performance of NGOs.

3.4 Study Population

In research, population refers to a well-defined collection of individuals or objects with similar characteristics or trait (Alamu and Olukosi, 2008). In this study, the target population which was the entire set of units for which the research data would be used to make inferences or generalisation is the managers and non-managerial employees of selected NGOs (namely: Uganda Youth Network and its partners).

On the average, the staff strength of these NGOs as at the time the researcher was obtaining preliminary data stood at twenty-two (22) at UYONET offices and eleven (11) at the partner organisation. The figure for the head office is made up of five (5) management staff, four (4) supervisors for different departments, eleven (11) junior staff. At the partners level are one branch manager, one operations officer, two back office staff, one customer service personnel, five support staff. These members of the target population had characteristics and experiences that were capable of producing the responses the researcher needed. This study had an estimated population size of one hundred and eighty eight (188) people and this large size made it impossible for the researcher to test every individual member of the population.

3.5 Sample and Sampling Techniques

A sample is a selection of a group of people or events from a population to be able to find out true facts about the sample that will be true of the population. This becomes necessary as the entire population cannot be studied due to the size, inaccessibility, time and financial constraints.

A sample size of one hundred and fifty (150) respondents, representing 79.78% of the population was chosen based on Krejcie and Morgan (1970) sampling guidelines. Table 1 below shows the summary of the sample size of the respondents and the sampling approaches to be used in the study.

Table 1: Sample size of the respondents

Population category	Access population	Sample size	Sampling techniques
Managerial Employees	40	40	Purposive sampling
Non-managerial Employees	148	110	Convenience sampling techniques
Total	188	150	

Source: Adopted from Krejcie and Morgan (1970), modified by the researcher (2018)

3.6 Sampling Techniques

Based on non-probability sampling procedure, purposive or judgmental and convenience sampling techniques were used for selecting respondents for managerial employees and non-managerial employees respectively. The purposive sampling technique is done with a predefined group in mind. The subjects are handpicked from the accessible population and matched against the criteria for being in the sample. This means that people whose opinions are relevant to the study are chosen for the researcher's data collection exercise. Here, sampling for proportionality is not the primary concern; rather the judgment of the researcher in sampling experts relevant to the study is significant.

The purposive sampling technique was chosen in sampling for managerial employees because they had to meet a criterion of belonging to the predefined group of top level managers. Again, the convenience sampling technique was used so that any non-managerial employee could participate as a respondent. The convenience sampling technique suited the non-managerial employees better due to their relative ease of access and the fact that any employee belonging to this group is a potential respondent.

A period of three weeks was allowed for respondents to attend to questionnaires and collection was done after the three week period. Out of the sample size of 150, forty (40) were top management staff of managers and supervisors, and the remainder of 110 respondents were a combination of non-managerial members constituting middle and lower level employees.

3.7 Data Collection Instruments

Data collection instruments are the tools used to collect information as part of a research. The validity and reliability of data collection and instruments is of extreme importance to any sample

survey. It is therefore essential to properly design data collection instruments so as to reach reliable and valid conclusions.

3.7.1 Questionnaire

Questionnaires have the advantage of securing relevant information effectively about phenomena that is not directly observable. It is also an efficient and effective method in reaching a larger group.

For the purpose of this study, two sets of structured questionnaire consisting of 65 close-ended questions and organised into four sections was used to collect primary data from employees. Section one consisted of five questions on the personal details such as age, sex, educational qualification, marital status and years of stay with organisation. Section two was designed to test employees' perceptions and experiences about HRM practices (recruitment and selection, training and development, compensation, employment security, performance appraisal, employee participation and career planning) and HRM outcomes such as job satisfaction and motivation, organisational commitment and employee retention. A five point Likert scale ranging from (1-strongly agree to 5-strongly disagree) was used in the last three sections to measure the effect of HRM practices on HRM outcomes and employee performance. The other set of 55 questions organised into three sections was designed for managerial employees. Section one sought for background information on the organisation, section two asked questions to test HRM practices such recruitment and selection, training and development, compensation and rewards, employment security, performance appraisal and management, employee involvement and career planning. The last section tested the performance of non government organisations of the organisations chosen for the research. All the questions were close-ended statements which were followed by alternative answers from which respondents were expected to tick appropriately. (See Appendix 1&2)

In addition, a semi-structured interview schedule was prepared to gather data from key informants of the NGOs on HRM practices and performance of non government organisations.

3.7.2 Interview Guide

According to Kothari, (2005), an interview involved the oral and vocal questioning technique or discussion to gather qualitative data for the study. Formal interviews were conducted by the researcher personally to different managerial staff, board members and members of the education department of NGO board. The data generated by interview guide was recorded and the responses which were found valuable and meaningful to the study and were introduced as they were given by the respondents.

Interviews were used because some respondents fear to commit their responses into writing but when interviewed they may open up and some did not have time to sit down and analyze the questionnaire and give appropriate answers. This was because the method elicited more information through probing and also checks on non-response among the respondents gap of the questionnaires.

3.7.3 Documentary Check List/observation

The researcher carried out personal observation of HRM practice schedule. Through observation additional information which would have been left out in the interviews and questionnaire was obtained. Observations were conducted because it was not involving gathering respondents. The researcher observed daily arrival books, reports, human resource manuals, schemes and strategic plan file and Performance analysis sheets for the staff members.

3.8 Quality Control Methods

3.8.1 Validity of the Instruments

Validity is the degree to which an assessment measures what it is supposed to measure. **Content validity which** refers to the extent to which a measure represents all aspects of a given social

concept (Sushil & Verma, 2010) was established. The instruments had adequate traits due consultations with the researcher's supervisor, colleagues and a research expert. The research expert helped in strengthening the validity of the research instruments. Content Validity Index was used to test the validity of the instruments. The test of content validity was established through inter judge with two research consultants. The formula is;

$$CVI = \frac{\text{Number of relevant items}}{\text{Total number of items}} \times 100$$

The CVI for the questionnaire obtained was 0.818 (Appendix V). For the Interview guides this was obtained at 0.794 and 0.833 (Appendix VI & VII). The results proved that the instruments were valid since they were all above 0.70. Amin (2005) observes that in a survey, the least CVI recommended in a survey study should be 0.70 (or 70%).

3.8.2 Reliability of the Instruments

Reliability is the extent to which a measure is stable or consistent and produces similar results when administered repeatedly. That is the proportion of "true" variation in scores derived from a particular measure (Sushil & Verma, 2010). For qualitative data, the strategies that were used to obtain reliability were; peer debriefing, prolonged engagement and audit trails. The researcher was responsive and adaptable to the respondents, holistic and ensured professional immediacy. Data was systematically checked, focus maintained and there was identification and correcting errors to ensure accuracy of data (Morse, 2002).

For quantitative data, reliability was obtained by calculating reliability Analysis Scale (Alpha coefficient) using SPSS (16.0). The instruments were found to be valid in this study at .8228 and there were few adjustments to improve them. The reliability of the scale was measured using the Cronbach's alpha. The following tables show the reliability levels for the category of questions asked managers and employees.

Table 2: Reliability Statistics on recruitment and selection practices carried out by NGOs

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.722	.707	7

Source: field survey 2018

Table 2 represents the reliability statistics of what and how recruitment and selection practices of NGOs are carried out and managed. Cronbach's alpha was used to test the reliability of the scales used in measuring how some HRM practices are carried out by NGOs. It is one of the most widely used tools for measuring internal consistency, that is, how closely related a set of items are as a group. A Cronbach alpha of .722 indicates a strong level of internal consistency reliability for the scale used in measuring what and how some HRM practices are executed and managed by NGOs. This means that the scale used measures the same construct. The total number of items is 7 for the scale.

Table 3: Reliability Statistics of compensation and rewards of selected NGOs

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.746	.759	6

Source: field survey 2018

The above table gives a Cronbach alpha of .746 which means that the scale used. Table 3 represents the reliability statistics of what and how recruitment and selection practices of Uganda Youth Network is carried out and managed. Cronbach's alpha was used to test the reliability of the scales used in measuring how some HRM practices are carried out by NGOs. It is one of the most widely used tools for measuring internal consistency, that is, how closely related a set of items are as a group. A Cronbach alpha of .722 indicates an appreciable level of internal consistency of reliability for the scale used in measuring what and how some HRM practices are executed and managed by NGOs. The total number of items is 6.

Table 4: Reliability Statistics on training and development practices of NGOs

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.613	.573	6

Source: field survey 2018

Table 4 represents the overall reliability scale used to measure the training and development practices of NGOs. Cronbach's alpha of .613 is shown on the table and it is indicating that there is a substantial level of internal consistency reliability for the scale used. This therefore means that the items under the scales are measuring the same construct. This also means that the scale used is very reliable. There are 6 items on the scale.

Table 5: Reliability Statistics on employment security of NGOs

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
-.595	-.290	5

Source: field survey 2018

The value is negative due to a negative average covariance among items. This violates reliability model assumptions. The negative figure of -.595 for Cronbach's alpha means that there is no level of internal consistency reliability for the scale used for measuring employment security. This also means that the items under the scale do not seem to measure the same construct. The researcher can state categorically that the above situation is as a result of most managers not being familiar with the concept and practice of employment security in their organisations. Though the concept is not new in the HRM field, it is yet to either catch on or gain grounds in the HRM practices of Uganda Youth network. It is obvious that most managers opted to neither agree nor disagree and remained neutral on issues pertaining to employment security therefore creating the non-reliability situation. This scale has 5 items.

Table 6: Reliability Statistics on performance appraisal and management

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.859	.833	7

Source: field survey 2018

The above Table 6 reflects the reliability of the scale used in measuring the performance appraisal and management practices of Uganda Youth Network, which was selected for the study. This is expressed as a Cronbach's alpha of .86 which indicates a strong internal consistency reliability for the scale used. It therefore means that the items under the scale are measuring the same construct. It also means that the scale used can fully be relied upon. There are 7 items on the scale measuring performance appraisal and management practices.

Table 7: Reliability Statistics on employee involvement

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.042	.017	4

Source: field survey 2018

The Table 7 above shows the Cronbach's alpha of .042 as the level of internal consistency reliability. This indicates a weak level of internal consistency reliability. This also means that the items under the scale do not seem to measure the same construct. This could be attributed to the undeniable fact that the concept and practice of employee involvement yet to gain footing in the NGO sector. It has always been "a do as you are told" kind of relationship between employees and managers. It is understandable that managers will not take a definite stand on practices that have low relevance and are not formally sanctioned in their organisations. The scale measure 4 items.

Table 8: Reliability Statistics on career planning

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.774	.773	5

Source: field survey 2018

Table 8 expresses the reliability of the scale used in measuring the career planning practices of NGOs through a Cronbach's alpha of .774. This indicates strong internal consistency reliability for the scale used and therefore means that the items under the scale are measuring the same construct. This also means that the scale used is very reliable. This scale has 5 items.

