

HUMAN RESOURCE MANAGEMENT PRACTICES AND SUSTAINABILITY

OF PUBLIC TRANSPORT ORGANIZATIONS:

A CASE STUDY OF GATEWAY BUS

SERVICE LIMITED

BY

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12/MMSHRM/28/103

A DISSERTATION SUBMITTED TO THE SCHOOL OF MANAGEMENT SCIENCE IN
FULFILLMENT OF THE REQUIREMENT FOR THE AWARD OF MASTERS DEGREE IN
MANAGEMENT STUDIES (HRM) OF UGANDA MANAGEMENT INSTITUTE

DECEMBER, 2013

DECLARATION

I hereby declare that this piece of work is my original presentation which is as a result of independent thinking with exception of acknowledged references, ideas and concerns, and has never been presented before in any institution of higher learning for an academic award. It should not be reproduced without my consent.

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APPROVAL

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DEDICATION

This dissertation is dedicated to my lovely parents Mr. and Mrs. Etole Biajo, my lovely daughter, brothers and sisters, in-laws, relatives and friends for their tireless efforts materially, morally and spiritually rendered to me during the period of my study.

ACKNOWLEDGEMENT

Writing a dissertation of this nature involves a lot of resources, both time and money together with concerted efforts from different individuals. It's against this that I would like to acknowledge the following people for their moral, spiritual and material support that made my study and this dissertation possible. Special thanks goes to the most high the Almighty God, the giver of life, knowledge and wisdom.

To my late parents (RIP) who will not be present to witness the graduation of their son, but am quite sure where ever they are, they are very happy and proud of their son's great achievement. I am grateful to the chairman KKT group of ccompanies Mr. Idro Taban, managing director Zinawenyewe/Ozoo brothers Mr. Draza Moses, the directors of Gateway bus service limited Hajji Abdaraham and Hajji Nasir, managing director of ROPANI international Mr. Lotigo Sum, Hajji Swale of Nigo traders, my brothers, sisters, relatives, in-laws and friends..

A word of thanks is extended to all friends especially Mr. Mabonga Fred and Jafar for their support during the period of my study and writing of this dissertation. I also feel indebted to my supervisors Mr. Andama Felix Adiburu and Mr. Nabaho Lazarus who made this dissertation a complete success, thanks for a job well done.

May God bless you all.

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LIST OF ABBREVIATIONS

HRM	Human Resource Management
HRD	Human Resource Development
HR	Human Resource
FMCSA	Federal Motor Carrier Safety Administration
PEBL	Pioneer Easy Bus Limited
UTC	Uganda Transport Company
SME	Small and Medium Enterprises
CIPD	Chartered Institute of Personnel and Development
SPSS	Statistical Package for Social Scientists

ABSTRACT

The transport industry is an important aspect of any growing economy like Uganda. Many private individuals and companies do participate in the transport business and Gateway bus service limited is one of them. Gateway bus service was established in 1982 and is one of the pioneer Bus Companies in Uganda with over 200 employees. It operates both locally and internationally. The study was aimed at examining the relationship between HRM practices and sustainability of Gateway bus service limited, focusing on recruitment and selection, training and development, and reward management. Simple random and purposive sampling techniques were used in the selection of respondents. Data was collected and analysed using quantitative and qualitative methods where questionnaires and interviews were used as the instruments to collect data.

The findings of the study indicate that there was no recruitment and selection policy, no room for many people to apply and those who came looking for jobs rarely got employed. Head hunting and hand picking were most commonly used practices for recruitment and selection activities, it was inconsistent and discriminatory, hence recruitment and selection at Gateway bus service limited was not professionally handled. It was further discovered that the company had no training and development policy to help guide on issues of training of the staff, hence the company relied on informal programs of training done once at the time of entry. It was also discovered that the company had no reward policy; rewards were determined by the directors based on their judgement and were not uniform. Many were not satisfied with their remuneration, the staffs were mainly rewarded with allowances and salary.

The researcher recommends that the management of Gateway bus service should set up a recruitment and selection policy to help in guiding on issues to do with employment of people into the company, and must be handled by a human resource specialist. The researcher further recommends that there must be an establishment of a training policy to provide a framework within which decisions can be made and supported with regard to the training and development of individuals and groups within the company. It was also recommended that a reward management policy be established to help in the formulation and implementation of ways to best handle issues to do with the rewarding of employees.

CHAPTER ONE

INTRODUCTION

1.1 INTRODUCTION

According to Armstrong (2009) Human resource management (HRM) is a strategic, integrated and coherent approach to the employment, development and well-being of the people working in organizations. Essentially, Tiwari (2012) says Human Resource is the most important asset for any organization and it is the source of achieving competitive advantage, and that managing human resources is very challenging as compared to managing technology or capital and for its effective management, an organization requires effective HRM system that should be backed up by sound HRM practices. “However those firms that have learnt how to manage their human resources well would have an edge over others for a long time to come because acquiring and deploying human resources effectively is cumbersome and takes much longer,” (Wright et al., 1994) as quoted by Tiwari (2012). This study was therefore, to establish how human resource management practices contribute to sustainability of Gateway Bus Service limited. Human resource management practices were conceived as the independent variable in this study while sustainability of gateway bus service was the dependent variable. This chapter covers the background, statement of the problem, general objective, the specific objectives, research questions, research hypothesis, scope of the study, significance and justification of study.

1.2 Back ground of the study

1.2.1 Historical Back ground

“Human resource management (HRM) is a strategic, integrated and coherent approach to the employment, development and well-being of the people working in organizations,” (Armstrong,

2009). According to Tiwari 2012 managing human resources is very challenging as compared to managing technology or capital and for its effective management an organization requires effective HRM system that should be backed up by sound HRM practices such as recruitment and selection, training and development, reward management among others. HRM practices refer to organizational activities directed at managing the pool of human resources and ensuring that the resources are employed towards the fulfillment of organizational goals, (Tiwari, 2012).

While companies need to develop more sustainable business models, and the HR function has a key role, many public transport organizations globally are faced with premature closure of business arising from various factors which this study investigated. According to a press release by Samuelsson (2012), United States department of transport's Federal Motor Carrier Safety Administration (FMCSA) announced shut down of 26 bus operations, declaring them imminent hazards to public safety. Additionally, FMCSA ordered 10 individual bus company owners, managers and employees to cease all passenger transportation operations, which included selling bus tickets to passengers. Speaking in Chinatown, Transportation Secretary Ray LaHood said that over the course of a year-long investigation, his agency learned that these companies were "blatantly and repeatedly" violating federal safety laws, including using drivers without valid commercial licenses and failing to do drug and alcohol testing, as quoted by (Samuelson, 2012).

Afful (2011) reports that private commercial bus transportation still remains the dominant player in the passenger bus transportation sector in Ghana. However, the private sector is characterized by low growth rate, in terms of reduced fleet size and poor financial performance due to lack of expertise, mismanagement, and financial constraints and so on.

In East Africa, according to Bakidde (2012) after 57 years of public transport dominance, Akamba Bus Company collapsed without a fight which came as a shock but not as a surprise, another victim of the rapidly changing and treacherous business terrain in the transport industry. This was another failed Public transport Business Venture, joining the list of more than 10 bus companies that had closed shop in the past five years, he said. “Public transport requires professionalism, it is not like primitive agriculture where you plant seeds and wait for rain.” said Merion Tibabiganya a transport consultant in Uganda as quoted by (Ogwang, 2013). Tibabiganya was reacting to the predicament of pioneer easy bus limited (PEBL) a bus company in Uganda that hit the roads a year ago and was already in problems. He added that PEBL were speculators with wrong bus sizes and ill trained staff.

