

HUMAN RESOURCE MANAGEMENT PRACTICES AND EMPLOYEE PERFORMANCE AT SOROTI REGIONAL REFERRAL HOSPITAL

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S17/MUC/MBA/012

**A DISSERTATION SUBMITTED TO THE SCHOOL OF BUSINESS IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF DEGREE OF MASTER OF
BUSINESS ADMINISTRATION OF UGANDA CHRISTIAN UNIVERSITY**

July, 2024



**UGANDA CHRISTIAN
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Declaration

I, **IDERUWINFRED**, hereby declare that this is my original work and has not been submitted in any other institution for any award.



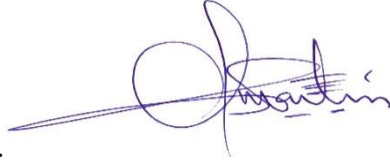
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Approval

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Dedication

I dedicate this piece of work to my lovely family members, my beloved husband, children and friends for their moral and financial support.

This would not have been possible without them. May God reward them abundantly.

Acknowledgement

Many individuals have contributed to the successful completion of this report project and I am grateful to each of them. I would like to start by acknowledging my supervisor Mr. Masuba Martin for readily providing guidance and direction to the development of this research and tirelessly offering input and support to the entire document. His insightful contributions to the study idea and topic and incisive grasp of study requirements made development and finalization of this project much easier.

In addition, my heartfelt thanks goes to my parents, my siblings, my Dear husband and children for their love, care and financial support that they rendered to me to enable me reach where I am. I am really proud of them and I pray God protects and blesses them.

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ABSTRACT

The study examined the effect of human resources on employee performance in soroti regional referral hospital. The specific objectives included; to find out the influence of employee rewards on staff performance at Soroti regional referral hospital; establish the impact of employee training on staff performance at Soroti regional referral hospital and to find out the impact of employee selection and recruitment on staff performance at Soroti regional referral hospital. A descriptive cross sectional design was used in this study triangulating quantitative and qualitative approaches. Mixed methods of data collection analysis were used in this study. Results revealed the existence of a positive significant relationship between employee rewards and employee performance ($R=.523$; $sig=.000$); a positive significant relationship between employee training and employee performance ($R=.614$; $sig=.000$) and a positive relationship between employee selection and recruitment and employee performance ($R=.583$; $sig=.000$). The multiple regression results revealed that all the three independent variables positively influenced employee performance by 58.3%. The regression coefficient results indicated that employee training had the most effect in influencing employee training by 30.4% followed by employee selection and recruitment at 28.3% and lastly employee rewards at 14.8%. The study concluded that Soroti regional referral hospital embrace employee rewards such as financial rewards together with provision of satisfying work content rewards such as promotion, recognition, status symbols and praise for better employee performance. The study also concluded that Soroti regional referral hospital should put a lot of emphasis on employee training as this enhances interpersonal relations, decision making, networking skills, monitoring communication, discipline and conflict management which improve employee performance. And finally the study concluded that soroti regional referral hospital should consider follow employee selection and recruitment based on merit. Generally the study recommends mainly the need to foster employee training is as a way to enhance employee performance.

CHAPTER ONE

INTRODUCTION

1.1. Introduction

The study focused on the examination of the influence of human resource practices on employee performance. This study was carried out in Soroti regional referral hospital.

This chapter therefore presents the background to the study, statement of the problem, purpose of the study, objectives of the study, research questions, Scope of the study and Significance of the study

1.2 Background to the study.

The background was divided into four sections namely: historical, theoretical, conceptual and contextual aspects. Historical background shows the trends of events in regard to management, theoretical background presents the theory that guided the study in line with the dependent and independent variables of the study, conceptual explains the major concepts or variables used in this study, the contextual gives an explanation on the extent to which human resource management practices have influenced the performance of organizations.

1.2.1. Historical background

Management is a wide field with specific disciplines of organizational endeavor and practices varying across firms and industries. There is no doubt that management practices are linked to the productivity and performance. Human resource practices cut across organizational functionality in any discipline.

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, 1999) 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 especially 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, Perrrewe 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

In the context of this study, Management is defined as the process and approach of specifying an organization's objectives, developing policies and plans to achieve and attain these objectives, and allocating resources so as to implement the policies and plans (David & Blomstrom, 2005). Organizational performance is described as an organization's ability to acquire and utilize its scarce resources and valuables or expeditiously as possible in the pursuit of its operational goals (Griffin, 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, Hall & Torrington, 2011). According to Armstrong, the main aim of human resource management is to provide that the organization can achieve success through people (Armstrong 2009, p. 8). Research has shown that the people in organizations are an important variable when it comes to trying to stay ahead of the competition and that Management can play a decisive role in organizational performance.

Management 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, p. 274). These practices regulate the attitude and status of the employer-employee relationship which can encourage the employees to become more innovative (Tan & Nasurdin 2006, p. 156).

Management practices in the health care sector stalks for improving the quality of services and patients satisfaction. The role of healthcare institutions in providing quality health care and making decisions strive on the effective management. The performance of public hospitals in Uganda and indeed the entire health sector is a cause for worry from the perspective of the management knowledge. Bloom et al (2009) have stated that management in hospitals is very poor compared to that of other institutions; it is even worse in public than private hospitals.

In the few months of the 2012/13 fiscal year, the performance of the health sector in general and hospitals in particular emerged as an issue of national concern. The outcry has been on lack of funds; the mass media relayed realities of appalling facilities, rundown equipment and apathy among health workers. From the view of management scholars, the system in these public health institutions must be flawed.

According to Okara (2012) the government was put on spotlight as a reason for the declining service delivery with rundown facilities, dilapidated premises, unused equipment, congested wards,

slow service processes, lack of adequate staffing coupled with low motivation among the available staff and lack of supervision . An efficient management system expedites decision making, inform future decisions, increase accountability of decision makers, produce evidence in medico-legal issues, support perpetuity of the facility and improves service delivery (Akor & Udensi, 2013; Mampe & Kalusopa, 2012). Although a positive relationship is sometimes shown between Management and organisational performance, little is yet known about its underlying mechanisms (Kozlowski, etal2000).

1.2.2 Theoretical background

Theoretical discussion on the relationship between human resource (HR) management and performance have been well documented in number of past and recent reviews (Guest, 1997). Effective and evolving HRM practices lead to better and changed employee behavior which helps enhance organizational performance. Various models linking Human Resource Management to organizational performance have been formulated by several authors (Becker, 2007).

The Guest model states that if an integrated set of Human Resource Management practices is applied in a coherent fashion, with a view to achieving the normative goals of high commitment, high quality, and task flexibility, then it results into superior individual performance for the organization. It also assumes that this results in superior organizational performance. It further explains that Human Resource Management practices should be designed to lead to a set of HRM outcomes of high employee commitment, high-quality employees, and highly flexible employees.

The Guest model has six components; a Human Resource Management strategy, a set of HRM policies, a set of Human Resource Management outcomes, behavioral outcomes, a number of performance outcomes and financial outcomes. The model links Human Resource Management and performance in various perspectives. The model has financial performance as the indicator of

performance. Such includes financial performance and human resource effectiveness. However, the field of Human resource management is against using human resources as vehicle of achieving financial performance without considering issues that make human resources committed, satisfied and happy.

The goal theory (Mullins, 2010) states to direct behavior and maintain motivation, 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 small enterprises so as to design a performance management system which is appropriate and also to ensure high performance.

The Attraction selection attrition theory (Schneider, 1987) states that there is a reason why people are attracted to work with particular institutions not others. Recruitment and selection practices are carried out after initial attraction of employees to the organization. It must also be stated that attraction is bidirectional.

1.2.3 Conceptual background

The dependent variable in this study is employee performance which is perceived as the ability of employees to meet organizational tasks, requirements and objectives through strategic investment into organizing, executing and accomplishing roles and duties in the minimum time possible (Adair, 2005). Consequently, performance is operationally perceived as: Executing defined duties, meeting deadlines, team input, and achieving departmental goals.

The above should lead to efficiency, specialization, effective feedback and good organizational relations.. The cohesion of both management practices and performance should be evident through style and approach by managers in the attempt to cause efficiency which requires specific approaches to unique performance challenges.

Management practices refers to organizational activities directed at managing the pool of human resources and ensuring that the resources are employed towards the fulfillment of organizational goals. An increasing body of work contains the argument that there exists a positive relationship between so called “high performance work practices” and different measures of company performance. Such a “high performance work practices” include comprehensive employee recruitment and selection procedures, Incentives, compensation, and performance arrangement systems and extensive employee involvement and training.

The independent variable in this study is Human resource practices and indeed Cole (1997) defined management practices as the ability to employ managerial competencies to organized performance processes by inspiring, igniting and motivating teams to meet set organizational goals. When the HR component is not made a vital part of a strategic planning process then to implement a strategic business plan is going to be a challenge to the organization (Storey, 1995: p 48).

The strategic human resource management (SHRM) involves the making and carrying out of HR policies and practices which will bring about employee competences and the required behaviors needed by the company to meet its strategic aims. Therefore, the major concept of HRM system is the pulling together a bundle of some complementary HRM activities which in turn bring about an economic turn about in an organization (Alewell, 2012). HRM operates through the use of the HR system that integrates the following: HR philosophy, HR practices, HR strategies, HR policies, HR processes, and HR programme(Armstrong, 2006: p4)).