Table 9: Reliability Statistics on the performance of non government organisations of NGOs

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.732	.721	14

Source: field survey 2018

The Table 9 above shows a Cronbach's alpha of .732 of internal consistency reliability for the scale measuring the performance of the organisations selected for the study. The alpha shown indicates a strong level of internal consistency reliability. This means that the items under the scale are measuring the same construct. It also indicates the scale used can fully be relied upon.

Table 10: Reliability Statistics of Recruitment and Selection by Employees

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.661	.660	5

Source: field survey 2018

Cronbach's alpha of .66 shown in the above Table 10 portrays a workable level of internal consistency reliability for the scale used. This means that the items under the scale are measuring the same construct and therefore means that the scale can be relied upon. This scale measure 5 items.

Table 11: Reliability Statistics on compensation and rewards

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.618	.629	6

Source: field survey 2018

With reference to Table 11 above, Cronbach's alpha is .62 for compensation and rewards practices undertaken by NGOs. This gives an appreciable level to the internal consistency reliability to the scale used in measuring these practices. Again, it means that the items under the scale are measuring the same construct. Evidently, this scale can fairly be relied upon.

Table 12: Reliability Statistics on training and development for employees

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.902	.901	7

Source: field survey 2018

Table 12 above gives statistics on the overall reliability of scale used to measure the training and development practices of NGOs. Cronbach's alpha of .902 is shown on the table and this indicates very strong internal consistency reliability for the scale used. This therefore means that the items under the scale are measuring the same construct and that the scale used is very reliable. There are 7 items on the scale.

Table 13: Reliability Statistics of Employment security of employees

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items

.508	.528	5
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Source: field survey 2018

Table 13 shows the reliability statistics of employment security of employees with Uganda Youth Network. Cronbach's alpha .508 gives a weak level of internal consistency reliability for the scale used in measuring items under employment security. This therefore means that the scale fails to measure the same constructs and therefore cannot be fully relied upon. Employees' opinion could not produce a strong alpha to ensure reliability of scale used, just as the opinions expressed by managers on the practice could not produce a reliable Cronbach's alpha. However, the alpha produced here has some level of reliability compared to the negative alpha of managers. This could mean that though the concept is new to Uganda Youth Network; it is better appreciated by employees of such organisations and thus the positive alpha. There are 5 items on this scale.

Table 14: Reliability Statistics on performance appraisal

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.795	.804	9

Source: field survey 2018

The above Table 14 exhibits a Cronbach's alpha of .795 on reliability statistics of performance appraisal practices for employees. This indicates that there is strong internal consistency reliability for the scale used in measuring the items. This also means that the scale is measuring the same constructs and therefore can unquestionably be relied upon.

Table 15: Reliability Statistics on employee participation

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.874	.876	5

Source: field survey 2018

The Table 15 shown above gives the reliability statistics for employee participation. A Cronbach's alpha of .874 is registered for the scale used in measuring the items under employee participation. This indicates a strong level of internal consistency reliability for the scale used. It also means that the scale is measuring the same constructs and therefore can be relied upon. There are 5 items for the scale used.

Table 16: Reliability Statistics on career planning

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.823	.822	5

Source: field survey 2018

Cronbach's alpha which is a tool for measuring reliability of a Likert scale gives .823 as the alpha for employees' responses to questions on career planning as shown on the above table 16. The alpha given means that the scale used is has a solid level of internal consistency reliability. This also indicates that the scale used measures the same construct and therefore is reliable.

Table 17: Reliability Statistics on motivation and job satisfaction of employees

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.859	.859	7

Source: field survey 2018.

Showing on this table above is Cronbach's alpha .859 authenticating the strong level of internal consistency reliability of the scale used in measuring the items under motivation and job satisfaction. This means that the scale used measures the same constructs and therefore can safely be relied upon. The scale has 7 items to measure.

Table 18: Reliability Statistics on organisational commitment

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items

.283	.344	6
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Source: field survey 2018

This table gives the second lowest Cronbach's alpha this study has produced. Alpha .283 means that the level of internal consistency reliability for the scale used in measuring employee responses on their commitment towards the organisations they work for. This means that the scale used does not seem to measure the same construct and therefore the scale cannot be relied upon fully. There are 6 items the scale measures.

Table 19: Reliability Statistics on labour productivity

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.886	.888	9

Source: field survey 2018

The above table 19 gives the reliability statistics on labour productivity. The Cronbach's alpha of .886 indicates a potent level of internal consistency reliability for the scale used in measuring the items under labour productivity. This means that the scale used measures the same constructs and can totally be relied upon.

3.8 Data Collection from Organisations

The researcher established prior contacts with the NGO and followed with an introduction letter to formally inform the people involved about the exercise. The staff had prior knowledge of the researcher's visits. A period of one week was allowed for questionnaires to be answered and made available to the researcher. It took the researcher three weeks to collect the completed questionnaires. In all 148 questionnaires were retrieved from respondents representing 98.67% of the 150 questionnaires administered.

3.9 Data Management and Processing

3.9.1 Qualitative Data

This study identified patterns and connections within and between categories of data collected. It was presented in form of notes, word-for-word transcripts, single words, brief phrases and full paragraphs (Powell & Renner, 2003). Data was interpreted by composing explanations and substantiating them using the respondents open responses. While analysing qualitative data, conclusions were made on how different themes/variables were related.

3.9.2 Quantitative Data

Data collected from the completed questionnaires were inspected first of all, cleaned, transformed and collated into useful information for easy comprehension. After that the data were modeled into coded categories to facilitate analysis.

The researcher, with the aid of Statistical Package for Social Sciences (SPSS 16.0) and Microsoft excel presented the final data in charts and diagrams. The SPSS was used to obtain frequencies and percentages of close ended responses; and open ended responses were analysed in a qualitative manner. This helped in calculating the measures of tendency and dispersion to test the hypotheses. The statistical programme was also used in the calculation of frequencies and percentages, drawing of frequency tables and figures. This was well-suited for quantitative description. Analysis and explanations were carried out to give meaning to the collected data.

3.10 Ethical Considerations

The proposal was first be submitted to the Department of Post Graduate Studies for approval. Then the researcher then obtained letter allowing her to proceed to the field. The researcher sought permission to collect data from the Director of UYONET. The respondents were told about the general nature of the study. They were assured of confidentiality and that participation in the study was out of their will.

3.11 Limitations of the Study

A number of limitations were anticipated during the collection of data and compilation of the report. Some of the targeted population showed indifference and lacked of willingness to respond to the questionnaires. The researcher however endeavoured to create a rapport and made appointments convenient to the respondents. Then there were those who did not want divulge some information thinking that it was confidential. These however were assured of confidentiality and information was availed to them that the research would not endanger them directly or indirectly.

3.12 Conclusion

This chapter presents the methodology that guided the study. The methodology helped the researcher to identify the methods or techniques relevant for the study, the assumptions underlying the various techniques and their applicability. This helped in obtaining of appropriate data or information for the study.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

4.0 Introduction

This chapter presents the analysis and interpretation of the findings of this study. This study aimed at exploring HRM practice and how it affects the performance of Non government organisations with more consideration on Uganda Youth Network (UYONET). The focus of the study was to identify the HR practices existing in UYONET, assess the effect of UYONET's Human resource management practices on its performance and identify the most neglected Human Resource practices which employees believe that could help to perform better than before. The findings were derived from responses obtained by use of questionnaire and interviews on the managerial staff and non managerial staff of UYONET.

4.1 Background Characteristics of the Respondents

This section describes the background information of respondents on gender, age groups, education levels, number of employees are in the organisation, type of organisation and job title. Background information was considered necessary because the ability of the respondents to give satisfactory information on the study variables was presumed to greatly depend on their background.

4.1.1 Background characteristics of Managers of UYONET and Partner organisations

Gender Distribution of the Respondents

The study then looked at the gender distribution of the respondents. This was looked at with the purpose of balancing the male and female respondents included in the study such that views representing both categories are obtained as this would help avoid biases of one gender. Therefore by including both male and females this was hoped to provide balanced views on the service quality of the bank. The statistics are in the Table 4.1.

Table 4.1: Distribution of Gender of the Respondents

Gender	Frequency	Percent
Male	18	45
Female	22	55
	40	100.0

Source: primary data 2018

Table 1 above shows that the males were the larger number of the respondents responding to the item at 55.0% and the females were 45.0%. Though the number of males was higher than that of the females, the results indicate that both males and females equally participated in the study. This is because the error of margin is not very wide to alter the results with the difference between them being 15.8%. Therefore the views obtained by the study represent the attitudes of both male and female respondents on the performance of NGOs.

Age Groups of the Respondents

The age composition of the respondents was by grouping the respondents' ages in different age groups. Studying the age composition of the respondents was deemed necessary because it was thought that people of different age groups are affected by different HRM practice to win their perception. By studying age groups thus balanced views were expected on the different HRM practices that affect the performance of NGOs. The results are presented in Table 4.2.

Table 4.2: Distribution of Age Groups of the Respondents

Age Range	Frequency	Percent
31-40	26	65.0

41-50	14	35.0
Total	40	100.0

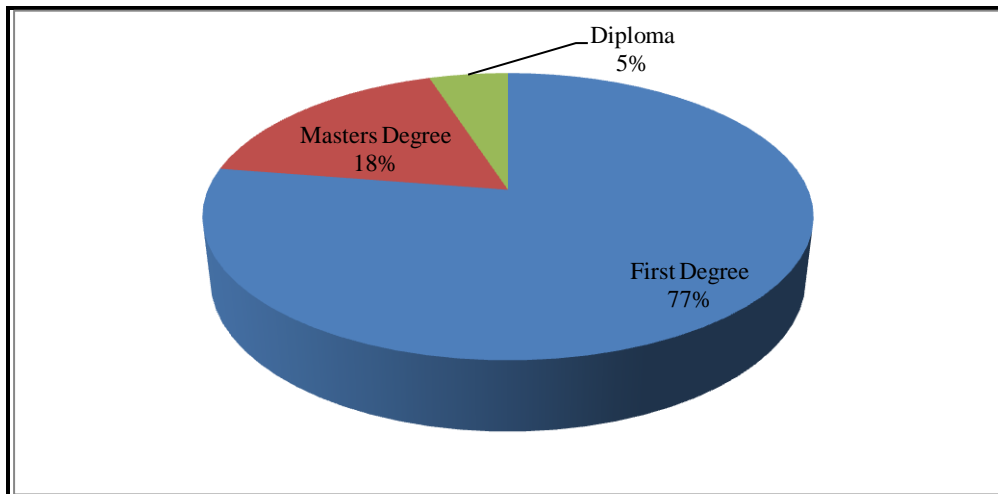
Source: primary data 2018

The statistics in Table 4.2 above indicate that the larger number of the respondents was between 31 – 40 years and then those with 41 - 50 years were 35.0 %. This indicates that most of these managers belong to the youthful and mature range of ages. This therefore means that organisations of today prefer having younger and exuberant managers to the then past middle aged managers. This could also mean that younger managers may serve as a means of making NGOs appealing to the youth.