According to Ogwang (2013) Uganda’s Work’s state minister Eng. John Byabagambi reckoned PEBL was akin to the collapse of the government owned Uganda transport company (UTC) in the early 1990s. “PEBL is not run on business principles and has intrigue, with some shareholders more powerful than others, yet public transport investment is a risky business that requires professionalism,” he said as quoted by Ogwang.

That requirement of professionalism the minister talked about does not exclude Gateway Bus service which is one of the pioneer Bus Companies in Uganda from practicing; Gateway Bus Service operates along Kampala Nairobi route via Malaba and Busia. It also goes to Juba in Southern Sudan. Locally it has branches in Kampala, Mbale, Soroti, Kabale and kisoro. Gateway bus service was established in 1982. The company employs around 200 people, according to the company managing director. The routes to West Nile region that is Arua, Koboko, Paidha, Yumbe, Ajumani, Moyo have all been closed. The buses are growing older and no new buses are

bought. According to the managing director, they were thinking of sifting to petroleum business and close the bus business. Though some people have cited lack of professionalism, mismanagement, lack of business principles, ill trained staffs, they do not have any proof to that effect. What is making these bus companies collapse is not exactly known, though there is one clear fact that these organizations do not exist in vacuum for they are run by people. There was therefore need to find out about the HRM practices in public transport organizations and how they impact on the sustainability of the business, a case study of Gateway bus service limited. Focus was made on the recruitment and selection, training and development, and reward management processes.

1.2.2 Theoretical Background

The study was guided by Frederick Winslow Taylor's Scientific Management Theory. Basically, Scientific Management involves raising output by increasing efficiency and wages of the workers, finding out the best method for performing each job, selecting employees by using Scientific Selection Procedures, providing Training and Development to the employees, having a close co-operation between management and employees, using Division of Labour and producing maximum output by fixing Performance Standards for each job (Terry and Franklin, 2002). Taylor believed that just like there was a best machine for each job, so there was a best working method by which people should engage in their work.

According to Axelsson (1998), scientific management was introduced by Taylor in an effort to apply scientific methods in the management of industrial organizations, and that these methods made industrial work to be studied in detail and on the basis of research results, practical recommendations were issued on how organizations should be designed to make work as efficient as possible thus, researchers were using scientific methods to try to establish the one

best way of designing organizations. Today many organizations find themselves in very competitive businesses across the world and if you do not plan well then you collapse. To be able to sustain your organization you need to look to HRM practices which are more superior and engage them in a religious way to achieve your goal of sustainability.

“Taylor’s principles of scientific management have great influence over management practice of today and that he brought analytical logic to management, and it was his belief that work processes could be studied via the same scientific principles that were applied to studying the basic sciences hence the term scientific management.” (Dooley, Johnson and Bush, 1995)

Taylor believed that if management acted on his ideas, work would become of benefit for both the management and the workers equally; management would achieve more work in a given period of time and the worker could produce more hence earn more with little or no additional effort thereby leading to improved management labour relations and contribute to improved industrial efficiency and prosperity (Rue and Byars, 1992). If an organization uses an open and transparent recruitment and selection process to get workers, pays them well, upgrades their knowledge, skills and attitude, plan and supervise work well, then sustainability of the organization will be achieved.

1.2.3 Conceptual Background

The dependent variable in this study is sustainability of gateway bus service limited. “Sustainability measures a company’s ability to achieve its business goals and to increase long-term shareholder value by integrating *economic, environmental* and *social* opportunities into the company’s business strategies,” (Morefield, 2001). John Elkington, founder of the think tank and research organization Sustain Ability, and author of the book *Cannibals With Forks: The Triple*

Bottom Line of 21st Century Business, articulated one of the most popular definitions of sustainability, suggesting that it is an “accounting and reporting framework that measures an organization’s progress along three lines: economic prosperity, environmental quality and social justice.” Or, said more simply in defining his principle of the Triple Bottom Line, it’s about “people, planet and profit,” (Hindle, 2003). That is, for public transport organization to stay in business, they need to consider the bottom line of the profit and loss account, how socially responsible the organization is throughout its operations and how environmentally responsible it is.

The independent variable is HRM practices which this study focused on. According to Armstrong (2009), HRM is a strategic, integrated and coherent approach to the employment, development and well-being of the people working in organizations. Storey (1995) defines HRM as a “distinctive approach to employment management which seeks to obtain competitive advantage through the deployment of a highly committed and skilled workforce, using an array of techniques” as cited by (Tiwari, 2012).

According to Tiwari (2012), managing human resources is very challenging as compared to managing technology or capital and for its effective management an organization requires effective HRM system that should be backed up by sound HRM practices. He defines HRM practices as organizational activities directed at managing the pool of human resources and ensuring that they are employed towards the fulfillment of organizational goals. These HRM practices include recruitment and selection, training and development, and reward management which this study focused on.

A Wikipedia article (“Public transport,” 2013) refers to public transport as a shared passenger transport service which is available for use by the general public, as distinct from modes such as

taxicab, car pooling or hired buses which are not shared by strangers without private arrangement while in Singapore a taxicab is a form of public transport.

Public Transport systems, compelled to transform in order to avoid collapse, often need a radical rethinking of their very foundations. Faced with the requirement to cut costs while at the same time increase quality of service, Public Transport companies need to move towards a new understanding of their internal organisation and functioning, including new management of their human resources. Public Transport organisations now face a constant demand to considerably increase their overall performance by streamlining organisation and improving management methods Krasteva et al. (2007).

Recruitment and selection

According to Armstrong (2009), recruitment is the process of finding and engaging the people the organization needs while selection is that part of recruitment process concerned with deciding which applicants or candidates should be appointed to the jobs.

To Ongori (2010), recruitment and selection practices are the key factors to the entry point of human resources to any organization which also tends to determine the success and sustainability of small and medium enterprises. Clear and right recruitment and selection practices which are open and transparent if engaged will let an organization employ the right people and the right number in the right places doing the right things thereby leading to the sustainability of the organization.

Training and development

Armstrong (2009) defines training as the Systematic development of the knowledge, skills and attitudes required by an individual to perform adequately a given task or job. “Training and

development is the field which is concerned with organizational activity aimed at bettering the performance of individuals and groups in settings. It has been known by several names, including human resource development, learning and development,” (Harrison, 2005). It is paramount that public transport organizations engage in training and development activities that enable their employees to understand and know where they want to go, how to take off and how to get there as far as the sustainability of the organization is concerned.

Reward management

According to Maicibi (2007), reward management is concerned with all the strategies by the organization in formulation and implementation of policies that aim at rewarding people justly, fairly, equitably but also differently and consistently in accordance with their value to the organization. Armstrong (2009) defines reward management as concerned with the formulation and implementation of strategies and policies in order to reward people fairly, equitably and consistently in accordance with their value to the organization. It deals with the development of reward strategies and the design, implementation and maintenance of reward systems that is reward processes, practices and procedures which aim at meeting the needs of the organization and stakeholders, he added. Reward management if well managed will support the achievement of organization goals, motivate staff and obtain their commitment and engagement, help to develop positive psychological contract, increase employee retention among others in public transport organizations thereby leading to their sustainability.