The use of HR best practices, having the right ‘mix’ which comes in between the business strategy and HR practices, and specifying the use of bundles of practices which are in accordance with the organizational context (Henderson, 2006: p 26).

Human resource practices are the levers or mechanisms through which employee skills can be developed” (Park et al, 2003). These are the primary means by which firms can influence and shape the skills, attitudes, and behavior of individuals to do their work and thus achieve organizational goals.

They are designed to improve the knowledge, skills and abilities of employees; boost their motivation, minimize or eliminate loitering on the job and enhance the retention of valuable employees; boost their motivation, minimize or eliminate loitering on the job: and enhance the retentions of valuable employees. Those practices consist of employee recruitment and selection procedures: incentive compensation and performance management policies and extensive employee training, participation and involvement in decision-making, salary increment, recognition, promotions and gifts.

Havel and Tzafrir (1996) states that Human Resource Management activities can influence an organization’s performance through improvement of employees’ skills and quality-selection and training and the increase of employee motivation-incentive compensation.

Human resource practices enhance organizational effectiveness and performance by attracting, identifying and retaining employees with knowledge, skills and abilities and getting them to behave in a manner that will support the mission and objectives of the organization. Thus the effectiveness of human resource management practices depends on how it creates the appropriate attitudes and behaviors in employees, in addition to its implementation.

1.2.4 Contextual background

The practice of HRM in Africa has been based on procedural and administrative tasks such as salary and benefits, employee relations among others. Organizations in Africa appear to adopt a reactive approach to the hostilities in the environment thereby neglecting the know-how and expertise that HRM practices bring to the table (Kamoche, 2007) and that are important towards the performance of such enterprises.

Uganda experiences one of the high performance failure rates with labour productivity \$3,53 (UGX 13200) below that of Kenya (\$4.75) attributed to relatively high levels of informality which makes employees disregard labour market regulations. It has been widely acknowledged that during the post-independence era (1962-1971) Uganda was one of the countries in Africa with the best health indices and a vibrant health care system. This once functional and efficient health care delivery system was short lived due to decades of civil/military unrest and political instability that led to the collapse of the system.

After the 1986 war that ushered in the National Resistance Movement, the Government started reconstruction and rehabilitation programmes first focusing on putting in place the political and economic environment conducive to growth. It is noted that Uganda has a four-level of health care system: primary, secondary, tertiary and quaternary.

General district hospitals as well as the Regional and National Referral hospitals are major contributors to essential clinical care in Uganda. However, efficiency and effective comparison in the measurement of delivery of services is affected by the absence of comprehensive and complete information from Hospitals in health systems inputs such as health workforce, medicines, finance and other resources data.

1.3. Statement of the problem

Regional Referral Hospitals (RRH) have continued to make major contributions to essential clinical care in Uganda. Lot of efforts over the years have been put in place by the government of Uganda and donors to ensure better health service provision. Narratives about these institutions are awash with claims of lack of drugs, inadequate health workers, and delay in accessing health services. Furthermore Soroti (RRF) has a staff shortage of Y/2014 as auditor general's report

Inspite of the numerous efforts put by government through the Ministry of Health to improve employee performance in the regional referral hospitals Soroti regional referral hospital continues to decline (Mwenda, 2012), the claims are also confirmed by various reports such as the annual medical national reports of 2013/14, the evaluation reports 2011/2020. Evidence from the Soroti basdd on the annual medical reports 2016/17 indicated that there was high unexplained absenteeism, late reporting for duty and high employee turnover, stealing of medicines with productivity declining from 1.127 to 0.901 and further to 0.776 over a three year period from 2018 to 2019 (Mujasi and Kirigia, 2021). Therefore this study aimed to understand the relationship between HRM practices and Employees performance. This is especially as literature shows that inconsistent and non eoncouraging results between the study various. It is upon this background that this study sought to find out to what extent Human resource practices influence performance of Soroti referral hospital.

1.4. Purpose and Objectives of the Study

The purpose of this study was to examine how Human resource practices influence employee Performance of Soroti regional referral hospital.

1.5 Specific objectives

This study sought to achieve the following specific objectives:

1. To find out the influence of employee rewards on staff performance at Soroti regional referral hospital.
2. To establish the impact of employee training on staff performance at Soroti regional referral hospital.
3. To find out the impact of employee selection and recruitment on staff performance at Soroti regional referral hospital.

1.5. Research questions

The study was guided by the following research questions

1. How does employee training influence the performance of Soroti regional referral hospital.
2. How do employee reward practices influence the performance of Soroti regional referral hospital.
3. How does employee selection and recruitment influence staff performance of Soroti regional referral hospital.

1.6. Significance of the study

From the findings of the study the researcher hopes that the findings will help the hospital identify areas where improvement can be made while ensuring overall efficiencies in the hospital is maintained.. The researcher hopes that the findings of this research will enlighten the management practitioners in healthcare industries on how to improve on organizational performance.

This study is important for government, policy makers, health institutions, records professionals and researchers. This is because the study provides insight into the role of human resource practices in improving both clinical and administrative decision making in public hospitals.

This study will provide information that will serve as a baseline on the state of regional referral hospitals in Uganda and upon which indicators for further monitoring can be generated and the analysis of the findings can be used to advocate for the realization of the right to health. A key requirement of Uganda's obligation in the realization of the right to health is the provision of adequate and reliable information on efforts geared towards that goal. This study is a contribution in this direction.

Finally, the findings serve as a source of reference for future researchers who wish to conduct studies on management practices.

1.7. Scope of the study

1.7.1. Content scope

The study specifically looked at Human Resource practices and their influence on employee performance. The human resource practices include employee reward system, employee training and selection and recruitment practices. On the otherhand employee performance was measured in the form of staff attendance, timely reporting and staff productivity

1.7.2. Geographical Scope

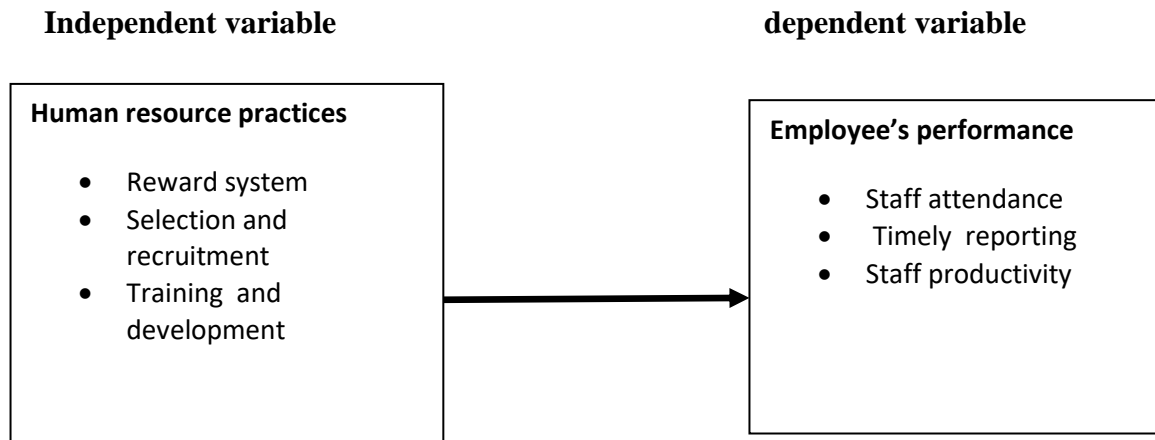
The study was carried at soroti regional referral hospital in Soroti city which is found in Soroti district in Eastern Uganda, in the north of lake Kyoga. It borders the districts of Katakwi to the east, Ngora to the southeast, Serere to the south and Kaberamaido to the west.

1.7.3. Time scope

The study was restricted to a period of 4 years from 2019 to 2022. This period was selected because it is within that period that Soroti referral hospital experienced high cases of human resource challenges such inadequate health workers, and delay in accessing health services by patients.

Particularly it was also a period in which Covid-19 ravaged many hospital, causing serious stress and low performance of staff.

1.8. Conceptual framework



Source: Guest Model (1997) as modified by the researcher.

The conceptual framework above shows three independent variables which depict human resource practices as measured in the form of reward system, selection and recruitment and training and development; and employee performance which was the dependent variable measured in form of staff attendance, timely reporting and staff productivity. The conceptual framework shows that employee performance depends on human resources practices. It further demonstrates that if human resource practices provided in the framework are handled well, then the outcome is improved employee performance.

1.9. Chapter summary

The introductory chapter included an introduction, background to the study, statement of the problem, purpose and objectives of the study, research questions, significance of the study, scope of the study and conceptual framework.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviewed literature that was found to be relevant and related to the topic of my study. It includes; theoretical review, conceptual review/conceptual framework, related literature and synthesis of literature review.

2.2 Theoretical Review:

This study was built on two theories related to organizational performance. These include; Game theory and Resources based view theory (RBV), which are discussed here below

2.2.1 Game theory

Game theory is the formal study of decision-making where several players must make choices that potentially affect the interests of the other players; it is official study of conflict and cooperation. Game theoretic concepts apply whenever the actions of several agents are interdependent. These agents may be individuals, groups, firms, or any combination of these. The concepts of game theory provide a language to formulate structure, analyze, and understand strategic scenarios (Dai & Chen, 2012).