Education Levels of the Respondents

The study then looked at the level of education of the respondents. Data was collected and is presented in figure 2 below;

Figure 2: Distribution of the Education Levels of the Respondents



Source: primary data 2018

Figure 2 bears the highest level of education of managers of the selected NGO. The figure shows clearly that 31 managers have at least a first degree. This means that one would have to have a higher level of education to occupy a managerial position. 7 respondents have climbed higher to obtain a masters degree and just 2 of the respondents hold a higher national diploma. This evidently shows that management of the Uganda Youth Network has the appropriate level of education to manage this organisation.

Number of employees in the organisation

This item looked at the number of employees the organisation. This aimed at establishing if they had enough number of employees in the organisation. The results are presented in Table 4.3.

Table 4.3: Distribution of Number of employees in the organisation

Number of employees	Frequency	Percent
30 to 99 employees	17	42.5
100 and above	23	57.5
Total	40	100.0

Source: Primary Data

Table 4.3 indicates that the majority of the respondents 23 respondents, representing 57.5% claim to have the number of employees from 100 and above. 17 respondents indicated the population of employees to be 30 to 99 representing 42.5%. This means that all organisations in the study meet the required minimum number of employees for NGOs.

4.1.2 Background characteristics of employees

Gender distribution of employees

Gender distribution of the employees was also studied. This was studied with the purpose of obtaining views representing different sexes about the operations of the organisation that create performance of an organisation. The researcher believed that people of different gender have different approaches in the handling of the customers and understanding of the services provided by an institution such as NGOs. The results are in the Table 4.4.

Table 4.4: Frequency and percentage distribution of gender of the respondents

Gender	Frequency	Percent
Male	53	49.1
Female	55	50.9
	108	100.0

Source: Primary Data

Table 4.4 displays the gender of employees of the Uganda Youth Network and the partner organisations. 55 respondents are females representing 50.9% and 53 respondents being males represent 49.1% of the total 108 retrieved questionnaire. This may mean that woman dominate the non- managerial group in the NGO circles. This could also mean that females tend to find employability with NGOs more than males.

Age Composition

The age composition of the respondents was also explored. It was deemed necessary to investigate this area because the results would be more accurate by considering the maturity of the respondents who raised the views. The results are presented in Table 4.5.

Table 4.5: Age Composition of employees

Age Range	Frequency	Percent
20-30	50	46.3
31-40	48	44.4
41-50	9	8.3
51-60	1	0.9
Total	108	100.0

Source: Primary Data

Table 4.5 above shows the age range of employees in Uganda Youth Network. The table depicts that 50 respondents representing 46.3% of non-managerial employees are between the ages of 20 to 30 years. 48 respondents representing 44.4% are between the ages of 31 to 40 years. 9 respondents fell between the age ranges of 41 to 50 years taking up 8.3% of the total 108 respondents. Only one respondent is between ages of 51 to 60 representing 0.9%. This indicates that NGOs are dominated by youthful people and that the lower level employees form a greater chunk of staff members. Compared to the age ranges of managers, lower level employees belong to the lower range of ages and rise through the ranks. Only a few non-managerial employees belong to the age ranges of 41 to 50 years and are yet to rise to managerial positions, this could be attributed to the inappropriateness of educational qualification or inability to earn a promotion due to underperformance.

The study then looked at the level of education of the respondents. Data was collected and is presented in Table 4.6 below;

Table 4.6: Highest Level of Education of Employees

Level of Education	Frequency	Percent
Masters degree	3	2.8
First degree	38	35.2
Diploma	42	38.9
UCE/UACE	21	19.4
Others	4	3.7
	108	100.0

Source: Primary Data

Table 4.6 represents the highest level education of non-managerial employees of the selected NGOs. 42 respondents representing 38.9% are Diploma holders who are mainly tellers or cashiers and others belonging to operations section. 38 respondents representing 35.2% are first degree holders made up of field officers and others such as customer service handlers and secretaries. 21 respondents representing 19.4% are senior high school graduates who mainly consisted field staff. This may mean that being a field officer does not require a higher level of education. 3 respondents representing 2.8% hold second degrees. This low number of second degree holders is attributed to the perception that top management positions that have use for have use for Masters Degrees are very few and therefore additional qualifications do not necessarily attract promotions or rise in pay, according to respondents. Information available to the researcher indicates that more and more of diploma holders are acquiring first degrees or other professional certificates. 4 respondents representing 3.7% hold other qualifications such as LLB, stenography and diploma in business studies. None of the respondents has lower than senior high school certificate.

Table 4.7: Type of employment contract of employees

Type of employment contract	Frequency	Percent
Permanent full time	77	71.3
Part-time	1	.9
Contract	24	22.2
Casual	6	5.6
Total	108	100.0

Source: Primary Data

Table 4.7 exhibits the type of employment contract the non-managerial employees have with the NGO. 77 respondents representing 71.3% in are permanent full time employment with their organisations. 24 respondents representing 22.2% are employees on contract with their organisations. This number is made up low level employees who have such employment contracts with the organization and until recently were not NSSF contributors. 6 respondents representing 5.6% were on attachments and therefore worked for the organizations on temporal basis. Only one respondent representing 0.9% worked on part time basis. This means that the mainstream employees are all under permanent full time employment.

4.2 Presentation, Interpretation and analysis of the findings of the study

Here under is the interpretation and analysis of the findings of the study basing on the test statistics, frequency distribution and qualitative data obtained from the Interviews.

4.2.1 Objective 1: HR practices existing in UYONET

Objective one of the study sought to identify the Human Resource practices existing in UYONET.

The results are presented below;

Table 4.8: Does your organization have a department dedicated to human resource

Category	Frequency	Percent
Yes	5	12.5
no	35	87.5
Total	40	100.0

Source: primary data

Table 4.8 shows the existence or otherwise of HR departments in the NGO. 35 respondents representing 87.5% indicated that organizations do not have a department dedicated to human resource. 5 respondents, representing 12.5% said that their organisation has a department dedicated to human resource. This means that most NGOs do not have HR departments dedicated to the proper management of their human resources. The formulation, execution and management of HRM practices are left in the hands of top management who are non-HR experts. NGOs that do not have HR departments rely on board of directors, general managers and some line managers to execute HRM practices such as recruitment and selection, training and development, compensation and rewards, performance management amongst others.

Table 4.9: Distribution of Frequency Statistics on Recruitment and Selection as HRM practice in the Organisation

HRM practices in the Organisation.	SA	A	N	DA	SD	Mean	Std. Deviation
Recruitment and Selection							
Appointments in this organisation is based on merit	44%	35%	7%	10%	4%	3.98	.577
Applicants are fully informed about the qualifications required to perform the job before being hired	35%	17%	15%	25%	8%	4.05	.597
Advertisements are used by the Organisation to recruit	15%	16%	47%	22%	-	2.95	.876
There is formal induction, orientation and familiarisation process designed to help new recruits understand the organisation	46%	26%	4%	21%	3%	4.25	.670
In this organisation, line managers and HR managers participate in the selection process	31%	28%	12%	23%	6%	3.08	1.095
Selection system selects those having the desired knowledge, skills and attitude	32%	24%	10%	13%	21%	3.80	.564
Vacancies are filled from qualified employees internally	52%	23%	1%	12%	2%	3.98	.577
Key: Measurement of Variables SD = strongly disagree, D = disagree, u = Undecided, A = agree, SA= strongly agree							

Source: primary data

Table 4.9 represents the item statistics of recruitment and selection practices according to managers. A mean of 3.98 shows that managers agree that appointment in their organisations is based on merit. This is confirmed by the descriptive statistics on the item. The majority of the respondents 44% and 35% agreed and strongly agreed that appointment in their organisations is based on merit. Only 10% disagreed, 4% strongly disagreed and 7% were undecided.

Managers agree that applicants are fully informed about the qualifications required to perform the job before being hired; this is represented by a mean of 4.05. This is backed by frequency data which shows that the larger number of the respondents 35% and 17% agreed and strongly agreed with 15% not being sure. Those who disagreed were 25% and 8% strongly disagreed.

A mean of 2.95 indicates that managers take a neutral stand as to whether advertisements are used by the organisation to recruit. This assertion was further concretised by the revelation that

NGOs do not often resort to advertisement to recruit because they rely mainly on recommendations mostly from top management and internal means of filling vacancies.

Managers also agree that there is a formal induction, orientation and familiarization process designed to help new recruits understand the organisation. This also was confirmed by the descriptive statistics, the majority of the respondents 46% strongly agreed, 26% agreed and those who disagreed were 21%, strongly disagreed 3% and 4% were undecided. Since the majority of the respondents were in agreement, this means that there is formal induction, orientation and familiarisation process designed to help new recruits understand the organisation

Again, managers remained neutral as to whether line managers and HR managers participate in the recruitment and selection processes and this is represented by a mean of 3.08. The majority of 31% and 28% agreed and strongly agreed respectively while 12% were not sure. Those who disagreed were 23% and 6%. Whereas there more effort need because a large number of respondents disagreed, the fact that the majority of the respondents were in agreement, this means that UYONET, line managers and HR managers participate in the selection process.

It comes as no surprise that managers remained neutral on the issue of involving line managers in the recruitment and selection processes since it is not the practice of these organisations. Represented by a mean of 3.80, managers agreed that their organization's selection system selects those having the desired knowledge, skills and attitudes. These test statistic results were confirmed by the descriptive statistics. The larger number of the respondents 32% agreed followed by 24% who strongly agreed. Those who disagreed were 13%, strongly disagreeing 21% and 10% were not sure.

Asked on whether vacancies are filled from qualified employees internally, remained neutral because as it seems, such a practice is not widespread among NGOs. Managers prefer roping in new recruits rather than pushing up existing employees to fill up vacancies. This could be

attributed to the fact that secondment, coaching and mentoring are almost none existent in the NGOs leading to the lack of qualified employees to internally fill vacancies. The responses to this question are represented by a mean of 2.88.

Table 4.10: Distribution of Frequency Statistics on Training and Development practices as HRM practice in the Organisation

HRM practices in the Organisation.	SA	A	N	DA	SD	Mean	Std. Deviation
Training and Development practices							
Training needs are discussed with employees	6%	18%	55%	12%	12%	2.78	.832
There is a training strategy and coherent training program	42%	24%	13%	17%	4%	3.25	.742
Training incorporates the interests of the organisation as well as the individual	38%	19%	7%	21%	14%	3.65	.533
Training needs identified are realistic, useful and based on the business strategy of the organisation	46%	34%	6%	10%	4%	3.55	.504
Every employee goes through various training programmes every year	62%	14%	8%	16%	-	3.68	.888
There is a budget dedicated to training and development every year	48%	42%	3%	3%	4%	4.45	.504
Key: Measurement of Variables							
SD = strongly disagree, D = disagree, u = Undecided, A = agree, SA= strongly agree							

Source: primary data

Table 4.10 covers item statistics of training and development practices carried out by the NGOs. From the above table, the mean of 2.78 establishing whether training needs are discussed with employees shows that managers could not wholly agree that such a practice is the case.