1.2.4 Contextual perspective

The study was carried out in Kampala central, the capital city and economic hub of Uganda where all the buses of Gateway Company assemble to board passengers to up country

destinations and the majority of the staff is found; hence a good source of information required. Gateway bus service was established in 1982 and is one of the pioneer Bus Companies in Uganda with around 200 employees. Gateway Bus Service is a family business run by two brothers, it was started by their father who retired from the business in late 1990s and handed it over to the children. It operates both locally and internationally along Kampala Nairobi route via Malaba and Busia, and via Nimule to Juba in southern Sudan. Locally it has branches in Kampala, Mbale, Soroti, Kabale and kisoro and some up country routes and offices like in Arua, Koboko, Paidha, Yumbe, Ajumani and Moyo had been closed. The buses were becoming older and no new buses were bought to boost the business. According to the company Managing Director, they were thinking of shifting to petroleum business and close the bus business because it was not doing well. So many accidents which led to deaths or adverse injuries as mentioned in a letter by Mugisha (2009), where the Commissioner of Police traffic and road safety requested transport licensing board to suspend operations of Gateway bus service limited because they were involved in many fatal accidents. According to Katushabe (2009), Gateway was required to present all their buses for inspection and the drivers for vetting following the many accidents. The Managing Director additionally mentioned issues of high expenses, stealing, and high labour turn over as well as high repair costs. Nevertheless, the fact is that Gateway Company does not exist in vacuum and is run by people. The challenges mentioned by the Managing Director and the concerns raised by the police and transport licensing board do not come by themselves, they are caused by people who are supposed to ensure everything is in order in the company, and so you wonder how the company ends up with the kind of staff causing the predicament the company is going through almost leading to closure of the business.

1.3 Statement of the Problem

The survival of bus companies has come under serious threat as they are either closing down or collapsing. In East Africa, according to Bakidde (2012), after 57 years of public transport dominance, Akamba Bus Company collapsed without a fight which came as a shock but not as a surprise, another victim of the rapidly changing and unreliable business terrain in the transport industry. This was another failed Public transport Business Venture, joining the list of more than 10 bus companies that had closed shop in the past five years, (Bakide, 2012). Gateway Bus service which is one of the pioneer Bus Companies in Uganda is already threatened with closure. Gateway routes to West Nile region, that is Arua, Koboko, Paidha, Yumbe, Ajumani and Moyo have all been closed. The company is slowly going with little or no attention from the concerned authorities. During a face to face meeting with the managing director of Gateway, he said, they were thinking of shifting to petroleum business and close the bus business because it was not doing well. It is not clear what could be eating up Gateway Bus Service. However, the problem of Gateway's survival coming under threat is a serious matter which could lead to serious repercussions, like monopoly of the public transportation by a few players. This in turn could lead to the evils associated with monopoly like high fares, poor services, and harassment among others. Chances are high that the problem could even spread further if not given quick attention. Nevertheless, Gateway Company does not exist in vacuum, it is run by people. But why would its survival be under threat? There was therefore need to examine the HRM practices in Gateway Bus Service limited and how they contributed to the sustainability of the business. Focus was made on the recruitment and selection, training and development, and reward management processes in the company.

1.4 Purpose of the Study

The general objective of this study was to examine the relationship between HRM practices and sustainability of Gateway bus service limited.

1.5 Objectives of the Study

- i. To examine the effect of recruitment and selection on the sustainability of gateway bus service limited.
- ii. To assess the effect of training and development on sustainability of gateway bus service limited.
- iii. To evaluate the effect of reward management on sustainability of gateway bus service limited.

1.6 Research Questions

- i. What is the effect of recruitment and selection on the sustainability of gateway bus service limited?
- ii. How does training and development affect the sustainability of gateway bus service limited?
- iii. What is the effect of reward management on the sustainability of gateway bus service limited?

1.7 Research Hypotheses

There is no significant relationship between recruitment and selection and the sustainability of gateway bus service limited.

There is no significant relationship between training and development and the sustainability of gateway bus service limited.

There is no significant relationship between reward management and sustainability of gateway bus service limited.

1.8 Significance of the study

The study will help in finding out how best the management of gateway bus service limited will be able to design and adopt clear recruitment and selection procedures in order to get good results from the whole process.

Scholars, academicians and researchers interested in researching in similar areas will use this study to compare their findings.

The management of gateway bus service limited will be able discover the recruitment and selection gaps which will help them improve on the processes.

The study findings will help the management of gateway and other companies to realize that it's important to have recruitment and selection policy in your organization than doing without and end up with ineffective staff.

The study will provide literature to academicians and managers in the human resource department and may be used for future literature review.

The study will provide relevant information about HRM practices to the management of gateway and to other scholars who may wish to carry out further research in this area.

1.9 Justification of the study

Public transportation helps to move people and their goods from one place to another and is a source of employment. Transport is a very important factor to any growing economy such as Uganda. It is used for the movement of labour from one place to another; it helps in the promotion of other sectors like agriculture among others. Many buses come and go away so soon yet they are of great importance to the mobility of people and their property. There is need to ensure the survival of public transport organizations. This study was therefore to help establish why these companies were not doing well and come up with recommendations on how to improve their operations in order to ensure their survival. Furthermore, earlier studies by other researchers on HRM practices and sustainability of public transport organizations had not been landed on, but those on HRM practices and other disciplines were read but left many gaps as far as HRM practices on sustainability of public transportation was concerned. For example Tiwari (2012) carried out a study and was interested in getting to know HRM Practices and to find out the different HRM practices put into practice by various companies. Huselid et al. (2005) did a research and was interested in how people could be used to achieve organization set goals. Huselid (1995) researched on the impact of HRM practices on turn over, productivity and corporate financial performance. Delaney and Huselid (1996) carried out their investigation on the impact of HRM practices on perception of organizational performance as far as, for profit and not for profit organizations were concerned. None of them addressed the issue of sustainability in relation to public transport organizations. There was therefore need to find out about the HRM practices in public transport organizations and how they impacted on the sustainability of the business, a case study of Gateway bus service limited. Focus was made on the recruitment and selection, training and development, and reward management processes

1.10 Scope of the study

1.10.1 Geographical scope

The study was carried out in Kampala, the capital city of Uganda in the central region where the head office of gateway bus service limited was situated. The researcher chose gateway bus service because of its proximity to the researcher's work place and easy access to the required information needed in regard to the study.

1.10.2 Time scope

The period under study dated back from 2008 when gateway bus service limited started closing the branches up country up to 2013

1.10.3 Contextual scope

Under the public enterprise reform and divestiture act 1993, the government privatised the public transport system that led to the collapse of the former Uganda Transport Company and this opened the way for the establishment of private bus companies. The study was therefore about the contribution of HRM practices on the sustainability of public transport organizations.

1.10.4 Content scope

The study was intended to establish the effect of HRM practices on the sustainability of Gateway bus service limited focusing on recruitment and selection, training and development, and reward management. The independent variable was HRM practices, while sustainability was the dependent variable.

1.11 Operational definitions

Human resource management is the arrangement or organization of people in order to get the best out of them and ensure they work together as a team.

Human resource management practices refer to activities that need to be done or carried out to get people to work in an organization and ensure they produce the required results of achieving the organization objectives.

Sustainability is the survival or continuous existence of a business that is, a business staying in business taking into account making profits, maintaining good environment and being of benefit to the society at large.

Recruitment is the calling of people with the right requirements to apply to work in an organization.

Selection refers to sorting of the people who have applied in order to get the best people for the job.

Training and Development is imparting new skills, knowledge and change of attitude to enable employees know and understand how work should be done.

Reward Management is about knowing and understanding the amount of work done by an individual, how and in what terms he or she should be compensated.

CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

This chapter contains the theoretical review, conceptual review, critical review of issues researched by other writers concerning the literature on HRM practices and sustainability of an organization focusing on recruitment and selection, training and development, and reward management. It also covers the summary of the literature review and concluding remarks.