Xu, et al..(2013) argue that the game theory is divided into two main approaches: the non cooperative and the cooperative game theory. The cooperative game theory can be applied to the case where players can achieve more benefit by cooperating than staying alone (Xu, et al.,2013). The gain sharing issue was intensively investigated in the cooperative game theory; therefore, we adopted cooperative-game-theoretic approaches in constructing the hypothesis on transport management and firm performance.

Today cooperation is becoming more and more crucial to improve the global performance. As the complement of traditional vertical cooperation, a new cooperation model, the horizontal cooperation was proven efficient to reduce global cost and improve service rate (Drechsel & Kimms, 2010). In this study cooperative game-theoretic approach shall be used to facilitate the decision making in measuring efficiency and influence it creates on firm performance.

The cooperative game theory investigates how players interact with each other in a cooperative relationship, and provide many approaches to fair profit allocation and stable coalition formation, which are important components in the cooperation model. This form of cooperation takes place between companies operating at the same level of market and it requested them to share private information and resources in logistics.

2.2.2. Resource Based View Theory

Resource based view aspired to explain the internal sources of a firm's sustained competitive advantage (Kraaijenbrink, Spender, & Groen, 2010). The Resource Based View (RBV) of the firm postulated that, resources internal to the firm were sources of competitive advantage. Such resources were valuable, rare, unique and difficult to substitute.

Resources believed to be valuable were those that were capable of facilitating conception or implementation of strategies that improved performance, exploited market opportunities or neutralized impending threats.

The two assumptions for RBV theory were, resources and capabilities were heterogeneously distributed among firms; and resources and capabilities were imperfectly mobile, which made firms' differences remained stable over time.

Every firm was different (heterogeneous) from other firms in terms of the resources and capabilities a firm possesses or accesses. These differences differentiated one firm from another and a firm's success was due to its firm-specific (idiosyncratic) resources. Accordingly, individual resources, competencies and capabilities of the organization were a bundle of the firm's resources or the essence of the resource-based view.

The resource-based view (RBV) of firms mainly emphasized their internal strengths and weaknesses, in contrast to industrial organization economics which focused on firms' external opportunities and threats because when the external environment is unstable, a firm's own resources and capabilities may be easier to control. The resource focused perspective contends that a firm was a collection of tangible and intangible resources (Kraaijenbrink, et al., 2010).

2.3. Review of relate literature

2.3.1 Reward system and performance

According to Scott Baret, etal (2013), in their paper: developing an effective operational, a guide for financial services, boards and management tools, they argued that within the corporate governance structure, boards and management need to establish a mechanism in which operational reward systems are implemented.

They further state that the reward system need to provide adequate information to the board as this will ensure effective running of the enterprise. This thinking is in line with that of Drucker (2004), who he argued that for reward system to be effective, they need to take responsibility for what they decide and communicate. Executives in the organization have three major roles of supporting employees as they carry out their duties, problem solving and strategic thinking.

Scott Baret, et al (2013), further emphasizes that if the employees are not motivated by the executive, these principles and policies will not be implemented effectively. Much as Drucker (1966) believes in employee motivation, he quickly dislikes non-performing staff and requests executive to prune them off from the organization if results are to be achieved.

The organizational leadership should be in position to get activities right, measure these activities and develop programs that are sustainable and beneficial to the change that was desired for the organization. Furthermore, team leader who could be executives should guide team members to direct their efforts and focus their commitment towards the goals of the team.

Team members should be committed to the specified goal of their team and should participate in its development Simon. According to Ridwan and Marti (2012), who pointed out that one of the roles of the executive officers in the organization is strategic planning in order to present the big future of the future direction of the Company in front of the staff including the strategic planning team who later translates this guidance to their strategic planning design.

2.3.2. Selection and recruitment and Performance

As organizations grow, the only aspect which remains permanent is change. Oakland and Aldridge (1995) clearly states that the strategy, changes and culture that are established within an institution, should be effectively communicated clearly and directly from top management to all employees and customers so that they can adjust in accordance to organizational change.

Attainment of organizational goals and objectives can be easily achieved with effective selection and recruitment. No organization can be in existence without employees.

This is further strengthened by Fatma (2014), who pointed out that managers need to look at communication as a continuous process for success to be achieved in the organization and it must be exercised within and outside the work place.

He further argued that, in modern management and corporate businesses, selection and recruitment is based on team work than individual basis. Irrespective of organization's size and nature, if performance is to be realized, selection and recruitment needs to be introduced on the onset. Ford and Ford (as cited in Kelly M. Gordon (2006), claim that change does not occur except in that it is mediated by communication; in other words, communication is the context within which change occurs Executives who have effectively practiced effective selection and recruitment have realized high productivity organization team spirit, and a means of motivating staff.

In organizations where managing is by memo, performance is compromised with failure to achieve organizational objectives. It is the responsibility of management to inform the board of the changes in the market or industry so that the policies can be changed to match the changing environment, middle supervisors need to let the supervisees Of the new tasks and roles, all these and many more can be achieved with effective selection and recruitment.

The importance of effective selection and recruitment is further recognized in organization as it builds cohesive and effective teams, it minimizes industrial problems and maintains relationships with stake holders (Fatman, 2014). On his part, Watson (2012), believes that other than on the overall organization level perspective, at individual level those employees who communicate effectively outperform their colleagues in the organization or same industry.

Durnmore (2014), agrees with Fatma (2014), but he goes beyond individual performance when he argued that organizational performance can be improved if selection and recruitment is integrated in its change management practices.

He goes ahead to state that employee selection and recruitment is a foundation in raising employee engagement which in turn raises organizational performance.

Watson (2012), joins these debate by appreciating the importance of effective communication in organizations by adding that alignment of organizations from top to bottom and motivation of staff is a benefit of effective communication.

Human relation approach was used by Caberera et al. (2001) to underpin the importance of selection and recruitment There are no permanent employees in the organization and people leave the organization under any circumstances, they need to be replace or succeeded.

Succession should not be planned in secrete it is important for organization and individuals to know that the leadership team is taking the succession planning and much as the individual employee cannot not be told exactly what management intends, there should be adequate communication in building the employees skills in preparation for the challenging roles ahead (Olumuyiwa et al, 2012).

2.3.3. Training and development and Performance

Training and development is defined as having the dual aim of engaging 'the support, understanding and contribution of all employees in an organization' and 'seeking to ensure their commitment and cooperation in the achievement of its objectives' (CIPD, 200911). The definition of employee involvement was further broadened by Sofijanova and Zabijakin-Chatleska (2013), as a process of participation and empowerment of employees in order to use their input towards achieving higher individual and organization performance.

Apostolou (2000) put his voice by defining employee involvement as, "regarding employee as a unique human being, not just a cog in a machine, and each employee is involved in helping the organization meet its goals and each employee's input is solicited and valued by his/her management and both employees and management recognize that each is involved In running the

business". Several organizations have always taken for granted that for performance to be improved there is need to invest in Training and development.

The processes for Training and development are not considered as part and parcel for performance improvement. Employees need to be involved in ensuring that performance is improved, as new skills are brought into the organization, employees should be given new skills through training, motivated so that they think towards improved performance. Involvement of employees should not be in performing tasks alone but needs to go as far as setting, objectives and decision making in the organization.

Since being in an executive position is no implication that you know it all, the employees' knowledge, skills and new ideas can be harvested only when they are fully involved in decision making process. When employees have set their own objectives, chances are very high that they work tirelessly to ensure that the objectives they set themselves are achieved and this improves organizational performance.

The Hawthorne studies gave rise to an increasing interest in human determinants of productivity. This philosophy was shared by Caberera et al. (2001) in their paper, 'employee participation in Europe', where they said that, there is significant relationship between organizational size and employee involvement whether collaborative or delegalize.

According to Padovani, Yetano and Orelli (2009), performance measurement is an important element of organizations. This to them involved identification of best practices and encourage local authorities to improve their own performance levels while emphasizing on service delivery and quality of the services. In Uganda, there is wide literature regarding the performance of hospitals with variation of views as to whether decentralization has been of help or otherwise.

Tumushabe, et al, (2010), agreed on level the reduced level of performance when they stated that although decentralization has been pursued over the last two decades, there is a wide spread consensus that that the performance of hospitals is less than desirable. They cite the element of the revenue base to have diminished substantially rendering them to depend heavily on Central Government for funding..

In identifying the most significant results or improvements companies perceived from the use of employee involvement programs respondents most frequently listed "improved productivity," "improved quality," "reduced costs/expenses" and "improved employee morale and motivation"

Gallie et al. (2013), correctly put it that, given the importance of a highly skilled workforce for organizational performance and economic growth, there is need to develop systems for work organization to foster employee motivation and well-being, it is organizations with high levels of employee involvement which will succeed. In this respect Sofijanov and Zabijakin Chatleska (2013), crowned the discussion regarding the importance of employee involvement and underpinned it to organization performance when they said that, "the effective use of employee involvement is positive y related to perceived organization performance".

They further explained that, to be precise, employee participation and empowerment programs and the use of self managing teams have a direct and statistically significant correlation to the managerial perception of organizational performance.

The high level of engagement with stake holders, the management, the Board and employee participation in the strategic planning process which leads to improvement Of strategic planning effectiveness, ownership of strategies, accountability and implementation of ultimate organization performance. Although very practical and useful, traditional financial measures cannot create advantages for the organization in an intense competitive environment.