It is more often than not, the case that “wholesale” training programmes are organised for employees without any form of discussions with the individual employees concerned. Again, the mean of 3.25 for the item, means that managers could not take a concrete stand as to whether there is a training strategy and a coherent training programmes. This could only means that training programmes are not strategically mapped out into a coherent whole; when top management deem it necessary to have training sessions organised for employees, it is done. These results of the test statistics agree with the descriptive statistics. This is because the majority

of the respondents 42% and 24% strongly agreed and agreed respectively with 13% indicating they were not sure. Those who disagreed were only 17% and 4% strongly disagreed. Evidently, the mean of 3.65 shows that managers have a not too strong agreement to incorporating individual and organisational interests into training programmes. Obviously, the interest of these organisations will override that of the individual employees but room should be made to incorporate the individual interests of employees so far as training is concerned. It is not surprising that managers do not show a strong agreement point in confirming that training needs identified are realistic, useful and based on the business strategy of the organisation. This shows in the mean of 3.55 for that item. This was confirmed by the descriptive statistics. The majority of 46% agreed, 34% strongly agreed while 6% were undecided. Those who did not agree were 10% and only 4% strongly disagreed. This means that the “wholesale” nature of these training programmes do not permit the proper identification of realistic and useful training needs that are matched to the organization’s strategy. However, managers agree that employees go through various training programmes every year. This is represented by the mean of 3.68. These results of the test statistics were ascertained by the descriptive statistics, the larger number of the respondents 62% and 18% agreed and strongly agreed respectively. Those who disagreed were 16% and only 8% were not sure. Managers agree that a budget is dedicated to training and development every year.

Table 4.11: Distribution of Frequency Statistics on compensation and rewards practices as HRM practice in the Organisation

HRM practices in the Organisation.	SA	A	N	DA	SD	Mean	Std. Deviation
Compensation and rewards practices							
Pay for performance improves performance	53%	19%	6%	18%	3%	4.22	.698
Employees are rewarded based on performance	41%	31%	14%	14%	-	3.45	.876
Compensation packages encourage employees to achieve organisation's objectives	50%	25%	4%	15%	16%	3.75	.588
Employees are recognised and rewarded appropriately in this organisation	33%	26%	20%	18%	3%	3.42	.594
Profit sharing/bonuses are used as a mechanism to reward higher performance	42%	24%	13%	17%	4%	3.82	.747
Job performance is an important factor in determining the incentive compensation of employees	48%	17%	9%	19%	7%	3.92	.829
Key: Measurement of Variables							
SD = strongly disagree, D = disagree, u = Undecided, A = agree, SA= strongly agree							

Source: primary data

Table 4.12 displays item statistics of compensation and reward practices carried out by the NGOs and the perceived outcome of these practices from the viewpoint of managers. A mean of 4.22 indicates managers' agreement to the assertion that pays for performance improves performance. Managers of Uganda Youth Network agree that the practice of pay for performance is motivating and brings out the best in employees. It stands to reason that when pay does not commensurate performance there is the tendency for decreasing performance. This is because the majority of the respondents 53% agreed, 19% strongly agreed while 6% were not sure. Those who disagreed were 18% and 3% strongly disagreed. Looking at these results, the pay for performance improves performance of UYONET. However, managers have a neutral stance on whether employees are rewarded based on performance. This is shown by a mean of 3.45. These results of the test statistics agree with the descriptive statistics. This is because the majority of the respondents 41% agreed, 31% strongly agreed while 14% were not sure. Those who disagreed were 14%.

Though managers agree from all indications that pay for performance improves performance, there is no strong agreement to the practice in reality. A mean 3.75 indicates that managers agree that the kind of compensation packages offered by their organisations encourage employees to achieve organization's objectives. These results of the test statistics agree with the descriptive statistics. This is because the majority of the respondents the majority of 25% agreed with 50% strongly agreeing. Those who disagreed were 31% and 4% were not sure. According to the managers, their compensation packages stand among the best in the NGO sector and therefore should be able to motivate employees to achieve organisational objectives. There is no strong agreement on whether employees are recognised and rewarded appropriately in the selected organisations. This is represented by a mean of 3.42 which therefore means that managers neither agree nor disagree to the question that employees are recognised and rewarded appropriately in their organisations. Though employees of Uganda Youth Network perform similar function as the other local NGOs, their kind of compensation packages cannot be compared to that of the traditional organisations. The above table also shows a mean of 3.82 indicating that annual bonuses are used as a mechanism to reward higher performance. Informal interactions the researcher had with some managers reveal that Uganda Youth Network have adopted the practice of paying bonuses and other incentives based on employees' performances. Though this practice is not received well by some employees, with education and fairness in the execution of the practices, employees will grow to understand the benefits of differentiated bonus packages. The last item in this category sought to establish whether job performance is an important factor in determining the incentive compensation of employees and the managers agreed that it does. This is represented by a mean of 3.92. These test statistic results were confirmed by the descriptive statistics. The larger number of the respondents 17% agreed followed by 48% who strongly agreed. Those who disagreed were 19%, strongly disagreeing 7% and 9% were not sure.

Table 4.12: Distribution of Frequency Statistics on Performance Appraisal and Management Practice as HRM practice in the Organisation

HRM practices in the Organisation.	SA	A	N	DA	SD	Mean	Std. Deviation
Performance Appraisal and Management Practice							
In this organisation, employees are provided performance based feedback and counseling	6%	18%	55%	12%	9%	2.70	1.043
The appraisal data is used for decision making like	44%	22%	7%	19%	7%		
There are corrective measures for underperformance	50%	25%	4%	15%	6%	3.22	.800
Appraisal system is growth and development oriented	41%	31%	14%	14%	-	3.35	.975
There is a well defined performance management strategy	19%	53%	6%	18%	3%	3.02	.974
Retraining, redeployment and employability take precedence over downsizing	48%	42%	3%	3%	4%	3.25	.707
There is regular appraisal for promotion	14%	62%	8%	16%	-	3.35	1.027
Key: Measurement of Variables							
SD = strongly disagree, D = disagree, u = Undecided, A = agree, SA= strongly agree							

Source: primary data

Table 4.12 above displays the item statistics of performance appraisal and management practices of Uganda Youth Network and other partner organisations. It is indicated with a mean of 2.70 that managers neither agree nor disagree to the question that employees in their organisation are provided with performance based feedback and counseling. The researcher's observations show that avenues for feedback and especially counseling are not available to employees. The statistics above show with a mean of 3.35 that managers neither disagree nor agree that appraisal data is used for decision making like promotion, job rotation, training, compensation, transfers and discharge.

This was also reflected in descriptive data obtained from the respondents. The majority of 41% and 31% agreed and strongly agreed respectively while 14% were not sure. Those who disagreed were 14%. Appraisal of employees in Uganda Youth Network is regarded by many as just a formality; it has to be done so it is done to prove that the practice exists. Sharing the same mean

of 3.35 are the questions; appraisal system is growth and development oriented and there is regular appraisal for promotion in the organisations. This means that managers have a neutral point of view to these practices and therefore cannot categorically state that appraisal is growth or development oriented or a regularly done for promotion purposes. All other items have a mean that gives a neutral stand to the views held by managers on whether corrective measures are available for underperforming employees; there is a well defined performance management strategy and if retraining, redeployment and employability take precedence over downsizing in their organisations.

Table 4.13: Distribution of Frequency Statistics on Employee Involvement Practice as HRM practice in the Organisation

HRM practices in the Organisation.	SA	A	N	DA	SD	Mean	Std. Deviation
Employee Involvement Practice							
Employee participation is encouraged on a wide range of issues	46%	34%	6%	10%	4%	3.62	.838
Employees can exercise independent thought and action in executing their jobs	19%	44%	14%	23%	-	3.42	1.196
Adherence to instructions with little room for empowerment	28%	19%	12%	23%	18%	3.18	.712
You have regular staff meetings to encourage communication with peers and supervisors	38%	19%	7%	21%	14%	4.02	.480
Key: Measurement of Variables							
SD = strongly disagree, D = disagree, u = Undecided, A = agree, SA= strongly agree							

Source: primary data

Table 4.13 displays item statistics of employee involvement practices within the selected organisations. There is an appreciable agreement on encouraging employees' participation on a wide range of issues and this represented by a mean of 3.62. These test results indicate that the respondents were in agreement. This also was confirmed by the descriptive statistics, the majority of the respondents 46% strongly agreed, 34% agreed and those who disagreed were 10%, strongly disagreed 4% and 6% were undecided. Attracting the highest level of agreement and mean of 4.02 is the item asking if organisations have regular staff meetings to encourage

communication with peers and supervisors. In the descriptive statistics, the majority of the respondents 44% and 19% agreed and strongly agreed respectively. Those who disagreed were 23% and 14% were not sure. This means that staff meetings improve communication among employees. Items; “employees can exercise independent thought and action in executing their jobs” and “adherence to instructions with little room for empowerment” have mean of 3.42 and 3.18 respectively. This is confirmed by the descriptive statistics on the item. The majority of the respondents 38% and 19% agreed and strongly agreed that they appreciated the service quality of the bank. Only 21% disagreed, 14% strongly disagreed and 7% were undecided. This means that though managers remain neutral on the two items; they lean more towards agreement on both issues.

4.2.3 Data Presentation and Analysis From Employees

Data collected from employees of Uganda Youth Network were processed and presented in quantitative and qualitative forms. These data were on the perceptions of employees towards HRM practices of their organisations, the effects of such practices on HRM outcomes and labour productivity.

Table4.14: Item Statistics of Recruitment and Selection by Employees

HRM practices in the Organisation.	SA	A	N	DA	SD	Mean	Std. Deviation
Recruitment and Selection by Employees	8%	21%	47%	11%	13%	2.99	1.196
Advertisement are used by the organ to recruit	21%	39%	21%	8%	11%	3.31	0.952
In this organisation, the selection system selects those with desired knowledge, skills and attitudes	37%	31%	17%	9%	6%	3.81	0.880
There is formal induction, orientation and familiarization process designed to help new recruits understand the organisation	44%	15%	21%	11%	9%	3.82	0.955
I prefer this organisation fills vacancy internally rather than Externally	13%	46%	19%	10%	12%	3.56	1.088
Appointment in this organisation is based on merit	33%	5%	43%	7%	12%	2.99	1.196
Key: Measurement of Variables							
SD = strongly disagree, D = disagree, u = Undecided, A = agree, SA= strongly agree							

Source: primary data

From table 4.14 above, the mean figures of 3.81, 3.82 and 3.56 represent the items; “there is formal induction, orientation and familiarization process designed to help new recruits understand the organisation”, “I prefer this organisation fills vacancy internally rather than externally” and “appointment in this organisation is based on merit”. These mean figures indicate that employees agree to these three issues raised under recruitment and selection. The two lower mean figures of 2.99 and 3.31 representing the first two items on the use of advertisement in recruitment and selecting qualified hands demonstrates employees’ neutrality on the two issues. These results of the test statistics agree with the descriptive statistics. On the average, employees neither agree nor disagree that these practices are carried out in their organisations.