2.2 Theoretical review

This study was guided by Frederick Winslow Taylor's scientific management theory. The theory consisted of four basic principles as listed below;

- a) **Scientific research and analysis of work;** Taylor was of the view that it was the duty of a manager to carefully examine what was required of a task in order to do it in a better and quicker way. To him the end result was for the manager to increase production. Similarly if an organization gets the right managers with the right mind set as far as sustainability of the company is concerned, then they will guide, control and direct the operations towards achieving the ultimate goal of sustainability of the company. Like Taylor put it, it's about knowing what was required of you and do it as required.
- b) **Scientific selection, training and development;** Taylor noted that training should be given to every employee so that they know how to move in the direction of attaining the tasks ahead of them in the best way they have learned by religiously following the adopted practice from training. Obviously, if an organization adopts the culture of

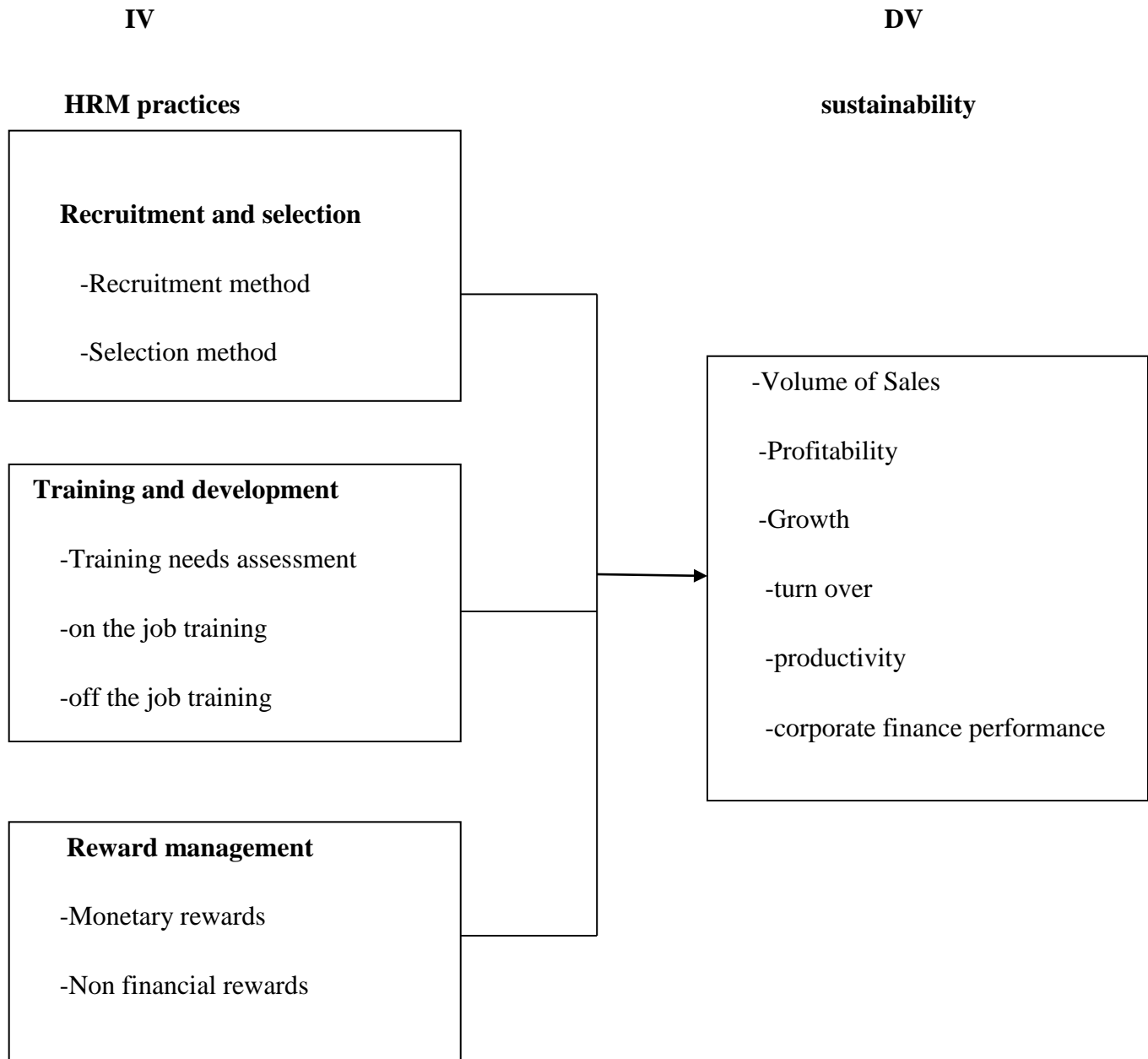
training its staff after they are recruited and selected, in an open and transparent process then chances are high that the organization will continue to stay in business.

c) **Intimate, friendly and hearty cooperation;** Basically, Taylor was of the view that employees should be paid for the work they have done. Taylor supported workers, that they should be paid according to what they had accomplished, that is, once they succeeded in reaching a particular goal, pay them accordingly. Today, organizations in various parts of the world continue to follow Taylor's idea through the adoption of various arrangements in order to compensate workers. Such an arrangement if practiced in a company in a religious way, it will help motivate the staff to work harder and make the company to continue staying in business.

d) **Planning work;** the burden to design how work should be handled rests on the management. Therefore, the management has the task to ensure work is properly planned and supervised so that the tasks assigned are successfully completed. Taylor regarded his movement as "scientific" because he attempted to apply scientific principles and measurement to the work process. Many previous advances in manufacturing had been made by applying scientific principles to machines in order to make them more efficient and, through his minute subdivision of labour, Taylor sought to do the same to the work process itself, an eLearnPortal article (" At the close of 19th century,"2013).

2.3 Conceptual framework showing the relationship between independent variable (IV) and dependent variable (DV)

Figure 1



Source; adopted and modified from (Mutua, Karanja and Namusonge (2012)

From the above frame work, you find the different variables, HRM practices which is the independent variable, and sustainability the dependent variable. The researcher hypothesizes that for the company to succeed in achieving its sustainability goal, it hugely relies on HRM practices. These HRM practices include; recruitment and selection, training and development, and reward management. There should be a recruitment and selection method that is very clear and should be used accordingly to attract and choose the best people for the jobs available in the organization. Whether the company is to recruit internally or externally should be well analysed and handled. Once the company has got the right people, the right number and in the right positions, then training has to be done to improve the skills of the staff. A training needs assessment has to be done very carefully to identify the existing gap between the current and the required gap after which the right training method should be adopted to do either on the job training or off the job training, or both. It is also important to have a well motivated staff through good and a well established reward management processes. This could be both financial and non financial rewards so that the company has a contented and committed staff. This in the end will lead to high ticket sales, high profits, high growth, high turnover, increased productivity and better corporate finance performance which are the indicators of sustainability.

2.4 The impact of recruitment and selection on the sustainability of public transport organizations

As a matter of course, “Human resource management is defined as a strategic and coherent approach to the management of an organization’s most valued assets the people working who individually and collectively contribute to the achievement of its objectives,” (Armstrong, 2006). The concept of HRM practices refers to the things that a company can do to direct or control the use of workers and ensure their engagement to achieve the company goals (Tiwari, 2012). Tiwari

(2012) argues that workforce is an organization's most valued asset; it is from where you can get competitive advantage. However those firms that have learnt how to manage their human resources well will have an edge over others for a long time to come because acquiring and deploying human resources effectively is cumbersome and take much longer (Wright et al 1994) as quoted by (Tiwari, 2012). Customarily, recruitment and selection practices are the most essential things to do when carrying out an employment exercise in any business or company for it tends to induce the achievement and continuous existence of a business, (Ongori, 2010) as cited by (Ofori, 2011). According to Ofori (2011), those who work in human resource departments and higher institutions of learning universally believe that scrupulous ways of employment of people with the required specifications lead to achievement of organization goals in terms of existence, growth and development of a business. For example, Huselid (1995), reports that a company's workforce capability is affected by human resource practices through the recruitment and selection, and development of the staff. He further states that meeting the needs and expectations of the organization, and the capability the new workers has, largely depends on the recruitment policy that allows or offers room for many capable people to apply and also depends on how reliable and valid the selection criteria is. Similarly, Kumari (2012) states that, the appropriate recruitment aim would be to draw a large number of qualified applicants who would take the job if it was offered. He added that it should also provide information so that unqualified applicants could self select themselves out of job candidacy; that is, a good recruiting program should interest the qualified and not attract the unqualified, he added.