New organizational concepts demanded additional measurement information in order for managers to make proper decisions and for shareholder to properly evaluate company performance. New financial and especially non-financial information in measuring performance became more or equally important and provided added value to stakeholders. By incorporating non-financial information in performance criteria as well; this information can reflect intellectual capital and social responsibility as well as promotion of organizational knowledge level.

2.4 Synthesis of the literature review

Literature review in this study has provided an in-depth understanding on the independent and independent variables. However, it reveals little evidence regarding human resource management practices and employee performance with no similar study carried out in Soroti district which presents a research that this study filled. Besides, the previous studies on humrsorce management practices and employee performance mainly used attrition theory (Schneider, 1987) and the goal theory (Mullins, 2010) while this study was developed on the basis of game theory and resource based theory.

2.5. Chapter summary

This chapter included the introduction, theoretical review, review of related literatre and summary of the literature including the research gap.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This methodology chapter provides the research design, study population, determination of sample size, sampling techniques and procedure, data collection methods that was undertaken during the study. The chapter also points out data collection instruments, data collection procedure, data quality control, data analysis approaches used and lastly ethical considerations by the researcher.

3.2 Research Design

In this study, a descriptive cross sectional research design was applied. The design is was selected because of its empirical nature where the researcher was able to triangulate the qualitative and quantitative approaches. The latter would bring numerical findings while the former involved narratives that supported the former ((Wang & Cheng, 2020). The method was thus found to be suitable for this research, because its pragmatic in nature . Besides, it was found to be a good method because it increases understanding of views presented.

3.3 Study Population

Sekaran and Bougie (2010) explained the population as the entire group of people, things or events that the researcher wishes to investigate and make inferences. Soroti Referral Hospital has a total population of 271 and these include, administrators (80), Board members (9), nurses (112), doctors (29), allied professionals (41) and these formed the study population. The targeted study population for the study was 200 participants.

3.4 Determination of the sample size

Polit, (2001:234) define a sample as “a proportion of a population”. The sample was chosen from staff employed by Soroti District. A carefully selected sample can provide data representative of the population from which it is drawn. A sample size of 100 respondents was determined using statistical tables of (Krejcie and Morgan, 1970) as cited by Amin (2005) and the various categories are specified in table 1 below.

Table 1: Research respondents by category and sample

Category of respondents	(N)	(S)	Sampling technique
Administration	80	65	Simple random sampling
Board Members	9	5	Purposive sampling
Nurses	112	75	Purposive sampling
Doctors	29	20	Purposive sampling
Allied professionals	41	35	Non-probable
	271	200	

Key: N – Population Size, S – Recommended Sample Population (Krejcie & Morgan, 1970).

Source: Human Resource report as per 2022 third quarter. From Soroti Regional referral Hospital

3.5 Sampling techniques and procedure

In determining the sample size, both probability and non-probability technique were used. In probability method, the study adopted simple random sampling because it avoids biasness as recommended by (Amin, 2005), in non-probability, the study used purposive and convenient sampling techniques because they can zero on people that are critical for research.

3.6 Data Collection Methods

The study involved four data collection methods which included; survey, interview guide, review of documents and observation.

3.6.1. Questionnaire

According to Colton and Covert (2007), who observed that questionnaires can be used to obtain factual information and to assess attitudes and beliefs across a variety of topics and groups. This observation was also previously emphasized by Radha Krishna, Francisco and Baggett (2003), When they stated that questionnaires are the most frequently used data collection method in evaluation studies. They tool comprised close ended questions. Close-ended questions in general yield higher percentages than open-ended question for answers that are identical in both question forms (Urša, Katja, Valentina & Vasja, 2003). They further add that, the major limiting factor of the questionnaire is the absence of the interviewer to intervene in the case of any misunderstanding in the communication exchange between the researcher and the respondent as this can lead to massive errors or total abandoning of the questionnaire by the respondent.

3.6.2 Interviews

Key Informant Interview (KII) were employed on high ranking people/respondents Who do not have time to fill in the self-administered questionnaire were interviewed so as gather data/information from them. Interviews are discussions, usually one-on one between an interviewer and an individual, meant to gather information on a specific set of topics (Harrell & Bradley, 2009). Interviews enable clarification of questions and collection of qualitative data. However, its major critic is the biasness associated with it as respondents are unwilling to reveal personal

3.7 Data collection instruments

Based on the three data collection methods which included the questionnaire and interview methods; the research tools were developed which include the survey questionnaire and interview guide

3.7.1. Questionnaire

The researcher used a self administered questionnaire as the main research tool. The study used a closed questionnaire with a set of questions which were used as a time saving method and also easy facilitation of data analysis. The questionnaires contained a written set of statements which were answered by the respondents. The statements were developed on the basis of the likert scale ranging from 1=strongly disagree to 5 strongly agree.

3.7.2. Interview guide

The interview guide was used to collect from key respondents like the hospital administrators and head of the various units within the hospital. The interview guide contained semi structure questions which were developed in line with the study objectives. This tool was preferred because it helped to collect in-depth data from key respondents about the phenomenon under study. It was designed for gathering indepth data from key respondents. The guide was used for probing further for more detailed information to supplement data from questionnaires. Besides, the use of interview guide ensured consistency in the interview process and enabled the collection of important data required for achieve the study purpose.

3.8 Data Quality Control (Validity and reliability)

Roberts and Tryaner (2006, p.366) defines reliability and validity as technical terms used by researchers to refer to objectivity and credibility of research. According to Miles & Huberman (1994, 294-295), quality of the research, data ownership and use of the results should be put into consideration during a research. While Silverman (2005, 237), argues that for the results of the research to be valid and reliable, there must be trustworthiness in the research, He also adds that it is not only by following prescribed formulas that determines the validity of a research but the quality of the language used to demonstrate the picture of the world in which we discover something about ourselves and our common humanity.

3.8.1 Validity

As explained by Drost (2011), validity is concerned with the meaningfulness of research components and it is the basis of testing whether the researchers are measuring what they intended to measure Mugenda and Mugenda (2003) add that, when data collection instruments are able to collect data as per the objectives and measure what they intended to measure so as to arrive at meaningful conclusions, then they are regarded as valid.

Since validity relies on the adequacy and representativeness of the items in an instrument measure the attributes of the study (Neuman, 2006), Content validity was tested to make sure that the concepts of management practices and performance are included in the measurements. After designing the questionnaires and interview guides, were given to experts in the area of change management and Local Government so that validity of the questionnaires was tested using Content Validity Index (CVI) and results are presented below

$$CVI = \frac{\text{Sum of items declared Valid}}{\text{Sum of items}}$$

Table 2: Content Validity Index

Variable	Sum of items	Sum of valid Items	CVI
Reward system	7	6	0.86
Selection and recruitment	6	4	0.67
Training and development	4	4	1.00
Average value of CVI			0.84

The average content validity index was 0.84 (84%) which is considered to be excellent (above 95%) and valid as it exceeds the 50% mark.

3.8.2 Reliability

Joppe (2000, p. 1) defines reliability as the extent to which results are consistent over time and an accurate representation of the total population under study is referred to as reliability and if the results of a study can be reproduced under a similar methodology, then the research instrument is considered to be reliable Field pretesting will be done by administering at least 20 questionnaires to determine content, reliability and completeness of the questions.

The Questionnaire was pre-tested on three experts. Saunders, Lewis & Thornhill (2007) agrees that, pilot testing of the instruments helps to detect problems and suggest possible solutions. Cronbach Alpha Coefficient (CAC) was used to determine the reliability (Wynd, Schmidt and Schaefer, 2003; Balunywa, Nangoli, Mugerwa, Teko and Mayoka, 2013). And the results are provided below

Table 3: Reliability results

Items	Variable	Cronbach results
1	Reward system	.787
2	Selection and recruitment	.784
3	Training and development	.789
	Average	.787

The reliability statistics for all the variables combined yielded Cronbach's alpha of 0.787 as shown below which is above the 0.5 accepted level based on Cronbach alpha.

3.9 Data Collection Procedure

After proposal defense, taking care of comments from the proposal defense panel and submission of the proposal, the researcher ensured that the research instruments were validated. Three research assistants were recruited on short term basis. The research assistants were trained to understand the purpose of the study, the data collection tools and research ethics. The researcher then obtained introductory letter from University to the district seeking permission to conduct the study and start data collection.

3.10 Data Analysis

The data collected was analysed using the quantitative and qualitative methods.

3.10.1. Quantitative data analysis

Information obtained using the survey questionnaire was sorted and entered in the statistical package for social science abbreviated as SPSS. The approach for data analysis involved descriptive statistics which included the frequencies, percentages, mean and standard deviation and the results were interpreted and discussed accordingly. The findings were strengthened further using the inferential statistics to determine the relationships between the study variables by means of Pearson correlations. The model summary of the multiple regression was also introduced to determine the effect of the independent variable on the dependent variable while ANOVA was used in determining the fitness of the model.

3.10.2. Qualitative data analysis

Qualitative data responses that were generated from interviews were analysed using the content method of data analysis. The researcher developed themes from the interviews and was able to

summarise the findings using narrative statements or themes. The interpretation was alongside the quantitative findings as a way of triangulating the findings.

3.11 Measurements of variables

The conceptual framework already discussed in the earlier sections of this study stipulates the study variables. The independent variable (management practices), was measured by its constructs. The independent variable performance was measured using service delivery, and quality devices. This study largely involved quantitative data which was collected using questionnaires, and a five—point (1-5) Likert type scale was used to measure variables; denoted by 1 — Strongly Disagree, 2 = Disagree, 3 = Neither Disagree nor Agree, 4 = Agree, 5 = Strongly Agree.