Table 4.15: Item Statistics of Compensation and rewards of employees

HRM practices in the Organisation.	SA	A	N	DA	SD	Mean	Std. Deviation
Compensation and rewards of employees							
My salary is fair considering what other people are paid	19%	13%	45%	23%	-	2.87	.928
I am satisfied with the amount of pay and other benefits I Receive	31%	-	42%	13%	11%	2.83	1.046
In this organisation, pay of employees is directly linked to performance	4%	18%	40%	6%	32%	2.54	1.179
This organization’s salary and other benefits are comparable to that of similar organisations	41%	32%	15%	9%	-	3.12	.964
Good job is noticed and rewarded	25%	7%	47%	11%	10%	2.87	1.231
I appreciate rewards and recognition no matter how small in this organisation	45%	13%	-	23%	19%	3.39	1.118
Key: Measurement of Variables							
SD = strongly disagree, D = disagree, u = Undecided, A = agree, SA= strongly agree							

Source: primary data

Table 4.15 draws a picture on the mean figures accrued by each of the items under compensation and rewards. It can be deduced from the above that none of the items register a strong agreement. This means that employees neither agree nor disagree to any of the items on the scale. The

conclusion drawn is that employees are climbing towards a not too strong agreement though neutrality is registered by the mean. Though the item; “in this organisation, pay of employees is directly linked to performance” has a mean of 2.54, meaning neutrality; it is skewed more towards a disagreement. These results of the test statistics agree with the descriptive statistics. It is obvious that employees neither agree nor disagree to the practice of giving rewards and recognition no matter how small in their organisations. Whilst some would appreciate such a practice; others would not.

Table 4.16: Item Statistics of Training and Development for employees

HRM practices in the Organisation.	SA	A	N	DA	SD	Mean	Std. Deviation
Training and Development for employees							
Extensive training programmes are provided for employees in all aspects	37%	31%	17%	9%	6%	3.20	1.083
I have training opportunities to learn and grow	33%	26%	20%	18%	3%	3.43	1.043
I am selected for training programmes that suit my job needs Most	46%	34%	6%	10%	4%	3.38	1.142
Training needs are identified through a formal performance appraisal mechanism	46%	34%	6%	10%	4%	3.12	1.011
Training programmes have improved my decision making and problem solving skills	53%	19%	6%	18%	3%	3.42	1.137
My communication and working relationships with co-workers have improved due to training programmes	41%	31%	14%	14%	-	3.43	1.146
I feel better equipped to tackle unexpected events with skill and confidence	35%	17%	15%	24%	9%	3.47	1.036
Key: Measurement of Variables							
SD = strongly disagree, D = disagree, u = Undecided, A = agree, SA= strongly agree							

Source: Researcher’s field survey 2018

A look at the statistics from table 4.16, the researcher can conclude from the mean figures that none of the items put up under training and development attracted a strong agreement or disagreement. Employees took a neutral stance; neither agreeing nor disagreeing to the issues of training and development practices in their organisations. Taking the lowest mean of 3.12 and therefore the least agreements is the item calling for a stand on whether training needs are identified through a formal performance appraisal mechanism. These results of the test statistics

agree with the descriptive statistics. This means that employees disagree this is the case. The only item inching towards a not too strong agreement from employees is the item indicating that employees feel better equipped to tackle unexpected events with skill and confidence.

Table 4.17: Item Statistics of Performance Appraisal of Employees

HRM practices in the Organisation.	SA	A	N	DA	SD	Mean	Std. Deviation
Performance Appraisal of Employees							
Performance appraisal is fair in this organisation	31%	-	41%	14%	14%	2.56	1.210
There is a formal and written performance appraisal system	44%	35%	7%	10%	4%	3.40	1.119
I am informed of how my performance evaluation is done	25%	4%	50%	15%	6%	2.69	1.139
Performance of employees is measured on the basis of objective quantifiable results	18%	6%	55%	12%	9%	2.87	1.086
The objectives of the appraisal system are clear to employees	16%	-	47%	22%	15%	2.83	0.962
Appraisal system has a strong effect on individual and team performance	31%	28%	12%	23%	6%	3.06	1.151
Appraisal system helps me to grow and develop my career	32%	24%	10%	13%	21%	3.13	1.103
Employees are provided with performance based feedback and counseling	4%	26%	46%	21%	3%	2.82	1.134
I feel performance appraisal is just a formality in this organisation	28%	19%	12%	23%	18%	3.40	1.222
Key: Measurement of Variables							
SD = strongly disagree, D = disagree, u = Undecided, A = agree, SA= strongly agree							

Source: primary data

The table 4.17 above shows details on the item statistics of employee performance appraisal and management. It can be deduced from the above table that all mean figures produced from the responses of employees register neither disagreements nor agreements for any of the items. Items; “there is a formal and written performance appraisal system and I feel performance appraisal is just a formality in this organisation” both have 3.40 as mean and this indicates that employees neither assent to nor dissent to the two issues stated above. All the mean figures falling 3.50 averagely belong to neither agreement nor disagreement options. These results of the test statistics agree with the descriptive statistics. All these mean the employees do

not take any resolved stand on any of the items concerned with performance appraisal and management.

Table 4.18: Item Statistics of employee involvement and participation

HRM practices in the Organisation.	SA	A	N	DA	SD	Mean	Std. Deviation
Performance Appraisal of Employees							
Employees are allowed to make many decisions	23%	11%	52%	12%	2%	2.38	1.065
Employees are often asked by their supervisors to participate in operations related decisions	18%	8%	44%	18%	12%	2.66	1.015
Employees are encouraged to suggest improvements in the way tasks and jobs are done	19%	7%	38%	21%	14%	2.83	1.196
Employees' contributions are regarded as important and taken in good faith	19%	14%	44%	23%	-	2.67	1.200
Supervisors keep open communication with employees in the organisation	46%	34%	6%	10%	4.3	3.01	1.257
Key: Measurement of Variables							
SD = strongly disagree, D = disagree, u = Undecided, A = agree, SA= strongly agree							

Source: primary data

The table above gives an interesting range mean for items under employee participation. The last item which has to do with supervisor-subordinate communication registers the highest mean yet could not take side to either agree or disagree. This means that employees whereas some employees have an open communication with supervisors, others do not, hence the neutrality. The other mean catching the researcher’s attention is the mean of 2.38 allocated to the item; “employees are allowed to make many decisions”. These results of the test statistics agree with the descriptive statistics. This figure means a disagreement to the assertion and therefore means that employees are not allowed to make many decisions in NGOs. All the other items took on a cloak of neutrality. Meaning that on the average, employees neither agree nor disagree to these issues raised in the questionnaire.

4.2.4 Effects of UYONET's Human resource management practices on its performance.

Objective two of the study sought to assess the effects of UYONET's human resource management practices on its performance. The results are presented below;

Table 4.19: correlation of HRM practices with achievement of stated organisational goals.

		The organisation achieves its stated goals
Appointment in this organisation is based on merit	Pearson Correlation	.735**
	Sig. (2-tailed)	.000
	N	40
Applicants are fully informed about the qualification required to perform the job before being hired	Pearson Correlation	.441**
	Sig. (2-tailed)	.004
	N	40
Pay for performance improves performance	Pearson Correlation	.002
	Sig. (2-tailed)	.992
	N	40
Compensation packages encourage employees to achieve organisation's objectives	Pearson Correlation	.144
	Sig. (2-tailed)	.376
	N	40
Training needs are discussed with employees	Pearson Correlation	.580**
	Sig. (2-tailed)	.000
	N	40
There is a training strategy and coherent training programme	Pearson Correlation	.667**
	Sig. (2-tailed)	.000
	N	40
Employees are assured of long term future with the organisation	Pearson Correlation	-.009
	Sig. (2-tailed)	.958
	N	40
There are sanctions for employees who do not obey instructions yet achieve desired results	Pearson Correlation	-.282
	Sig. (2-tailed)	.078
	N	40
In this organisation, employees are provided performance based feedback and counseling	Pearson Correlation	.385*
	Sig. (2-tailed)	.014
	N	40
The appraisal data is used for decision making like promotion, job rotation, training, compensation, transfers and discharge	Pearson Correlation	.429**
	Sig. (2-tailed)	.006
	N	40
Employee participation is encouraged on a wide range of issues	Pearson Correlation	.036
	Sig. (2-tailed)	.825
	N	40
Employees can exercise independent thought and	Pearson Correlation	.761**

action in executing their jobs	Sig. (2-tailed)	.000
	N	40

Table 4.20: correlation of HRM practices with achievement of stated organisational goals.

Career development is the responsibility of the employee	Pearson Correlation	.280
	Sig. (2-tailed)	.080
	N	40
Employee's career aspirations within the organisation are discussed with immediate supervisor	Pearson Correlation	.324*
	Sig. (2-tailed)	.042
	N	40

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Source: Researcher's field survey 2018

Table 4.20 represents the correlation of the first two items on each HR practice and the influence or effect they have on the organisations ability to achieve its stated goals. The table gives an indication that “appointment in this organisation is based on merit” has a high Pearson correlation with “the organisation achieves its stated goals” with a value of .735. This can be interpreted to mean that the appointment of workers based on merit has a positive effect on the organisations ability to achieve its goals and therefore an improvement in the appointment practice based on merits will account for the NGOs achieving their stated goals more often. The item also has a very high level of significance.

“Applicants are fully informed about the qualification required to perform the job before being hired” also has a medium correlation with the ability of the organisation to achieve its stated goals with a Pearson correlation of .441. It can therefore be said that applicants knowing what qualification is required for the job attracts competent workers to the organisations which effects on the organisation's ability to achieve its target. The relationship is also significant.

From the discussions above, it can be said that, “training needs are discussed with employees”; “there is a training strategy and coherent training programme”; “employees can exercise

independent thought and action in executing their jobs” have a positive correlation with the organization’s ability to achieve its goals. There exist large correlations or relationship between these items and the organization’s ability to achieve its goals with Pearson correlation of above .5 for each. This therefore means that as the organisations improve the performance of these items, their ability to achieve their goals will significantly increase.

“The appraisal data is used for decision making like promotion, job rotation, training, compensation, transfers and discharge” also has a medium Pearson correlation with the banks’ ability to achieve its goals.