According to Slezak (2012), a recruitment and selection policy is a statement of principles, outlining how an organization will carry out the employment exercise, and the objective of such

a statement is to make sure that a crystal clear and nondiscriminatory employment is practiced, and the results should lead to the employment of the best candidate, based solely on merit and best-fit with the organizational values, philosophy, and goals.

Delaney and Huselid (1996) argue that businesses can decide to use HRM practices of their choice to improve on the ability of their staff, but priority should be on making better the people to be employed and those already working, or the two could be handled together. Furthermore, they state that people should be employed through open and transparent ways in order to get the right people. Delaney and Huselid (1996) claim that, according to Becker and Huselid (1992); Schmidt, Hunter, Mckenzie and Muldrow (1979), truly, earlier findings show that careful and ideal scrutiny of employees is greatly linked to good performance of an organization.

Delaney and Huselid (1996), Ofori (2011), Slezak (2012) and Huselid (1995) all agree that organizations should embrace effective and efficient, recruitment and selection culture that is fair, consistent and non discriminatory. However, how do we ensure the effectiveness and efficiency, the fairness, consistency and non discriminatory of the whole process? What about Huselid (1995)'s concern on the reliability and validity of the recruitment policy that allows many capable people to apply, how do we ensure this? Ofori (2011) raises a pertinent issue about the recruitment and selection criteria that is free from corruption, how do we deal with this? The scholars did not sufficiently explain how best this could be done and its effect on sustainability of public transport organizations. Basically, Delaney and Huselid (1996) were interested in investigating the impact of HRM practices on the perception of organizational performance in for profit and non profit organizations. Ofori (2011) focused on the recruitment and selection practices in small and medium enterprises (SME) in the perspective of Ghana, he was

specifically interested in identifying skills and competencies required of graduates by small and medium enterprises, graduate selection and recruitment practices.

Huselid (1995) researched on the impact of HRM practices on turn over, productivity and corporate financial performance, while this study was about HRM practices on the sustainability of public transport organizations looking at recruitment and selection as one of the practices that can lead to sustainability success. Despite their agreements that organizations should embrace effective and efficient, recruitment and selection culture that was fair, consistent and non discriminatory, obviously the findings of the various studies were not the same. This therefore called for an independent investigation to either uphold or refute their findings and recommend the way forward as far as sustainability of an organization was concerned, hence the need for this study.

2.4.1 Recruitment method on sustainability

Armstrong (2009) defines recruitment as the process of finding and engaging people the organization needs, that is, calling of people with the right requirements to apply to work in an organization. The researcher therefore investigated the methods of recruitment and their effect on sustainability.

2.4.2 Selection method on sustainability

According to French (1997), “selection is the process of finding qualified people and encouraging them to apply for work with the firm.” That is, sorting of the people who have applied in order to get the best people for the job. The researcher examined the selection criteria and its effect on sustainability.

2.5 The impact of training and development on the sustainability of public transport organizations

Fundamentally, learning and development strategy is a way a company uses a particular method to ensure that now and in the future, learning and development activities lead to the attainment of organization goals by developing the skills and capacities of individuals and teams, (Armstrong, 2009). He also noted that the definition by Walton (1999) for strategic human resource development could be used, that is, it entails starting new, policing, commanding and taking care of ways that arm employees individually and in groups with the capability to perform their jobs today and in future for the company.

To Harrison (2005), training and development is the field which is concerned with organizational activity aimed at bettering the performance of individuals and groups in organizational settings. It has been known by several names, including human resource development, learning and development. He further states that the name was endlessly debated by the Chartered Institute of Personnel and Development (CIPD) during its review of professional standards in 1999/2000. "Employee Development" was seen as too evocative of the master-slave relationship between employer and employee for those who refer to their employees as "partners" or "associates" to be comfortable with. "Human Resource Development" was rejected by academics, who objected to the idea that people were "resources" an idea that they felt to be demeaning to the individual. Eventually, the CIPD settled upon "Learning and Development", although that was itself not free from problems, "learning" being an over general and ambiguous name. Besides, those other names are still commonly referred to.

According to Huselid (1995), in similar studies, discussions done indicate that, organizations' prevailing and promising human resources are of importance to the implementation of the strategic business plan of the organization. For example, he claims that HRM practices could help to create a source of competitive advantage especially when they are aligned with a firm's competitive strategy. To Schneier, Russell, Beatty and Baird (1994), the extent to which organizations struggle to thrive in terms of training and development has continued to increase, as their economy relies heavily on information and service, and the workforce happens to be an organization's most essential resource, a resource that must be trained, guided and developed as today, rivalry in business has become intensive among organizations across the world. This therefore means, for an organization to continue to stay in business training and development is one of the HRM practices the management should embark on; a position the researcher wanted to find out whether is true. Delaney and Huselid (1996) argue that, thorough training and development after choosing the right staff could be carried out to raise the standard of the staff. "Considerable evidence suggests that investments in training produce beneficial organizational outcomes," (Bartel, 1994; Knoke & Kalleberg, 1994; Russel, Toberg & Powers, 1985) as quoted by Delaney and Huselid (1996). Schneier et al (1994) note that companies on many occasions look at training and development as costly and at times suggesting that it should be done away with in case resources or funds are limited, however they caution that we are in a period of time where the right training shows the distinction between the success or failure of a company. They expounded on their observation further by stating that what is learned could include technical skills, leadership skills, company's strategy and cultural values, thus training is a fundamental means for change in an organization and a vehicle for strategy execution. For example, according to Wirtenberg, Harmon, Russel and Fairfield (2007), as sustainability moved up the agenda of

thousands of companies, a critical goal for the HR field as a whole was to develop the competencies, collaborative strategies, and organizational capabilities required to support an organization's sustainability journeys. According to Kiron, Kruschwitz, Haanaes and Velken (2012), in a survey done that involved 2,874 managers and executives from 113 countries, they found that more respondents than ever before said sustainability was on their company management issues to be discussed. The survey reported an increase in the number of companies that said that sustainability was important as far as rivalry in the day's markets was concerned. Foster (2010) argues that training and development of the employees at all levels is of vital importance in every organization for it will update the skills and knowledge of the employees on the current trends needed to be applied in the work environment. Does training and development relate well with the sustainability of public transport organizations as claimed by the various scholars is the question the researcher investigated to either take sides with what they had said or criticise it and recommend the way forward, hence the need for this study.