3.12 Ethical Considerations

Ethics can be defined as philosophy which investigates human moral behavior as well as to distinguish what is right or wrong (Mwangi & Osei 2013; Shamoo & Duningant, 2000).). From the onset of proposal writing, the study took into account such as privacy, confidentiality, anonymity and plagiarism among others.

During the thesis process the references were clearly mentioned, therefore, the researcher respected the authors of references (Mwangi & Osei 2013) the following questions were considered; In what ways will the Study intrude, come closer to people than they want? How will information be guarded? And How identifiable are the individuals and organizations studied?", it can also be easy for participants in the study to identify each other in a qualitative description, even if outsiders cannot (Miles & Huberman, 1994: pp 10, 12).

3.13. Limitations of the study

The study was limited to Soroti regional referral hospital in Soroti district ignoring other hospitals and health centers in the district. Besides, some respondents often got busy which affected the process of data collection as scheduled.

3.13. Chapter conclusion

This chapter included the introduction, research design, study population and sample size and data collection methods and research tools; the quality control and procedure of data collection; the methods of data analysis, measurement variables, ethical considerations and limitations of the study.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF FINDINGS

4.1. Introduction

This section involves the presentation of findings as guided by the study objectives which were; to find out the influence of employee rewards on staff performance at Soroti regional referral hospital, to establish the impact of employee training on staff performance at Soroti regional referral hospital, and to find out the impact of employee selection and recruitment on employee performance at Soroti regional referral hospital. The section involves first presentation of response rate, followed by demographic characteristics and then the study variables in objective by objective approach.

4.2. Characteristics of respondents

4.2.1. Gender of respondents

Table 2: Respondents gender

		Gender of respondent			
		Frequency	Percent	Valid Percent	Cumulative Percent
	Male	77	47.2	48.1	48.1
Valid	Female	83	50.9	51.9	100.0
	Total	160	98.2	100.0	
Missing	System	3	1.8		
Total		163	100.0		

Source: Primary data (2022)

The study placed emphasis on gender to cater for gender representations. Findings indicated that

there were more females (51.9%) than males (48.1%) in relation to the study. The results show that findings of the study were concluded on the basis of the views of both male and females.

4.2.2. Age of respondents

Table 3: Respondents Age

		Age of respondent			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	below 25 years	11	6.7	7.2	7.2
	25-35 years	69	42.3	45.4	52.6
	35-45 years	54	33.1	35.5	88.2
	above 45 years	18	11.0	11.8	100.0
	Total	152	93.3	100.0	
Missing	System	11	6.7		
Total		163	100.0		

Source: Primary data-SPSS output(2022)

Respondents were also categorized in terms of age and findings indicated that those between 25 and 35 years were the majority (45.4%), followed by those between 35 and 45 years (35.5%). Those above 45 years were 18 and accounted for 11.8% and those below 25 years were 11 and accounted for 7.2%. By Ugandan laws persons above 18 years are adults and are liable for their actions. They are able to distinguish between bad and good. As such the information gathered was from mature responsible persons very aware of the conditions of work and what makes them stick to the job or to leave. That depends on the various motivators which can affect performance.

4.2.3. Education of respondents

Table: 4 Respondents Education level

Highest academic qualification of the respondent					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	certificate	30	18.4	18.5	18.5
	diploma	68	41.7	42.0	60.5
	degree	56	34.4	34.6	95.1
	masters	3	1.8	1.9	96.9
	phd	1	.6	.6	97.5
	Professional	1	.6	.6	98.1
	others, specify	3	1.8	1.9	100.0
	Total	162	99.4	100.0	
Missing	System	1	.6		
Total		163	100.0		

Source: Primary data (2022)

In respect to the qualification levels, majority were found to be diploma holders (42%), followed by those degrees (34.6%), and then bachelor's degrees (18.5%). There were only 3 master's degree holders and 1 PhD holder. Therefore in terms of education, respondents were found to be literates who understand what human resource practices stand for and what drives performance of staffing any organization. This also shows that the respondents understand the questions or statements presented to them and therefore feedback provided the very views of respondents.

4.2.4. Profession of respondents

Table 5: Respondents profession

		Profession			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Doctor	16	9.8	13.2	13.2
	Nurse	53	32.5	43.8	57.0
	clinical officer	17	10.4	14.0	71.1
	Mid wife	21	12.9	17.4	88.4
	Other, specify	14	8.6	11.6	100.0
	Total	121	74.2	100.0	
Missing	System	42	25.8		
Total		163	100.0		

Source: Primary data (2022)

In terms of profession, most were nurses who were 53 (43.8%) followed by mid wives who were 21 in number (17.4%). The clinical officers were 17 in number (14%) while doctors were 16 (13.2%). The high numbers of nurses and midwives supported the doctors in their daily operations which eased the pressures off their schedules but whether this improved performance is what the research sought to find out.

4.2.5. Years of experiences of respondents

Table 6: Respondents years of experience

Years of existence of the institution					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than 3 years	21	12.9	13.0	13.0
	3-6 years	44	27.0	27.3	40.4
	7-10 years	48	29.4	29.8	70.2
	11-14 years	25	15.3	15.5	85.7
	15 years and above	23	14.1	14.3	100.0
	Total	161	98.8	100.0	
Missing	System	2	1.2		
Total		163	100.0		

Source: Primary data (2022)

In terms of years of existence of institution, most of the respondents noted that their institutions had existed for 7 to 10 years accounting for 29.8%. They were followed by those whose institutions had existed for 3 to 6 years (27.3%) while those institutions had existed for 11 to 14 years accounted for 15%. For those whose institutions had existed for above 15 years, they accounted for 14.3% and those less than 3 years had their institutions rated at 13%. The longer the existence of the institution the better learning lessons recorded as a means for improving performance. But whether this applied to this study, is something that needed to be determined.

4.3. Employee rewards on staff performance at Soroti regional referral hospital

Table 7: Employee rewards on performance

Descriptive Statistics

	N	Mean	Std. Deviation
The financial rewards(e.g. salary and wages)paid to the employees are satisfactory	163	2.7117	1.22083
The financial rewards in form of benefits (e.g. welfare services, housing, allowances, medical bonuses and scholarship) are provided by the organization to all employees on the job	163	2.5399	1.18762
The organization provides satisfying work content rewards (e.g. promotion, recognition, status symbols and praise) to all the employees on the job	163	2.9816	1.16255
Employees get intrinsic rewards that are self granted like a sense of accomplishment, self-esteem and self-actualization	163	2.7362	1.33254
Employees feel highly motivated and have a sense of belonging to the organization	163	2.8098	1.28405
The system allows employees to be rewarded according to their workload in the organization, skills, competences as well as their market worth	163	3.0552	1.23854
The reward strategy (plan) allow employees to be paid in comparison with what other organizations pay to theiir employees of the same category	163	2.8344	1.33917
Average		2.809829	1.252186

Source: Primary data (2022)

Table 8 above shows that whereas the respondents agreed that that the system allows employees to be rewarded according to their workload in the organization, skills, competences as well as their market worth (Mean=3.0552), they disagreed that the financial rewards(e.g. salary and wages)paid to the employees are satisfactory (mean=2.7117). Results also revealed that respondents rejected that the financial rewards in form of benefits (e.g. welfare services, housing, allowances, medical

bonuses and scholarship) are provided by the organization to all employees on the job (Mean=2.5399). They further disagreed that the organization provides satisfying work content rewards (e.g. promotion, recognition, status symbols and praise) to all the employees on the job (2.9816). And they also rejected that employees get intrinsic rewards that are self-granted like a sense of accomplishment, self-esteem and self-actualization (mean=2.7362). They further rejected that Employees feel highly motivated and have a sense of belonging to the organization(mean=2.8098), and that there is no such thing that the reward strategy (plan) allow employees to be paid in comparison with what other organizations pay to their employees of the same category(mean=2.8344). The overall mean was found to be 2.81 implying that employee rewards on staff performance at soroti referral hospital is at moderate level.

Indeed the qualitative results by the researcher found that offering reward to staff that are hardworking is a means to boosting the morale in the work places as they increase encouragement and recognition that ensure such workers are happy and increasingly engaged. This was confirmed by one key informant who said that;

Reward systems in place ensure the employees recognize and appreciate the rewards as a worthy effort especially as employees will be motivated to work hard and obtain them. Besides the system allows employees to understand how to earn the rewards because they are more capable and focused in achieving performance standards.

Further, one key informant at the district said;

With reward systems in place, employees will appreciate the mix of monetary and non-monetary rewards as they have a wider appeal and a greater aspiration merit attached to them. Employees will also be allowed to select their own rewards and or decide on the kind

of rewards that they should receive under predefined circumstances which will enhance their commitment to achieving the reward by engaging in the required behaviour. This is because understanding the needs of employees is key to the process and the corporate reward program helps one achieve that.

4.3.1. Bivariate correlation results for employee rewards and employee performance

The researcher used the Pearson correlation product moment method to support the establishment of the relationship between employee rewards and employee performance and the results were as presented

Table 8: Bivariate correlation results for employee rewards and employee performance.