Table 4.21 Model Summary

Model	R	R Square	Adjusted R Square
1	.568 ^a	.322	.301

a. Predictors: (Constant), COM, RNS, TND, PA

b. Dependent Variable: OP

Source: Survey data

Model summary of regression analysis has presented in Table 4.21. R-Square is a commonly used statistic to evaluate model fit. R-square is 1 minus the ratio of residual variability. The adjusted R², also called the coefficient of multiple determinations, is the percent of the variance in the dependent explained uniquely or jointly by the independent variables. It indicates that 32% of the changes on performance of non government organisation could be attributed to the combined effect of the predictor variables and consequently hypothesis 2 is supported.

The HR practices (Recruitment and Selection; Training and Development; Compensation; Appraisal/Performance Management and Involvement and Participation) in the above model revealed the ability to predict OP (R² = .322). In this model value of R² denotes that 32.2 % of the observed variability in performance of non government organisation can be explained by the HR practices explicitly Recruitment and Selection; Training and Development; Compensation;

Appraisal/Performance Management and Involvement and Participation. The remaining 67.8 percent is not explained which means that the rest 67.8 percent of the variation of performance of non government organisation is related to other variables which are not depicted in the model. This variance has highly significant as indicated by the F value (F=15.088 and P < 0.01).

Table 4.17 Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.569	.243		6.462	.000
	Recruitment and Selection	.237	.070	.284	3.413	.001
	Training and Development	.026	.054	.044	.472	.638
	Performance Appraisal	.188	.066	.322	2.833	.005
	Compensation	.467	.151	.485	3.081	.004

Source: Survey data

Table 4.17 indicates that the model explains the most possible combination of predictor variables that could contribute to the relationship with the dependent variable. The regression equation established that taking all factors into account (recruitment & selection, training & development, performance appraisal and compensation) constant at zero performance of UYONET will be 1.569. The findings presented also show that taking all other independent variables at zero, a unit increase in the recruitment & selection would lead to a .237 increase in performance of UYONET and a unit increase in the training & development would lead to a .026 increase in the performance of UYONET. Further, the findings shows that a unit increases in the performance appraisal would lead to a .188 increase in the performance of UYONET. In addition, the findings

show that a unit increase in compensation would lead to a .467 increase in performance of UYONET. Overall, training & development had the least effect on the performance of UYONET, followed by performance appraisal.

The Table 1.7 also shows that Compensation, Recruitment and selection, Performance Appraisal and Training and Development is positively influencing on performance of UYONET. For RNS the value of t is 3.41 (p=0.001, p<0.01), PA the value of t is 2.833 (p=0.005, p<0.01), Compensation the value of t is 3.081 (p=0.004, p<0.01). Thus Hypothesis is supported but since for Training and Development the t value is .472 (p=.638, p>0.01). Hence, it can be concluded that Recruitment and Selection, Performance Appraisal and Compensation has significant impact on performance of non government organisation but the Training and Development has no significant impact.

CHAPTER FIVE

DISCUSSION OF FINDINGS, CONCLUSION AND RECOMMENDATION

5.0 Introduction

This chapter provides the discussion of the findings of the study, conclusions drawn from findings and recommendations based on the findings. Conclusions drawn will be deduced from analysis and objectives set for the research. The area for further research was also suggested in this chapter.

The study explored the HRM practices of NGOs and its effect on performance of these organisations, a case study of Uganda Youth Network and Partner Organisations in Uganda. Responses from both managerial and non-managerial staff indicate similar and in some cases divergent views on HRM practices of NGOs. Though research has established concretely that HRM practices have positive effect on employee productivity leading to improved performance of non government organisations, NGOs, from evidence gathered are yet to benefit from the proper management of their human resources and even when they do, it is just minimally.

5.1 Research Findings

The following are the discussion of research findings.

5.1.1 General HRM Practices of NGOs

1. Recruitment and Selection Practices

It is evident from the research findings that NGOs recruit from two sources; internal and external sources. Recruitment from external sources though very often is given little advertisement or none at all. External recruitment is done through personal recommendations from top management who usually choose candidates for their friendship and blood relationships. On the other hand, internal recruitment which requires filling vacancies through promotions, transfers

and upgrading is used by these organizations as a means of selecting employees to fill vacancies. These activities are centralised and line managers have little or no role to play in the recruitment and selection process of these organisations. The NGOs however, make it point to have formal induction, orientation and familiarisation process for new recruits which are very important and rewarding practices. It is worth noting that most appointments are based on merit in these organisations.

The study findings revealed that 78% of the employees do not strongly believe that their organisations' selection systems select those with desired knowledge, skills and attitude. This is because the process is plagued with nepotism, cronyism and favouritism which they feel derails professionalism. The use of advertisements in recruiting is not the norm as top management recommend candidates that are either friends or blood relations. It therefore, does not come as a surprise to find out that line managers have little or no role to play in the recruitment and selection process of these organisations because such activities are left in the hands of board of directors and general managers. Employees believe that appointments in the NGOs are based on merit. They also argue that it is better to recruit internally in order to motivate employees.

2. Compensation (Pay) and Rewards

Managers claimed that as a practice, employees are rewarded based on performance, but the research proved otherwise. Pay for performance as a driver for improved performance, is gradually seeping into the compensation and rewards practices of NGOs. Research findings prove that this has been incorporated into bonus payment structure of some of these organizations. This aspect of HR is a centralised activity carried put at the head office.

3. Training and development

Training and development programmes are meant to add value to employees and improve employee performance. However, this research revealed that training practices of NGOs

minimizes the benefits and rather creates adverse effects on employee performance leading to reduced performance of non government organisations. Most organizations do not have training strategies and coherent training programmes and therefore give “wholesale” training programmes to their employees and this means that training and development programmes do not incorporate the interest of individual employees. Training needs are neither identified through formal performance appraisal nor discussed with employees and thus training needs identified is mostly unrealistic and not based on business strategy. It is the practice of NGOs to dedicate budgets to training and development of employees every year.

One disturbing finding was that training needs are not discussed with employees of NGOs and there seem not to be training strategies and coherent training programmes as indicated by the responses of both employees and managers as shown by 82% of the study findings. The researcher can confidently say that “wholesale” training is more prevalent in NGOs rather than need-specific training programmes.

This is backed by employees’ non-agreement to whether extensive training programmes are provided for employees in all aspects and that employees are selected for training programmes that suit their job needs. Employees created the impression that training does not incorporate the interests of the organisation as well as the individual, training needs identified are not realistic, and useful, and are not based on business strategies.

The researcher, as an observer-participant can say that employees have average views of the training and development practices of their employers. It is a top-drawer practice to dedicate budgets to training and development every year, but as to whether the monies allocated to these HRM programmes are fully used for its intended purposes, the researcher could not say.

4. Performance Appraisal and Management

Another important HR function is performance appraisal and management. The practice of appraising employees is common with NGOs; at least it is a yearly affair with Uganda Youth Network and some of the organisations selected for the study. There is formal and written performance appraisal system which though appreciated does not provide employees with feedback and counseling. Appraisal has become just a formality and appraisal data is not usually used for promotion, job rotation, training, compensation, transfer and discharge in NGOs. Performance management which has also yet to gain roots in the HRM field is fictional in the NGO sector and as such underperformance is not given the needed attention for corrective measures.

It was found from the research that 87% employees appreciate the effect of pay for performance of employee performance. Employees could not take a positive definite stand on whether their salaries are fair compared to others, whether they are satisfied with pay and other benefits received or if pay is linked directly to performance. They can however say that good job is not noticed and rewarded. Though employees could not state categorically that they appreciate rewards and recognition no matter how small, responses to this question received the highest mean.

Most employees of NGOs believe that performance appraisal is not fair in their organisations. Employees posited that performance appraisal of their organisations does not help to grow or develop their careers and no performance based feedback and counseling is provided to employees. Employees believe that this practice could be improved to measure objective, quantifiable results and male employees understand the objectives of the organisations' appraisal systems. To employees, performance management is in effect not practiced.

6. Employee involvement and Participation (Voice)

To enhance communication and employee involvement, regular staff meetings are held. This practice is further boosted with the encouragement of employees to suggest improvements in the way tasks and jobs are done. However, negating all these is the fact that employees are not allowed to make many decisions and in most cases adherence to instructions with little room for empowerment in the less critical issues. This practice kills initiatives and innovation.

Employees of NGOs hold the perception that all decisions even the less crucial ones should be taken with the consent of top management. This perception is fuelled by the fact that, in some organisations, there are sanctions for employees who do not obey instructions and yet achieve desired results. There is more of adherence to instructions with little room for empowerment. Employees have always lived with the notion that their contributions are not regarded as important and taken in good faith, they do not feel encouraged to even suggest improvements in the way tasks or jobs are done. Another interesting finding is that feedback is fictional in these organisations and again communication is most of the time on formal grounds.

5.1.4 Effect of UYONET's Human resource management practices on its performance

The findings revealed that HR practice and the influence or effect they have on the organisations ability to achieve its stated goals. The table gives an indication that “appointment in this organisation is based on merit” has a high Pearson correlation with “the organisation achieves its stated goals” with a value of .735. This can be interpreted to mean that the appointment of workers based on merit has a positive effect on the organisations ability to achieve its goals and therefore an improvement in the appointment practice based on merits will account for the NGOs achieving their stated goals more often. The item also has a very high level of significance.

The findings also showed that taking all other independent variables at zero, a unit increase in the recruitment & selection would lead to a .237 increase in performance of UYONET and a unit

increase in the training & development would lead to a .026 increase in the performance of UYONET. Further, the findings shows that a unit increases in the performance appraisal would lead to a .188 increase in the performance of UYONET. In addition, the findings show that a unit increase in compensation would lead to a .467 increase in performance of UYONET. Overall, training & development had the least effect on the performance of UYONET, followed by performance appraisal.

The study findings are in line with Moideenkutty *et al.* (2011) who established that high-involvement HRM practices positively relate to performance of Non government organization. Van De Voorde *et al.* (2012) also elaborated competing perspectives of impact of HRM on performance of Non government organization, namely, “mutual gains” and “conflicting outcomes.” Mutual gains perspective is supported by the “AMO Theory” which states that HRM activities increase employees’ abilities and motivation and provide them opportunities to participate which eventually positively affect the performance of Non government organization. The conflicting outcomes perspective highlights a conflict of interest between the organization and employees. HR activities may aim at higher productivity and profits for the organization, negating or relegating the employees’ interests.

Studies have extensively shown that the proper management of human resources through sound and effective HR practices, policies and programmes can positively improve performance of non government organisations. This research found nothing to the contrary. Should organisations resort to the proper management of their human resources and not leave that function to directors and non-HRM experts, a great effect would be made on performance of non government organisations.

Recruitment and selection which is the first process any well meaning organisation resorts to in acquiring human resources is fundamental to performance of non government organisations.