Schneier et al. (1994), Armstrong (2009), Foster (2010), Delaney and Huselid (1996) among other scholars are all in consensus that training and development contribute to achieving organizational goals through enhancing skills, knowledge, competencies among others. However, they did not adequately report and explain the same applies to a company aiming to achieve sustainability goals and link it to public transport organization. They did their studies on different areas, for example, Schneier et al (1994), focused on how training and development programs fitted into the overall process of the management of an organization. They were concerned with the fundamental ways of training and development plan, how employee movements affected training and development, its role in HRM and HRD, among others. Armstrong (2009) was concerned with making additions and revisions covering major

developments in theory and practices of HRM. On learning and development, he was interested in arming employees with new knowledge, skills and competencies, and improving on what they already knew for their own benefit and that of the organization. Delaney and Huselid (1996) carried out their investigation to ascertain the impact of HRM practices on perception of organizational performance as far as, for profit and not for profit organizations are concerned, and this study was on HRM practices and its contribution to sustainability of public transport organizations picking training and development as one of the practices to be examined hence a call for this study. Furthermore, Tiwari (2012) reports that the way HRM practices are applied vary from organizations to organization, and country to country hence one should take into account the issue of organizations and the environment of the country in which you apply these practices. The researcher truly agrees with Tiwari (2012) that organizations are of different types and the environments in which they operate vary from each other and from each country. The goals they want to achieve, and the HRM practices they employ and how they employ might not necessarily be the same thus a further need that led to the carrying out this study since it was concerned with HRM practices and sustainability of public transport organizations.

2.5.1 Training needs assessment on sustainability

A training needs assessment is done to identify the gaps between the employees' actual performance and the required performance, (Gusdorf, 2009). Therefore, the researcher examined training needs assessment and its effect on sustainability of Gateway bus service limited. Brown (2002) argues that "training needs assessment is an ongoing process of gathering data to determine what training needs exist so that training can be developed to help the organization accomplish its objectives. Conducting needs assessment is fundamental to the success of a

training program.” There was therefore need to examine the training needs assessment in the company and its effect on sustainability.

2.5.2 On the job training on sustainability

With on the job training, Riley (2012) reports that, employees receive training whilst remaining in the workplace, that is, as they do their work, they get learning instructions on what and how they should do their work properly. The main methods of on-the-job training include: Demonstration / instruction - showing the trainee how to do the job, coaching - a more intensive method of training that involves a close working relationship between an experienced employee and the trainee, job rotation - where the trainee is given several jobs in succession, to gain experience of a wide range of activities. The researcher examined on the job training and its impact on sustainability.

2.5.3 Off the job training on sustainability

According to Riley (2012), off the job training is done when workers are taken away from the place of work to be trained, for example, a worker takes off time from work to attend a training course at a training centre, evening classes, distance learning among others, thus the need for the researcher to find out about the off the job training and its impact on sustainability.

2.6 Effects of reward management on sustainability of public transport organizations

Reward management involves devising and putting into practice a desired plan and the basic principles that guide rewarding employees so that workers get paid in a fair, equitable and consistent manner depending on their importance to the organization, and can be regarded as the basic expression of the working relationship (Armstrong, 2009). The reasons of reward

management according to Armstrong include; compensate employees based on their performance and what the company is ready to pay, their importance or contribution to the company, compensate what is proper or required to pass the ideal message on what is of value in terms of behaviours and results, develop a performance culture, make workers to like their job and get their loyalty and involvement, resource and keep high quality staff the company needs, come up with a good working relationship and mutual understanding between employer and employee on how they play their roles at work, position things to do with reward in line with business goals and the worth of an employee.

According to Maicibi (2007), reward management is the devising and putting into action the principles or rules related to compensation that targets the compensation of staff in a just, equitable, fair in addition to being differential and consistent suiting the worth of the employee to the organization. He further says that reward management is about getting to know the things that accord and help to decide the level of pay bonuses and other rewards staff should receive. Fundamentally, it's about the planning, putting into practice and keeping in existence reward practices that lead to enhancement of individual, team and organizational performance he added.

According to Laughland and Bansal (2011), companies are ignorant of how best they can inspire their employees to go about with sustainability drives or dynamism. Their survey findings indicate employees would to some degree work for sustainable firms than those paying highly and therefore, urge firms must take advantage of this knowledge to resource and keep the best employees. According to them, sustainability managers strive to understand the best incentive plan that is of the right use. To them one manager clearly identifies this need, asking: "What does the cumulative experience of business tell us about how best to incorporate sustainability performance targets into employee incentives?" These mechanisms should allow firms to position

to their advantage their sustainability drives and values, putting up the right capacity from within and make them move towards sustainability goals.

Delaney and Huselid (1996), report that the right use of employees' skills will not be achieved in full if workers are not inspired to perform their jobs. Organizations can implement merit pay or incentive compensation system to pay employees after attaining certain specific goals, they added. "In addition, protecting employees from arbitrary treatment, perhaps via a formal grievance procedure, may also motivate them to work harder because they can expect their efforts to be fairly rewarded, Ichniowski (1986) and Ichniowski et al. (1994)," as quoted by (Delaney and Huselid, 1996).

All the above named scholars concur with each other that reward management leads to realization of one's business goals. Although Laughland and Bansal (2011) have not linked reward management to a public transport organization, they have managed to throw more light and linked it to sustainability, but are wondering what could be the ideal kind of motivation as far as sustainability is concerned. Armstrong (2009) focused on the aims and philosophy of reward management, the economic factors that affect levels of pay, description of the elements of reward management system and the concept of total reward, the process and the role of line managers in reward management. Delaney and Huselid (1996) researched on the impact of HRM practices on the perception of organizational performance while Maicibi (2007) examined the relevant information related to rewards and discipline to demystify the difficult practice of the concepts so as to contribute to its in depth understanding. This study was on the contribution of HRM practices to sustainability of public transport organizations looking at reward management as one of the practices that was investigated hence the need to directly explore the

effect of reward management on sustainability of public transport organizations making it worthy doing.

2.6.1 Monetary rewards

“The purpose of monetary incentives is to reward associates for excellent job performance through money. Monetary incentives include profit sharing, project bonuses, stock options and warrants, scheduled bonuses (e.g., Christmas and performance-linked), and additional paid vacation time. Traditionally, these have helped maintain a positive motivational environment for associates (Kepner, 2001)” as quoted by (Ballentine, Mckenzie, Wysocki and Kepner, 2012). The researcher examined the non monetary rewards in the company and its effect on sustainability.

2.6.2 Non monetary rewards

Ballentine et al (2012) argues that non-monetary incentives are meant to compensate for a job well done through opportunities. The best nonmonetary methods include making employees feel valued, making them feel connected and involved, providing opportunities for personal and professional growth, and promoting continuous learning (Singer & Goodrich, 2006) as quoted by (Rader, 2012). Non monetary rewards are given to compensate workers for a job well done. Non-monetary incentives include flexible work hours, training, pleasant work environment, and sabbaticals, (Rader, 2012). There was therefore need to examine the non rewards in the company and its effect on sustainability.

2.7 Sustainability

Taylor, Osland and Egri (2012) quoted Chouinard, Ellison and Ridgeway (2011), that in the past 20 years, and particularly over the past decade, sustainability issues had garnered increasing attention from corporate executives and assumed a salient place in the strategic goals of many

companies. According to Wirtenberg, Harmon, Russel and Fairfield (2007), as sustainability moved up the agenda of thousands of companies, a critical goal for the HR field as a whole was to develop the competencies, collaborative strategies, and organizational capabilities required to support an organization's sustainability journeys. To Kiron, Kruschwitz, Haanaes and Velken (2012), in a survey done that involved 2,874 managers and executives from 113 countries, they found that more respondents than ever before said sustainability was on their company management issues to be discussed. The survey reports an increase in the number of companies that said that sustainability was important as far as rivalry in the day's markets was concerned. Sustainability measures a company's ability to achieve its business goals and to increase long-term shareholder value by integrating *economic, environmental* and *social* opportunities into the company's business strategies," (Morefield, 2001).