Correlations			
		Employee rewards	Employee performance
Employee rewards	Pearson Correlation	1	.523**
	Sig. (2-tailed)		.000
	N	163	163
Employee performance	Pearson Correlation	.523**	1
	Sig. (2-tailed)	.000	
	N	163	163
**. Correlation is significant at the 0.05 level (2-tailed).			

Source: Primary data (2022)

The results in the table indicate that the R value .523** implying that the relationship was .523 or 52.3% and the significance value was 0.000 below the set significance value of 0.05. This further means that there exists a positive relationship between employee rewards and employee

performance. Therefore soroti district regional referral hospital is better off gaining from greater performance if it prioritizes and properly rewards its staff as performance will be improved.

4.3.2. Linear regression results for employee rewards and performance

Table 9: Linear regression for employee rewards and performance

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.523 ^a	.273	.269	.68890
a. Predictors: (Constant), Employee rewards				

Source: Primary data (2022)

The table above shows the linear regression results obtained where the correlation (R) was .523, R square was .273 and adjusted R square was .269. Based on the results, it is suggested that 26.9%, explained the degree of variance that employee reward had on employee performance while the remaining percentage (73.1%) is attributed to other factors.

4.4. Employee Training on staff performance at Soroti regional referral hospital

Table 10: Employee training and performance

Descriptive Statistics			
	N	Mean	Std. Deviation
The terms and conditions of employment in the organization favourable for most employees to interact with one another	163	3.1656	1.14538
There is lack of commitment and non-compliance by employees to meet organizational goals and standards	163	2.8712	1.17666
employees are allowed to involve themselves or participate in decision making in the organization	163	3.2270	1.04409

The organization communication methods enable working relationship between the employers and employees	163	3.3742	1.01279
The organization management practices encourage promotions, transfers, equal opportunities, ethnic monitoring and management diversity	163	3.0675	1.12288
The procedures of handling conflict, disciplinary actions taken on staff in the organization are satisfactory	163	3.1104	1.16538
Average		3.135983	1.111197

Source: Primary data (2022)

Table 11 shows that although respondents disagreed that there is lack of commitment and non-compliance by employees to meet organizational goals and standards (mean=2.8712), they arguably agreed that, The terms and conditions of employment in the organization are favourable for most employees to interact with one another (mean=3.1656) and that employees are allowed to involve themselves or participate in decision making in the organization (mean=3.2270). They also agreed that the organization communication methods enable working relationship between the employers and employees (mean=3.3742) and that the organization management practices encourage promotions, transfers, equal opportunities, ethnic monitoring and management diversity (mean=3.0675). They further agreed that the procedures of handling conflict, disciplinary actions taken on staff in the organization are satisfactory (mean=3.1104).

The overall mean was found to be 3.14 implying that employee training on staff performance at soroti referral hospital is at high level.

Based on the statistics, it can be stated that employee training is significant to the success of employee performance. And that important relationship with fellow staff positively impact employee's performance. This means that employee training means the creation of a working

system that encourages staff towards the goals of the organization. In an interview, one key informant said;

Employee training and development help in workers to manage activities and tasks as individuals and or teams while relying on superior understanding of organizations processes and well set goals. This is because employees get well versed in skills needed for their jobs which ensure they require little time to perform the tasks.

Besides, another key informant stated that;

By providing training and development to staff, it enables the organization to identify the various knowledge and skills they want them to possess. This is because training and development programs enables staff education on the various skills and gain updates on the skills or acquire new ones and also provide updates on existing skills to enhance productivity.

One other respondent interviewed said that:

In this evolving world of technologies, there is need for up skilling on a regular basis where by training and development programs give the opportunity. Such efforts promote innovation and willingness to involve in risk ventures as a means to improving processes with almost no supervision

4.4.1. Bivariate correlation results for employee training and employee performance

Again the researcher used the Pearson correlation product moment method to support the establishment of the relationship between employee Training and employee performance and the results were as presented.

Table 11: Bivariate correlation results for employee Training and employee performance

Correlations			
		Employee training	Employee performance
Employee training	Pearson Correlation	1	.614**
	Sig. (2-tailed)		.000
	N	163	163
Employee performance	Pearson Correlation	.614**	1
	Sig. (2-tailed)	.000	
	N	163	163
**. Correlation is significant at the 0.05 level (2-tailed).			

Source: Primary data (2022)

The results in the table 12 indicate that the R value was .614** and with significance value was 0.000. The implication of this is that, the relationship between the two variables was positive and stood at 61.4% as with the significance value of 0.000 below the standard value of 0.05. The results mean that that is the existence of a positive significant value between employee training and employee performance. This therefore means that for soroti regional referral hospital to post great performance, the issue of employee training should be fronted alongside other human resource practices that enhance staff performance.

4.4.2. Linear regression of employee training and performance

Table 12: Linear regression for employee training and performance

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.614 ^a	.377	.373	.63806
a. Predictors: (Constant), Employee training				

Source: Primary data (2022)

The table above shows the linear regression results obtained where the correlation (R) was .614, R square was .377, adjusted R square was .373 and adjusted error of estimate was .63806. Based on the results, it is suggested that 37.3% explained the degree of variance that employee training had on employee performance while the remaining percentage (62.7%) is attributed to other factors.

4.5. Employee selection and recruitment on staff performance at Soroti regional referral hospital

Table 13: Employee selection and recruitment and performance

Descriptive Statistics			
	N	Mean	Std. Deviation
The organization has a well-structured training and development program for all the employees to benefit from	163	3.1043	1.18433
The selection of staff in the organization for training and development are conducted according to the needs assessment and are free and fair	163	3.0245	1.27633
The needs assessment criteria do provide for classroom instruction on the job training and apprenticeship and varied work experiences	163	2.9693	1.17811

The needs assessment criteria are embedded in the organization policy do provide equal opportunity to all organization's staff	163	2.9018	1.27277
Average		2.999975	1.227885

Source: Primary data(2022)

Table 14 above indicates that respondents agreed the organization has a well-structured training and development programmes for all the employees to benefit from (mean=3.1043), that the selection of staff in the organization for training and development are conducted according to the needs assessment and are free and fair (mean=3.0245). They however disagreed that the needs assessment criteria do provide for classroom instruction on the job training and apprenticeship and varied work experiences (mean=2.9693) and that the needs assessment criteria are embedded in the organization policy do provide equal opportunity to all organization's staff (mean=2.9018). The results indicate that workers that go through a quality recruitment process tend to be engaged and will be pleased that the organization is doing well and they aim to work towards success.

The overall mean was found to be 2.99 implying that employee selection training on staff performance at soroti referral hospital is at moderate level.

Qualitative results seemed to be in line with the results above as one interviewee said that;

When the organizational policy procedures are followed, it means that the concerned parties involved find themselves aware of where they are in all the steps of the recruitment process which gives everyone the confidence that the outcome be will be met. Being open is so encouraging for the candidates and when they are kept informed at every likely point it increases their level of confidence and the business confidence they are destined to join.

Another respondent interviewed said that;

When there is an effective procedure that is in place, Recruitment and selection supports merit based hiring of staff and that means that the risk of any form of discrimination is totally eliminated. This also means that all applications are considered in a similar manner irrespective of the sex or gender, race or nationality of the candidates. It also offers a level of reassurance to the applicant that is involved as it signifies that they can take legal action at any given point in the event that they feel their candidature is being discriminated.

Also in support of the above, a statement was made by one interviewee who said that;

In the event that the recruitment process is consistent, it will naturally consistent and accurate results. There it is essential that the recruitment and selection process is made the same for all candidates so that they can prove their effectiveness. It is also advisable that standardized and a predeveloped process is applied at all moments. Also the references should in most of the time considered during every hire so that a level of consistency is upheld.

Therefore when the practice is conducted well, it ensures that there is less turnover and this result in quick growth of the business. The biggest part of getting this well is by ensuring the recruitment and selection process is efficient and successful.

4.5.1. Bivariate correlation of employee selection and recruitment and employee performance

Table 14: Bivariate correlation results between employee selection and recruitment and performance

Correlations			
		Employee selection and recruitment	Employee performance
Employee selection and recruitment	Pearson Correlation	1	.583**
	Sig. (2-tailed)		.000
	N	163	163
Employee performance	Pearson Correlation	.583**	1
	Sig. (2-tailed)	.000	
	N	163	163
**. Correlation is significant at the 0.05 level (2-tailed).			

Source: Primary data (2022)

The results in the table 15 indicate that the R value was .583**, and the significance value was 0.000. This therefore implied that there exists a relationship positive and significant relationship between employee selection and recruitment and employee performance. With the R value at .583 or 58.3%, and significance value of 0.000 below the standard value of 0.05, the results mean that there is the existence of a positive significant relationship between employee selection and recruitment and employee performance. This means that the soroti regional referral hospital is better placed in terms of performance of its staff if it focuses on proper selection and recruitment of its workers a practice that should be held dearly by the HR department as means to successful performance of the wider organization.

4.6. Multiple regression analysis of human resource practice and employee performance

4.6.1. Model summary of multiple regression for human resource practices and employee performance

Table 15: Model summary of multiple regression for human resource practices and employee performance

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.583 ^a	.340	.336	.65665
a. Predictors: (Constant), Employee selection and recruitment				

Source: Primary data (2022)

The table above shows the linear regression results obtained where the correlation (R) was .583, R square was .340, adjusted R square was 0.336 and adjusted error of estimate was .65665. The results therefore show that 33.6% explained the degree of variance that employee selection and recruitment had on employee performance while the remaining percentage (63.4%) is attributed to other factors.