It was found from the research that when people with the desired skills, knowledge and attitudes are performance improves as a result of maintaining a committed, motivated and high performing workforce. This activity should be backed by a succession plan which is able to accurately predict future abilities of existing human resource and future human resource requirements. In a similar study, Khan (2010) conducted a study in Pakistan to investigate the effect of human resource management practices such as recruitment and selection, training and development, performance appraisal, compensation and rewards, and employee relations on organisational performance (product cost, product quality, market share, performance relative to competitors and organization's performance relative to industry average) and he found a significant positive relationship between these practices and firm performance in twenty oil and gas companies.

Training and development programmes even in the form of orientations, inductions and familiarisation activities also effect on performance of non government organisations, the study found out. For training and development programmes to have a rewarding effect on performance of non government organisations, its design and delivery should be well executed. Well trained and developed employees identify and are committed to their organisations. On the other hand, inadequate training resulting in poor performance reviews can create employee dissatisfaction and conflict.

This research finding has it that, NGOs can improve performance of non government organisations through increased labour productivity by the use of compensation and rewards systems that recognizes and rewards performance. Compensation polices, structures and procedures should be able to bring out the best in employees and motivate underperforming employees to improve performance. Compensation structures should also incorporate non-financial benefits that provide intrinsic and extrinsic motivation.

The research also revealed that employee performance can be sustained to effect on performance of non government organisations by maintaining appraisal and performance management systems that develop the employee and increases employee commitment and satisfaction. When this happens, productivity is boosted to match external competition and improve performance of non government organisations. Planning performance, appraising performance, providing appropriate feedback and counseling employees can greatly improve performance. Performance management develops individual and teams who in turn effect on performance of non government organisations.

Studies have emphasized the significant correlation between employment security and performance of non government organisations. This study revealed that apart from employment security opening up the doors for employees' free contribution of knowledge and efforts at enhancing productivity; it also eggs on employees to take a longer-term perspective on their jobs and performance of non government organisations. This study also held that maintaining employment security over a long period of time yields innovativeness, trust and cooperation all of which improve performance of non government organisations.

Imagine an organisation where employees are regarded as automatons; with no say in even issues affecting their jobs or work. Such an organisation will not realise the full potential of its employees, let alone be efficient and effective. This research revealed that employee voice or participation ensures that employees share in the stated goals of the organisation and therefore will do anything in their power to achieve them. It was also found out that there comes improved organisational decision-making and problem solving capabilities, creativity, commitment, empowerment, job satisfaction and motivation which will lead to increased productivity across the organisation.

A finding of this study shows that performance of non government organisations can greatly be improved if organisations could incorporate into human resource management functions the practice of job designing. Through job design, organisations try to raise productivity levels by offering non-monetary rewards such as greater satisfaction from a sense of personal fulfillment in meeting the challenging responsibilities of one's work. Job enlargement, enrichment, rotation, simplification can be used to elicit flexibility and productivity which will effect on performance of non government organisations. NGOs can resort to secondment, mentoring and coaching to bring about efficiency and organisational effectiveness.

Additionally, this study found out that the proper management of human resources through career planning can greatly effect on the performance of non government organisations of NGOs introduce this HRM practice that has to do with the identification of needs, aspirations and opportunities for employees' career; develop and implement HR programmes to support that career. If NGOs would maintain a well planned career development system with internal advancement opportunities based on merit, motivation among employees will be high and have an effect on performance of non government organisations.

This research found out the practices such as merit-based appointments, providing training strategy and coherent training programmes, the exercising of independent thought and action in executing employees' jobs, and the use of appraisal data for decisions related to promotion, job rotation, training, compensation, transfer and discharge all have medium to high positive effect on the organisation's ability to achieve stated goals.

This research also revealed that most of these NGOs have neither a department dedicated to the practice of HRM nor HR experts to handle such functions as part of administrative responsibilities. Board directors and general managers are the only people who call the shots when it comes to HR decisions and HRM functions; from the recruitment of an employee to the dismissal or retirement of that employee. They only delegate the less crucial functions to the line

managers who might not be HR experts themselves. Although some of these NGOs have HR policies that could stand the test of time, they are regarded as administrative documents only referred to when an employee needed to be sanctioned.

It was also found out that, employee motivation and job satisfaction is at its lowest ebb. This can be seen in the level of organisational commitment employees have towards the NGOs they work for. Employees feel little loyalty towards the organisations and feel that there is not much to be gained from sticking with these organisations selected for this study. Most employees admitted that, it will take very little change in their present condition to cause them to leave these NGOs

5.2 Conclusion

The study revealed that a HRM practice has significant impact on organizational performance. It has been found that **university** performance can be attributed to HRM including recruitment and selection, training and development, performance appraisal, and compensation. This study is consistent with Qureshi et al. (2010), Chen et al., 2009, Khan (2010), Huselid (1995), Rizov and Croucher (2009), Chang and Chen (2002).

Based on the results, the researcher concluded that the effectiveness of implementing HR practices in the UYONET does indeed have a major impact towards the organisation's performance. The findings show that HR practices have an effect of nearly 32.2 percent on its performance. This is consistent with the research done by Chew and Basu (2005) and Khandekar and Sharma (2005). Thus, this form of analysis could help organizations to realize and be more aware of the importance of human resource practices and the need to integrate and align HR into the university's strategic plan.

The regression analysis shows that three main HR practice seems to have the highest influence on performance of non government organisation during the study period: Compensation, Recruitment and Selection and Performance appraisal.

Compensation system based on expectancy of employees, comparable with market packages, competency based, and performance based, benefit sharing based mechanism, covering both financial and non-financial dimensions, is positively correlated with perceived organizational performance.

Recruitment & selection, based on well-defined merit and unprejudiced system developed through managerial expert opinions, using standardized test to scrutinize the exact required attitude, skills and knowledge in potential candidates showed notable significant correlation with employee performance and Perceived Organizational Performance. Results were similar to the findings of Holzer (1987), Sels et al. (2003), Datta (2003), Singh (2004), Katou (2008) and also support the argument of Tseng et al. (2009) that identification of the right candidate with required skills to perform the job for achieving performance of the organisation is the output of sophisticated selection system.

In a nutshell, this study has been conducted in Uganda Youth Network and selected partners and it concluded that the proper management of human resources has enormous effect on performance of non government organisations. Management of these NGOs should start to incorporate HRM thinking into organisations strategies and make the HR function “strategically proactive” Brockbank (1999). The effective management of the human resources of these organisations will create and sustain competitive advantage and improve performance of non government organisations. It is imperative for the NGOs to ensure that investment in their human resources and HRM practices will attract and retain talented people.

5.3 Recommendations

It was found out that of the NGOs only one had a department dedicated to HR functions and activities and this was a recent addition. As such it is recommended for NGOs to dedicate a department to the proper management of their human resources and employ the services of an HR expert to plan, implement and manage these HR functions.

5.3.1 Recruitment and Selection

From all indications, the implementation and the management of human resources by non-HR experts has damaging implications. It was found out that HR functions like recruitment and selection were left in the hands of directors and general managers and this opens the recruitment and selection processes up to nepotism, cronyism and favouritism. Starting with recruitment and selection, it is recommended that people HR expertise with the help of line managers are made to carry out these activities so that people with the appropriate skills, attitudes and knowledge are hired. This will ensure professionalism and institutionalism in the activities of NGOs.

5.3.2 Training and Development

This research revealed that the “wholesale” nature of training and development programmes of NGOs do not permit the full realisation of the benefits of the practice. It is therefore recommended that there should be coherent and strategic training and development that is planned to match both individual and organisational interests. To ensure that training needs identified is realistic and useful, the needs should be discussed with employees. “Wholesale” training programmes do not yield the desired results. Also, budgets for training and development should be solely dedicated to such purposes. To reap the full benefits of training and development programmes, adequate monitoring and management of performances of employees should be instituted by management.

5.3.3 Employee Participation and Employment Security

Additionally, employee involvement should be touted the more to get employees to participate more and better in decisions that affect their jobs. Such an environment will automatically create employment security and unveil innovativeness and potentials of employees. Furthermore, providing feedback, counseling and grievance handling avenues will reduce conflicts and tension.

This research also revealed that employee participation is not a common practice with NGOs. The research also established that the strict, rigid and unbending kind of environment employees find themselves in limits employee voice and affects employment security. It is thus recommended that in order to bring out the best in employees, sanctions should not be attached to initiatives and employees' contributions should be regarded as important and taken in good faith. HR managers should understand team dynamics and find ways to bring disparate personalities together and make it a point to encourage team work and team spirit.

5.3.4 Compensation and Rewards

Furthermore, the research revealed that there is an overwhelming support for pay for performance from both employees and managers. It is recommended that management should endeavour to link pay to performance. This type of compensation structure is known to ensure fairness, eliminate conflicts and tension and propel employees to higher performance.

5.3.5 Career Planning

The research findings show that management of NGOs do not have so much interest in the career development of employees. Career planning is made the sole responsibility of employees. The researcher recommends that a career development plan that focuses on the employees' needs for growth and development are instituted. Organisations can provide the assistance that will give the

employee the opportunity to grow his or her career. Again, it is recommended that employees are made aware of potential positions for promotions. Management must also base promotions on performance.

5.3.6 Appraisal and Performance Management

It was found out from the study that performance appraisal is largely a formality and a yearly affair and when it does happen, feedback is neither properly nor regularly given to employees. Performance management on the other hand was non-existent.

Research has shown the positive effect of 360 degree form of appraising in directly improving performance. This form of appraisal help employees to build their own self awareness of their strengths, weaknesses and development needs. It is therefore recommended that NGOs adopt this form of appraising and encourage managers to give regular, constructive and descriptive feedback. Feedback should describe what employees are doing well, be clear about what they might improve or change and why. Performance appraisal simply, is all about individuals and their managers having regular, quality conversations.

For performance management to work, it is recommended that focus is directed on the results that the NGOs are aiming to achieve and a recognition that the individual employees need to engage with those aims. Research has also shown that engaged staff are far more likely to be productive, committed and innovative than those that are not. Underperformance should be managed in such a way that it does not create tension and conflict or demoralise and discourage the employee from reforming.

Finally, performance improvement is not only a result of well functioning system but also depends on effective human resource strategies that succeed in recruiting and maintaining a committed and motivated workforce (Al-Ahmadi, 2009). The research found that there is nothing like HR strategy let alone to talk of linking it with business strategy. It is imperative for

NGOs to go beyond the talk and paper work and get on executing these HR functions properly to bring the desired effect on performance of non government organisations.

5.4 Area for Further Study

This research is limited to Uganda Youth Network and selected partner organisations. Further research conducted into the HR practices of all NGOs can enable better generalisation of findings. Research can also be conducted into the effects of HR practices, policies and programmes on employee motivation, job satisfaction, organisational commitment and labour productivity.