John Elkington, founder of the think tank and research organization Sustain Ability, and author of the book *Cannibals With Forks: The Triple Bottom Line of 21st Century Business*, articulated one of the most popular definitions of sustainability, suggesting that it is an "accounting and reporting framework that measures an organization's progress along three lines: economic prosperity, environmental quality and social justice." Or, said more simply in defining his principle of the Triple Bottom Line, it's about "people, planet and profit," (Hindle, 2003).

Doane and Macgillivray (2001) argue that sustainability is about long-term survival; environmentally, socially and economically. "Sustainability managers need to understand more thoroughly what makes a business survive; what finance directors need to know and what other things they need to consider so that when a company sees things failing, sustainability programmes do not fall by the wayside," (Doane and Macgillivray, 2001). The above scholars do agree that sustainability is of huge importance and is concerned with the continuous existence of

a business economically, socially and environmentally and that HR place an important role in achieving this. They however, failed to link it to a public transport organization. How does sustainability programs apply to the operations of public transport organizations as far as HRM practices are concerned is the question the study wanted to establish hence this study.

2.8 Summary of the literature review

The findings and literature review from the various scholars have a lot in common as far as HRM practices in terms of recruitment and selection, training and development, and reward management contribution to sustainability of organizations is concerned. According to the literature review, recruitment and selection, training and development, and reward management have close relationship with sustainability of organizations. In fact to the various scholars, HRM practices have a lot to do with achievement of sustainability. The scholars agree that sustainability has become an important thing in many organizations and is a good tool for marketing and making a company leave longer. However, they have not sufficiently explained how to go about it, for example, what are the ideal practices, how do you ensure the effectiveness and efficiency of these practices, recruitment method, the method of training needed, reward management system most appropriate and their effect on the sustainability journey as far as public transport organizations are concerned hence the need for this research.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter covers the methodology that was used for the research. It includes the research design, study population, sampling size, data collection methods, data collection instruments, validity and reliability, data collection procedure, data analysis and measurement of variables.

3.2 Research design

According to Amin (2005), a research design is a plan that the researcher will follow. The researcher used both quantitative and qualitative methods to collect and present data. In analysing data both quantitative and qualitative methods were used such as interviews and questionnaire. The study was descriptive as it entailed use of questionnaire and interview to gather information from the staff of Gateway bus service limited. To Amin (2005), “descriptive studies is concerned with describing the characteristics of an event, community or region, providing data about the population or item being studied by only describing the who, what, how, when and where of a situation at a given time but does not go into finding what causes or caused it.” The design enabled the researcher to collect as much information as possible from the staff of Gateway bus service limited.

3.3 Study population

This is the population where the researcher drew the sample size from. Mugenda and Mugenda (1999) define population as a complete set of individuals, cases or objects with some common observable characteristics. There were 200 workers in Gateway bus service limited covering all

the branches according to managing director. The accessible population was 60 employees who were always around in Kampala and held positions where the required information could be got according to the Managing Director of Gateway, and it was from this that the sample size was drawn using Morgan and Krejcie (1970) table got from (Barifaijo, Basheka and Oonyu, 2010).

3.4 Sampling size

The sample size for this study was drawn from Kampala where the main office of Gateway was and the bigger number of staff was got. A sample of 52 people was selected to participate in the study. The sample size was reached at using Morgan and Krejcie (1970) table got from (Barifaijo, Basheka and Oonyu, 2010). This was modified as shown below;

Table 1 showing the sample size for the staff in Gateway bus service limited using Morgan and Krejcie (1970)

Category	Accessible population	Sample size	sampling techniques
Heads of departments	4	2	Purposive
Directors	2	1	Purposive
Branch managers	7	3	Purposive
Lower Staff	47	46	simple random sampling
Total	60	52	Morgan and krejcie 1970

Source: Gateway bus service employee records (2013)

3.5 Sampling techniques

Purposive, stratified random sampling and simple random sampling techniques were used as elaborated on the table 1 above. The researcher randomly selected representative individuals so as to minimize bias especially from the lower staff. Purposive or judgemental sampling method was used to enable the researcher select an element from the directors, heads of department and the branch managers. The heads of departments were from finance and legal departments for they had worked in Gateway for a long time and had detailed information and broader knowledge about the company hence were of help in providing the required information. The branch managers included those from Namayiba, Arua Park and Kisenyi terminals. The lower staff included drivers, conductors, mechanics, booking clerks, inspectors, supervisors and turn men. Stratified random sampling was used to help divide the population in groups as shown above. According to Barifaijo et al (2010), purposeful sampling selects information rich cases for in depth study. The Open Learn article (“purposeful sampling involves,” 2013) states that using purposeful sampling you would select subjects for specific reasons such as; they meet particular criteria of interest in your research, they show wide variations in their knowledge, attitudes or practice and they have particular knowledge or expertise.

3.6 Data collection methods

The researcher used face to face interview and questionnaire as data collection methods. Interview is an oral questionnaire where the investigator gathers data through direct verbal interaction with participants, (Amin, 2005). Interview is a process of communication or interaction in which the subject or interviewee gives the needed information verbally in a face to face situation, (Koul, 2001). According to Amin (2005), interviews enable the interviewer to pursue in depth information around a topic and that it is superior to other tools because they are

flexible, and help in on-spot improvements, explanations, adjustments or variations which can be introduced in data gathering process through the respondents' incidental comments using facial and bodily expressions, tone of voice, gestures, reactions, feelings and attitudes. Interviewing was used to collect data from key informants namely one of the Directors, heads of departments from finance and legal, and branch managers from Namayiba, Arua Park and Kisenyi terminals.

Questionnaire was used to get data from some of the Gateway bus service staff largely the lower staff. "A questionnaire is a device consisting of a series of questions dealing with some psychological, social, educational, etc; topic(s) sent or given to an individual or a group of individuals, with the objective of obtaining data with regard to some problems under investigation," (Koul, 2001). Mugenda and Mugenda (1999) states that questionnaire is used to get vital information about a population. The researcher employed a structured self administered questionnaire with close ended questions to collect data from those who feared giving information through face to face interview. Structured questionnaires are those which pose definite, concrete and pre ordained questions, that is, they are prepared in advance and not constructed on the spot during the questioning period, (Young, 2001). Structured or close ended questions provide a list of options from which the respondents choose the answer that best describes the situation. Questionnaire eliminates bias, easier to administer and keeps confidentiality since the name of the respondents will not appear anywhere. According to Mugenda and Mugada (2003), closed ended questions are easier to analyse since they are in an immediate usable form and are easier to administer because each item is followed by alternative answer.

3.7 Data collection instruments

The data collection instruments included interview guide and questionnaire.

3.7.1 Questionnaire

The researcher employed a structured self administered questionnaire with close ended questions to collect data from those who felt uncomfortable with giving information through face to face interview. Structured or closed ended questions are those which are associated with a list of options from which the respondents choose the answer that suits the situation. The researcher ensured maximum cooperation in order to get accurate information from the respondents as suggested by (Mugenda and Mugenda, 1999). Questionnaire eliminates bias, easier to administer and keeps confidentiality since the name of the respondents will not appear anywhere.

3.7.2 Interview schedule (guide)

According to Neuman (2011), interview schedule is a set of questions read to the respondent by an interviewer, who also records responses. Interview guide was used to collect data from the key informants in the company and these were; one of the Directors, Heads of departments of finance and legal departments, branch managers from Namayiba, Arua Park and Kisenyi terminals. In this kind of interview, the interviewer asks questions or makes comments intended to lead the respondent towards giving data to meet the study objectives, (Mugenda and Mugenda, 2003).