4.6.2. Analysis of variance (ANOVA) of human resource practices and employee performance

Table 16: Analysis of variance (ANOVA) of human resource practices and employee performance

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	45.164	3	15.055	39.890	.000 ^b
	Residual	60.008	159	.377		
	Total	105.172	162			
a. Dependent Variable: employeeperformance						
b. Predictors: (Constant), employeeselectionandrecruitment, Employeeerewards, Employeeetraining						

ANOVA also know as analysis of variance was used to determine whether or not the model applied in this study was fit for use. The results in the table reveal that the significance level was 0.000

which was below the alpha value of 0.01 while the F-factor was 39.890 which was found to be above the F-critical of 4.35. This implies that the model was fit for use in predicting the influence of the independent variable on the dependent variable.

4.6.3. Regression coefficient results of human resource practices and employee performance

Table 17: Regression coefficient results of human resource practices and employee performance

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.070	.198		5.411	.000
	Employee rewards	.125	.073	.148	1.710	.089
	Employee training	.310	.105	.304	2.946	.004
	Employee selection and recruitment	.233	.071	.283	3.291	.001

a. Dependent Variable: employee performance

The regression coefficient results show how the three variables fared in relation to the dependent variable. Results indicate that employee training had the most important factor in influencing employee performance at 30.4% followed by employee selection and recruitment at 28.3% and lastly employee rewards at 14.8%. This implies that employee performance is largely a result of employee training.

4.7. Chapter summary

This chapter included an introduction, characteristics of respondents, empirical findings and multiple regression results.

CHAPTER FIVE

SUMMARY AND DISCUSSION OF FINDINGS

5.1. Introduction

In this chapter, the summary, discussion of findings, conclusions and recommendations based on specific objectives of the study are presented.

5.2. Summary of findings

This subsection provides key findings of the study based on specific objectives presented as follows;

5.2.1. Employee rewards and performance

The first objective aimed to find out the effect of employee rewards on employee performance in Soroti regional referral hospital. The results revealed the existence of a positive relationship between employee rewards and performance ($r=.523$). The regression analysis indicated a 26.9% variance that employee rewards had on performance. Other results indicated that rewards are a means of boosting morale which encourages happiness and increases engagement culminating into increased performance.

5.2.2. Employee training and development and performance

The study also established the impact of employee training on employee performance in soroti regional referral hospital. The correlation results revealed a positive relationship between employee training and performance ($r=.614$). For the regression analysis, results showed 37.3% variance that employee training had on performance. Qualitative results revealed that trainings are important as they positively orient staff towards the goals of the organization.

5.2.3. Employee recruitment and selection

Regarding employee recruitment and selection and performance of employees in soroti regional referral hospital, results indicated a positive correlation ($r=.583$). Results of regression analysis indicated a 33.6% variance that employee recruitment and selection had on performance. The other results indicated that having quality recruitment ensures staff are engaged and will remain pleased with goal of the organization and will want to work towards the success of the organization

5.3. Discussions

In this sub-section, a detailed account of the findings of the study is provided and its linked to the scholarly writing in chapter two. The sub-section is based on specific objectives of the study as detailed below;

5.3.1. Employee rewards and employee performance in Soroti regional referral hospital

Employee rewards was found to have a positive effect on employee performance in Soroti regional referral hospital. Finding is linked with a number of positive opinions obtained and presented in chapter four of this study. Forinstance respondents agreed that the organization provides satisfying work content rewards (e.g. promotion, recognition, status symbols and praise) to all the employees on the job and that the system allows employees to be rewarded according to their workload in the organization, skills, competences as well as their market worth. This is in line with views put forward by Scott Baret, et al. (2013) who that it's in the interest of the Board of a corporate organization governance structure to ensure the boards and management have an established mechanism where such things as operational reward systems are implemented for the common good of the organisation as it enhances productivity and this must be emphasized. It also aligns with the study by Fareed et al (2013) who acknowledged that all employees revolve around rewards and being recognized and that by having a good reward system; it enables high performers to feel

supported in fulfilling their feelings. The study therefore inferred that the failure to adequately carry out employee reward management by validating if financial rewards, intrinsic rewards, motivation and other triggers of performance were being fulfilled adversely constrains employee performance

5.3.2. Employee Training and employee performance in soroti regional referral hospital

The study found that employee training was a significant predictor in employee performance which implies that, training in communication, organizational management, decision making, public relations are drivers of employee performance. The failure to conduct employee trainings adversely impacts employee performance in soroti regional referral hospital. The study findings observation regarding employee training and performance are similar to previous studies such as Gallie et al. (2013) who intimated that training has a way of producing highly skilled labour force for the organization resulting in high employee and organizational performance. They advocated for improvement in systems within organizations that ensure staff at all levels are constantly trained in skills improvement as a necessary measure for organizational wellbeing.

Similarly, Sofijanova and Zabijakin (2013) believe that by involving staff in training programs, the aspect of motivation is aroused and the organizational performance is easily noticeable. This as they noted, effective engagement of staff in training to meet organizational goals positively results in organizational performance. They further explained that, training has a positive bearing as it creates self-managing teams and this has direct and significant effect on organizational performance.

Therefore through high level engagement of staff in training, management potentially lays a firm foundation for improved planning process which leads to high strategic planning effectiveness, breeds a feeling of ownership and implementation of activities is made easy and this ultimately culminates in improved organizational performance. On the basis of the discussion of the specific

objective, it's noted that employee training at soroti regional referral hospital should be emphasized as a key aspect of organizational performance.

5.3.3. Employee recruitment and selection and performance in soroti regional referral hospital

The study found out that employee recruitment and selection was a positive determinant of employee performance in soroti regional referral hospital. This is after respondents agreed that, the organization has a well-structured training and development programmes for all the employees to benefit from, that the selection of staff in the organization for training and development are conducted according to the needs assessment and are free and fair, that the needs assessment criteria do provide for classroom instruction on the job training and apprenticeship and varied work experiences and that the needs assessment criteria are embedded in the organization policy do provide equal opportunity to all organization's staff. The findings echo the study findings by Fatman (2014) who employee selection and recruitment is recognized in organization because it builds cohesive and effective teams, minimizes industrial problems and maintains relationships with stakeholders.

It further relates to the study findings by Dunmore (2014) who believes that individual and organizational performance is enhanced when selection and recruitment is integrated in the change management practice of the organization. He believes that selection and recruitment of employees is kind of a foundation aspect in raising the employee's engagement which ultimately results in organizational performance. Therefore for an organization to produce good results, the element of selection and recruitment should be a continuous process as staff come and go and therefore it should under all circumstances be embraced for successful performance.

5.4. Chapter summary

This chapter included the introduction, summary of findings and discussions

CHAPTER SIX

CONCLUSIONS AND RECOMMENDATIONS

6.1. Introduction

This chapter focuses on the conclusions and recommendations but also has the introduction and limitations of the study and areas of further research.

6.2. Conclusions

The conclusions presented below are based on specific objectives of the study

6.2.1. Employee rewards and employee performance in Soroti regional referral hospital

Based on the discussions above regarding employee rewards and performance, it can be concluded that financial rewards together with provision of satisfying work content rewards such as promotion, recognition, status symbols and praise is significant for performance. Also rewarding employees on the basis of the workload in the organization, skills, competencies as well as their market worth stimulates performance instincts. In this case therefore, it's concluded that employee rewards significantly influence employee performance in Soroti regional referral hospital, failure of which adversely affects such performance.

6.2.2. Employee Training and employee performance in soroti regional referral hospital

The study concludes that Soroti regional referral hospital puts a lot of training emphasis on interpersonal relations, decision making, networking skills, monitoring communication, discipline and conflict management and less in organisational development and compliance. But generally it is concluded that employee training significantly influences employee performance in soroti regional referral hospital.

6.2.3. Employee recruitment and selection and performance in soroti regional referral hospital

The study concluded that employee selection and recruitment significantly influences employee performance in Soroti regional referral hospital especially as the needs assessment criteria is embedded in the organisation policy to provide equal opportunities for all employees and the assessment and selection aspect is based on merit.

6.3. Recommendations

On the basis of the discussion of findings and conclusions made thereafter, the following recommendations were drawn in line with the specific objectives as indicated below;

6.3.1. Employee rewards and employee performance in Soroti regional referral hospital

In line with this objective it's recommended that;

- The management of Soroti regional referral hospital should pay satisfactory rewards to staff
- The management of Soroti regional referral hospital should provide benefits in form of welfare services, housing, allowances and medical bonuses to all employees on the job
- Employees need to get intrinsic rewards that are self-granted like a sense of accomplishment, self-esteem and self-actualization
- The reward strategy (plan) should allow employees to be paid in comparison with what other organizations pay to their employees of the same category

6.3.2. Employee Training and employee performance in Soroti regional referral hospital

In line with this objective it's recommended that;

- The organisation provides organisation wide training that promotes commitment and compliance of staff to meet organisational goals and standards

- Management ensures continuous capacity building especially in areas of communication, decision making, monitoring of organisations aspects.

6.3.3. Employee recruitment and selection and performance in soroti regional referral hospital

In line with this objective it's recommended that;

- The district public service policy on recruitment should constantly call for transparency in soroti regional referral hospital during the process of selection and recruitment
- The need for soroti regional referral hospital to follow the needs assessment report before engaging in recruitment and selection so that those selected will perform with perfection because it's in their interest.