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APPENDICES

NKUMBA UNIVERSITY SCHOOL OF SOCIAL SCIENCE

QUESTIONNAIRE ON: THE EFFECTS OF HRM PRACTICES ON PERFORMANCE OF NON GOVERNMENT ORGANISATIONS

Dear Respondent,

My Name is Nakaweesi Jane and I am pursuing Master of Arts in Public Administration and management from Nkumba University. As part of my study requirements I am undertaking a research on the topic: **The Effects of HRM Practices on Performance of non government organisations.**

This survey is meant to collect relevant information from selected staff to aid in the assessment of the effect of HRM practices on performance of non government organisations. The information required is strictly for academic purpose and any information provided would be treated with the utmost confidentiality and shall be used only for the intended purpose. Your candid opinion is highly solicited. It will be much appreciated if you could spare some minutes to complete this questionnaire.

Thank you.

Please respond to the questions below by ticking (✓) the right option.

1. Gender: (a) Male [] (b) Female []

2. Age (in years). 20 – 30 [] 31 – 40 [] 41 – 50 [] 51 – 60 [] 61 and above []

3. Marital status: Single [] Married [] Divorced []

4. Highest level of education. Please tick (✓)

Master's Degree [] First Degree [] Diploma [] Others (specify): _____

5. How many employees are in your organisation?

0-5 [] 6-29 [] 30-99 [] 100 and above []

6. What type of organisation /industry are you in? NGO [] Others [] Specify:

7. Job title

Section 2 – HRM Practices

1. Does your Organisation have a department dedicated to Human Resource? Yes () No ()
2. How does your Organisation execute and manage the following HR practices;
 - a. Centralised (C) OR b. Executed and managed by line managers (LM)

- i. Recruitment and selection (.....)
- ii. Training and development (.....)
- iii. Compensation (.....)
- iv. Performance Appraisal/Management (.....)
- v. Employee Participation (.....)
- vi. Career planning (.....)

1	2	3	4	5
Strongly Disagree (SA)	Disagree (D)	Neutral (N)	Agree (A)	Strongly Agree (SA)

Using the scale above (1 – 5) please tick (√) the levels of agreement in each of the items below with regards to the HRM practices of your organisation	SA	A	N	DA	SD
	1	2	3	4	5
3. Recruitment and Selection					
Appointments in this organisation is based on merit					
Applicants are fully informed about the qualifications required to perform the job before being hired					
Advertisements are used by the Organisation to recruit					
There is formal induction, orientation and familiarisation process designed to help new recruits understand the organisation					
In this organisation, line managers and HR managers participate in the selection process					
Selection system selects those having the desired knowledge, skills and Attitude					
Vacancies are filled from qualified employees internally					
7.Compensation (Pay) and Rewards					
Pay for performance improves performance					
Employees are rewarded based on performance					

Compensation packages encourage employees to achieve organisation's Objectives					
Employees are recognised and rewarded appropriately in this organisation					
Profit sharing/bonuses are used as a mechanism to reward higher performance.					
Job performance is an important factor in determining the incentive compensation of employees					
8. Training and Development					
Training needs are discussed with employees					
There is a training strategy and coherent training programme					
Training incorporates the interests of the organisation as well as the Individual					
Training needs identified are realistic, useful and based on the business strategy of the organisation					
Every employee goes through various training programmes every year					
There is a budget dedicated to training and development every year					
9. Employment Security					
Employees are assured of long term future with the organisation					
There are sanctions for employees who do not obey instructions yet achieve desired results					
There is a formal, fair and reasonable process for handling grievances and Complaints					
If the organisation were facing economic problems, employees would be the last to get downsized					
It is very difficult to dismiss an employee					
10. Performance Appraisal and Management					
In this organisation, employees are provided performance based feedback and counseling					
The appraisal data is used for decision making like promotion, job rotation, training, compensation, transfers and discharge					
There are corrective measures for under-performance					
Appraisal system is growth and development oriented					
There is a well-defined performance management strategy					
Retraining, redeployment and employability take precedence over Downsizing					
There is regular appraisal for promotion					

11. Employee Involvement					
Employee participation is encouraged on a wide range of issues					
Employees can exercise independent thought and action in executing their Jobs					
Adherence to instructions with little room for empowerment					
You have regular staff meetings to encourage communication with peers and Supervisors					
12. Career Planning					
Career development is the responsibility of the employee					
Employee's career aspirations within the organisation are discussed with immediate supervisor					
Employees are clear about promotion possibilities					
The organisation plans for the career and development of employees					
Our organisation prefers an internal employee whenever a vacancy opens up					

Section 3: Performance

From the statements below indicate your level of agreement or disagreement.

1=Strongly Disagree 2=Disagree 3= Neutral 4=Agree 5=Strongly Agree

	1	2	3	4	5
The organisation is not able to meet the goals it sets					
The organisation achieves its stated goals.					
Work in this organisation is easier because of laid down procedures					
Each section understands the role it plays in achieving organisational goals.					
The organisation functions smoothly with a minimum of internal conflict					
Resources needed for proper functioning of the organisation are always available.					
The organisation is normally understaffed					
Financial supports needed are available for use.					
The organisation has enough human capital to accomplish its goals					
The organisation is able to satisfy the owner(s) /shareholders.					
Customers/clients' expectations are met					
We do not have problems in dealing with state and local government.					
Most suppliers are happy to work with my organisation.					
Employees are motivated to stay with this organisation.					

Thank you for participating

Appendix 2

**NKUMBA UNIVERSITY
SCHOOL OF SOCIAL SCIENCE
QUESTIONNAIRE ON**

**THE EFFECT OF HRM PRACTICES ON PERFORMANCE OF NON GOVERNMENT
ORGANISATIONS**

Dear Respondent,

My Name is Nakaweesi Jane and I am pursuing Master of Arts in Public Administration and management from Nkumba University. As part of my study requirements I am undertaking a research on the topic: **The Effects of HRM Practices on Performance of non government organisations.**

This survey is meant to collect relevant information from selected staff to aid in the assessment of the effect of HRM practices on performance of non government organisations. The information required is strictly for academic purpose and any information provided would be treated with the utmost confidentiality and shall be used only for the intended purpose. Your candid opinion is highly solicited. It will be much appreciated if you could spare some minutes to complete this questionnaire.

Thank you.

1. Gender: (a) Male [] (b) Female []

2. Age (in years). Please tick (√)

20 – 30 [] 31 – 40 [] 41 – 50 [] 51 – 60 [] 61 and above []

3. Marital status: Single [] Married [] Divorced []

4. Highest level of education. Please tick (√)

Master's Degree [] First Degree [] HND [] SSCE/ WASSCE [] Others

(Specify)

6. What type of organisation /industry are you in? NGO [] Others (specify):.....

9. What type of employment contract do you have? Please tick (√)

Permanent Full Time [] Part-time [] Contract [] Temporal []

1 Strongly Disagree (SA)	2 Disagree (D)	3 Neutral (N)	4 Agree (A)	5 Strongly Agree (SA)
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Using the scale above (1 – 5) please tick (✓) the levels of agreement in each of the items below with regards to the HRM practices of your Organisation.	SA	A	N	DA	SD
	1	2	3	4	5
1. Recruitment and Selection					
Advertisements are used by the Organisation to recruit					
In this organisation, the selection system selects those with the desired knowledge, skills and attitudes					
There is formal induction, orientation and familiarisation process designed to help new recruits understand the organisation					
I prefer this organisation fills a vacancy internally rather than externally					
Appointments in this organisation is based on merit					
2. Compensation (Pay) and rewards					
My salary is fair considering what other people are paid					
I am satisfied with the amount of pay and other benefits I receive					
In this organisation, pay of employees is directly linked to performance.					
This organization's salary and other benefits are comparable to that of similar organisations					
Good job is noticed and rewarded					
I appreciate rewards and recognition no matter how small in this organisation					
3. Training and Development					
Extensive training programmes are provided for employees in all aspects.					
I have training opportunities to learn and grow.					
I am selected for training programmes that suit my job needs most					
Training needs are identified through a formal performance appraisal mechanism					
Training programmes have improved my decision making and problem solving skills					

My communication and working relationships with co-workers have improved due to training programmes					
I feel better equipped to tackle unexpected events with skill and confidence.					
4. Employment Security					
It is very difficult to dismiss an employee					
Everyone is treated with respect at work, regardless of who they are					
My employment is completely secured with this organisation					
If the organisation were facing economic problems, employees would be the last to get downsized					
There is a formal, fair and reasonable process for handling grievances and complaints					
5. Performance Appraisal					
Performance appraisal is fair in this organisation					
There is a formal and written performance appraisal system					
I am informed of how my performance evaluation is done					
Performance of employees is measured on the basis of objective quantifiable results					
The objectives of the appraisal system are clear to employees					
Appraisal system has a strong effect on individual and team performance					
Appraisal system helps me to grow and develop my career					
Employees are provided with performance based feedback and counseling					
I feel performance appraisal is just a formality in this organisation					
6. Employee Participation (Voice)					
Employees are allowed to make many decisions					
Employees are often asked by their supervisors to participate in operations related decision					
Employees are encouraged to suggest improvements in the way tasks and jobs are done					

Employees' contributions are regarded as important and taken in good faith					
Supervisors keep open communication with employees in the organisation					
7. Career Planning					
Employees have a clear career path					
Employee's career aspirations within the organisation are discussed with immediate supervisor					
Employees have more than one potential position for promotion					
Individual and organisational growth needs are matched in this organisation					
Every employee is aware of career path in the organisation					
Using the same scale as above (1 – 5) please tick (√) the levels of agreement in each of the items below with regards to the Motivation and commitment	SA	A	N	DA	SD
	1	2	3	4	5
8. Motivation / Job Satisfaction					
When things go well with your job, your contribution is often recognised					
I am satisfied with the freedom to take initiatives with how my job is done					
My job comes with independent thought and action					
I am satisfied with the pay i receive for my job					
I am satisfied with the employment security the organisation offers me					
The employment security offered by the organisation allows me to be innovative and initiative with job related issues					
I am motivated to work harder					
9. Organisational Commitment					

I am willing to put in a great deal of effort in order to help this organisation be successful					
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I feel very little loyalty towards this organisation					
This organisation inspires the very best in me in terms of my job					
I would accept almost any type of job assignment in order to keep working for this organisation					
There is much to be gained from sticking with this organisation indefinitely					
It will take very little change in my present circumstances to cause me to leave this organisation					

Using the same scale as above (1 – 5) please tick (✓) the levels of agreement in each of the items below with regards to Labour Productivity	SA	A	N	DA	SD
	1	2	3	4	5
My relationship with my supervisor is a harmonious one					
My relationships with members of my work group are cordial as well as Professional					
The goals of this organization are clearly known to me.					
I understand the purpose of this organization					
I have enough input in deciding my work-unit goals					
I am personally in agreement with the stated goals of my work units.					
The priorities of this organization were understood by its employees					
Other work units are helpful to my work unit whenever assistance is requested.					
I have the information that I need to do a good job.					

Thank you for participating