6.4. Limitations of the study

Away from challenges of money and logistics, the researcher was limited by the fact that she had to concentrate on Human resource practices and employee performance. The independent variable was limited to three dimensions of employee rewards management, employee training and employee selection and recruitment. The dependent variable was limited to employee performance.

6.5. Areas of further study

More studies can be focused on other dimensions of the independent variable to determine if the results will be the same. Secondly, another study can be carried out in a different geographical scope to ascertain the result for comparison purposes. And lastly, a qualitative study would be ideal in determining the real perceptions of those involved with such organizations for greater conclusions.

6.6. Chapter summary

This chapter included the conclusions, recommendations, limitations of the study and areas of further study.

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APPENDIX 1

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	100000	384

Note.—*N* is population size. *S* is sample size.

Source: Krejcie & Morgan, 1970

APPENDIX 2

STRUCTURED SURVEY QUESTIONNAIRE

A: Employee rewards on performance

Please the appropriate response: (*Strongly Disagree-1, Disagree-2, Not sure-3, Agree-4 and Strongly Agree-5*).

	1	2	3	4	5
The financial rewards(e.g. salary and wages)paid to the employees are satisfactory					
The financial rewards in form of benefits (e.g. welfare services, housing, allowances, medical bonuses and scholarship) are provided by the organization to all employees on the job					
The organization provides satisfying work content rewards (e.g. promotion, recognition, status symbols and praise) to all the employees on the job					
Employees get intrinsic rewards that are self-granted like a sense of accomplishment, self-esteem and self-actualization					
Employees feel highly motivated and have a sense of belonging to the organization					
The system allows employees to be rewarded according to their workload in the organization, skills, competences as well as their market worth					
The reward strategy (plan) allow employees to be paid in comparison with what other organizations pay to their employees of the same category					

B: Employee Training on staff performance

Please the appropriate response: (*Strongly Disagree-1, Disagree-2, Not sure-3, Agree-4 and Strongly Agree-5*).

	1	2	3	4	5
The terms and conditions of employment in the organization favourable for most employees to interact with one another					
There is lack of commitment and non-compliance by employees to meet organizational goals and standards					
employees are allowed to involve themselves or participate in decision making in the organization					
The organization communication methods enable working relationship between the employers and employees					
The organization management practices encourage promotions, transfers, equal opportunities, ethnic monitoring and management diversity					
The procedures of handling conflict, disciplinary actions taken on staff in the organization are satisfactory					

C: Employee selection and recruitment on staff performance

	1	2	3	4	5
The organization has a well-structured training and development programmess for all the employees to benefit from					
The selection of staff in the organization for training and development are conducted according to the needs assesment and are free and fair					
The needs assesment criteria do provide for classroom instruction on the job training and apprenticeship and varied work experiences					
The needs assesment criteria are embedded in the organization policy do provide equal opportunity to all organization's staff					



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DISSERTATION CORRECTION COMPLIANCE REPORT BY THE CANDIDATE (POST VIVA FORM)

Date:26th-07-2024.....

Name of Candidate:IDERU WINFRED..... **Reg.No:**.....S17/MUC/MBA/012.....

Title of DissertationHUMAN RESOURCE MANAGEMENT PRACTICES AND EMPLOYEE PERFORMANCE AT SOROTI REGIONAL REFERRAL HOSPITAL

SN	COMMENTS BY EXTERNAL EXAMINER	ACTION TAKEN	INDICATOR
1	Re-write the abstract to capture the key methodology issues	Abstract rewritten to include key methodology issues	Preliminary page...ix
2	In the background of the study, provide statistical trends on employee performance;	Statistical trends provided	p.8
3	Follow the University guidelines on the presentation of the conceptual framework	Guideline followed	p.12
4	State a better problem statement supported by timely and relevant evidence with statistical trends on employee performance	Problem well stated with statistical evidence	p.9

5	Justify the scope of the study	Scope justified	p.11
6	Give a better explanation of the conceptual framework	Conceptual framework well explained	p.12
7	Explain the gap in literature that your study addressed	Gap in literature presented	p.g 22
8	Explain and justify the research design	Research design well explained and justified	p.23
9	Explain the data collection tool used to implement the observation method	Observation method and tools all removed	
10	Indicate the methodology limitations of the study	Limitations for the study provided	P.30
11	Describe the basis used to interpret the study findings	Basis for describing the description of study findings provided	Pg. 37-49
12	Remove redundant columns in the tables showing descriptive statistics	Redundant columns removed in descriptive statistics	p.36-48
13	Remove the response rate table	Response rate table removed	p.32
14	Integrate the data collected from observation	This method of data collection removed	p.25
15	Run a multiple regression	Multiple regression presented	p.47
16	Make critical discussions of the study findings	Findings critically discussed	p.51
17	Generate logical conclusions with reference to the study problem among others	Logical conclusions generated in line with the study problem and study objectives	p.55
18	Include all citations in the final reference list	All citations included	p.59
19	Reduce the similarity index	Unable to test for similarity with system down	
20	Introduce and conclude every chapter; and	All chapters introduced and concluded	All chapters
21	Edit all the English mistakes in the dissertation	Work edited to reduce mistakes	Whole document

SN	COMMENTS BY INTERNAL EXAMINER	ACTION TAKEN	INDICATOR
1	Presentation of conceptual framework before problem statement does not follow guidelines	Conceptual framework presented after problem statement as is required in guidelines	P.12
2	Provide a better explanation of the conceptual framework	Conceptual framework well explained	p.12
3	Present the multiple regression to bring out the effect of the independent variable against dependent variables	Multiple regression presented to show the effect of independent variables on the dependent variable	p.47
4	Include all citations	All citations included and reflected in the Reference list	P.59

SN	COMMENTS BY VIVA VOCE PANNEL	ACTION TAKEN	INDICATOR
1	Re-write the abstract to capture the key methodology issues	Abstract rewritten to include key methodology issues	Preliminary page...ix
2	Follow the University guidelines on the presentation of the conceptual framework	Guideline followed	p.12
3	State a better problem statement supported by timely and relevant evidence with statistical trends on employee performance	Problem well stated with statistical evidence	p.9
4	Justify the scope of the study	Scope justified	p.11
	Give a better explanation of the conceptual framework	Conceptual framework well explained	p.12
5	Explain the gap in literature that your study addressed	Gap in literature presented	P.g 22
6	Explain and justify the research design	Research design well explained and justified	p.23

7	Explain the data collection tool used to implement the observation method	Observation method and tools all removed	
8	Remove the response rate table	Response rate table removed	
9	Describe the basis used to interpret the study findings	The descriptive and inferential statistics used for quantitative by applying frequencies, mean, standard deviation and multiple results, while the content method was used for qualitative data	Pg. 37-49
10	Present the multiple regression to bring out the effect of the independent variable against dependent variables	Multiple regression presented to show the effect of independent variables on the dependent variable	p.47
	Make critical discussions of the study findings	Findings critically discussed	p.51
11	Generate logical conclusions with reference to the study problem among others	Logical conclusions generated in line with the study problem and study objectives	p.55
12	Include all citations	All citations included and reflected in the Reference list	P.58



...IDERU WINFRED..... ..

Candidate's Name

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Supervisor's Name

Signature

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*In any correspondence on this Subject,
Please quote:*

THE REPUBLIC OF UGANDA

10th August 2022

The Head of Business Department
Uganda Christian University
MBALE

Attn: Ideru Winfred
Uganda Christian University
MBALE

PERMISSION TO CONDUCT RESEARCH IN SOROTI REGIONAL REFERRAL HOSPITAL

I am in receipt of your letter dated 6th August 2022, requesting for permission to allow Ideru Winfred to conduct a research titled **HUMAN RESOURCE MANAGEMENT PRACTICES AND EMPLOYEE PERFORMANCE AT SOROTI REGIONAL REFERRAL HOSPITAL.**

This is therefore to grant you permission.

Thank you

Anyango Elizabeth

FOR. HOSPITAL DIRECTOR.



Copies: Chairperson, Research and Ethics Committee
Soroti Regional Referral Hospital



UGANDA CHRISTIAN UNIVERSITY, MBALE UNIVERSITY COLLEGE.

A Centre of Excellence in the Heart of Africa

Department of Business

To HOSPITAL DIRECTOR

SOROTI REGIONAL REFERRAL HOSPITAL

Dear Sir/Madam,

Re: Academic Research

Christian greetings!

We are honored to introduce to you Mr. Mrs./Miss..... IDEAU JOINTA.....
Of Registration Number; S17/MUC/MBAL/02 pursuing a Masters'
Degree/Postgraduate Diploma / Bachelor's Degree

He/ she is required to carry out an academic research on the topic

HUMAN RESOURCE MANAGEMENT PRACTICES AND EMPLOYEE
PERFORMANCE AT SOROTI REGIONAL REFERRAL HOSPITAL

and thereafter produce a well bound hard cover research report (**MAROON**) in color for undergraduate and three (**BLACK**) copies for Postgraduate students as a University requirement for the award of a degree/diploma in the academic discipline that he / she is pursuing.

We shall be grateful for the help you may offer to him or her accordingly.

Thank you.

Yours faithfully,

Omache Henry

Omache Henry
Ag HOD- Business Department