3.8 Validity and reliability

3.8.1 Validity

Amin (2005) states that, “validity is the ability to produce findings that are in agreement with the theoretical or conceptual values, in other words, to produce accurate results and measure what is supposed to be measured.” Bell (1997) states that validity tells us whether an item measures or describes what it is supposed to measure or describe. To make sure that there was accuracy; instruments used in the study were evaluated by the two supervisors who have a lot of experience in research.

3.8.2 Reliability

Reliability is the extent to which a test or procedure produces similar results under constant conditions on all occasions, (Bell, 1997). An instrument is reliable if it produces the same results whenever it is repeatedly used to measure trait or concept from the same respondents even by other researchers (Amin, 2005). In other words, if one day another researcher does the same kind of study under the same conditions, he should be able to come up with the same results. Pre-testing is the administration of the data collection instrument with a small set of respondents from the population. If problems occur in the pre-test, it is likely that similar problems will arise in full-scale administration. The purpose of pre-testing is to identify problems with the data collection instrument and find possible solutions (Pre testing data, 2007). To ensure that the instruments that were used were reliable, the researcher used a pre testing method on a few selected individuals who were not part of the study. This was applied to the questionnaire which was the most used.

3. 9 Procedure of data collection

The researcher obtained a letter for permission from the department of higher degrees authorizing him to go to the field after defending the research proposal. An introduction letter

was also given to the researcher introducing him to the respondents. Each questionnaire attached with a cover letter was distributed directly to the respondents while others were distributed through research assistants. The respondents were explained the purpose of the research before they filled the questionnaires. The researcher conducted interviews personally with the key informants. After data collection, data was checked, edited, sorted, coded and computer fed for analysis. It was interpreted and report produced and presented to the institute.

3.10 Data analysis

Amin (2005) reports that unprocessed data collected from the field is difficult to interpret. Thus it ought to be cleaned, coded, computer fed and analysed by all means. The researcher analysed data using both quantitative and qualitative methods.

3.10.1 Qualitative data analysis

Qualitative data are verbal or other symbolic materials, it is the detailed descriptions of observed behaviours, people, situation and events, (Koul, 2001). That is, non-numerical data analysis or explanation based on the attributes or source of data. According to Neuman (2003), qualitative data are in the form of text, written words, phrases, or symbols describing or representing people, actions, and events in social life. Mugenda and Mugenda (1999), states that in qualitative studies, researchers obtain detailed information about the phenomenon being studied, and try to establish patterns, trends and relationships from the information gathered. The data collected was organized in categories based on themes, concepts or similar features after which it was analysed using classification. In the presentation of the data, responses from interviews and questionnaire were transcribed and consolidated, compared and conclusions drawn based on the gathered information in accordance with the objectives of the study.

3.10.2 Quantitative data analysis

This involves the analysis of numerical data. The researcher used descriptive statistics to describe the basic features of data in the study, thereafter the researcher checked, edited and coded the collected data without changing the meaning and then fed it into the computer. This was followed by data processing and analysis by conducting statistical analysis using the computer package called statistical package for social scientists (SPSS) and presented it in form of tables. According to Neuman (2003), the charts and tables allow you to see the evidence collected by the researcher and learn for yourself what is in it. The researcher used spearman rank correlation to establish the strength of the relationship between the variables. Correlation is concerned with measuring whether two variables are associated with each other.

3.11 Measurement of variables

The researcher used the likert scale to measure the effect of HRM practices on sustainability on five points; strongly agree, agree, not sure, strongly disagree, and disagree. According to Cooper (2002), a likert scale is the most frequently used variation of the summated rating scale. Summated rating scales consist of statements that express either a favourable or unfavourable attitude towards the object of interest. The respondent was asked to agree or disagree with each statement. Each response was given a numerical score to reflect its degree of attitude favourableness, and the scores were totalled to measure the respondent's at

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF RESULTS

4.1 Introduction

This chapter presents the findings of the study. The findings are structured in a clear, logical and simple way. It covers the response rate, results about the background of the respondents, results of the relationship between recruitment and selection, and sustainability; the relationship between training and development, and sustainability and the relationship between reward management and sustainability.

4.2 Response rate

Response rate refers to the number of people who respond to the study usually expressed in the form of a percentage. The sample size for this study was 46 for questionnaire and 6 key informants for interviews totalling to 52. The sample size was determined using Morgan and Krejcie (1970) table got from (Barifaijo, Basheka and Oonyu, 2010). However, 44 people participated in answering the questionnaires while all the 6 key informants were interviewed thereby providing the required information. The response rate therefore was 96.2% representative or significant enough to produce accurate and suitable results for the study.

4.3 Findings of the respondents' background

The respondents' background included the education background and the duration of employment. The background information was very significant to understand the quality of the work force in the company and their ability, knowledge and experience to handle the business. The findings are presented in tables 2 and 3 below.

4.3.1 Table 2: Results on the education level

Level of education	N	%
Secondary	22	50.0
Certificate	8	18.2
Diploma	9	20.5
Degree	5	11.4
Total	44	100

The findings on the education level in the table 2 above showed that 50% of the respondents were at secondary level, 18.2% had certificates, 20.5% had diplomas and 11.4% had degrees. The findings on the education background showed that the majority (50%) of Gateway bus service limited workers were not highly educated, but had reached the key stage or the core curriculum of education that enable one to acquire knowledge and skills that help enhance chances of getting to the world of work and is a channel for further studies in higher institution of learning to gain more skills and knowledge. Most of the positions in the company are occupied by the lower staffs that comprise boy spanners, turn men, conductors/conductresses and booking clerks. The jobs for being a conductor/conductress, boy spanner, turn man and booking clerk do not necessarily need a person who is highly educated to do the job. It's mainly about knowing how to read and write, honesty and the rest is learned on the job. Those with diplomas and degrees occupied inspection and managerial positions where managerial skills are required of a manager to deal with technical and functional matters of the company.

Table 3: Findings about the duration of employment

	N	%
one year	6	13.6
2-3 years	10	22.7
Over 3 years	28	63.6
Total	44	100

On the duration of employment 13.6% had worked for a period of 1 year, 22.7% had worked for 2 to 3 years while 63.6% had worked for over 3 years and this indicated that the majority of Gateway staff had worked for the company for a long time, thus were expected to have gained enough knowledge and work experience in a particular field, and could give information about the business that could be relied on, and could also help to improve service delivery and ensure sustainability in a competitive transport sector. Working in a company for a long time makes one to grow in seniority and be able to gain a lot of knowledge and work experience. Seniority comes with the opportunity to lead others and guide fresh employees through the maturity journey in their new jobs. The results further showed that the majority of the staffs had been stable in their work with the company for a long time as opposed to in and out movements looking for better jobs. Stability in one's career and at work helps to get acquainted and to deal more effectively with the challenges associated with the job and be able to make long term plans.

4.4 HRM practices and sustainability of public transport organizations

4.4.1 Objective one

To examine the effect of recruitment and selection on the sustainability of gateway bus service limited.

About recruitment and selection, ten items were presented to the respondents and the respondents were asked to choose the most suitable answer using a five point likert scale of; 5= strongly agree, 4= agree, 3= not sure, 2= strongly disagree, 1= disagree. The results were shown in form of both frequencies and percentages as indicated in table 4 below:

Table 4 Showing recruitment and selection findings

Items about recruitment and selection	Disagree		Strongly disagree		Not sure		Agree		Strongly Agree		Total
	N	%	N	%	N	%	N	%	N	%	
Gateway has a recruitment policy	7	15.9	1	2.3	12	27.3	16	36.4	8	18.2	44
Recruitment in gateway is done in line with the policy	5	11.4	1	2.3	16	36.4	18	40.9	4	9.1	44
Recruitment policy offers room for many people to apply	10	22.7	2	4.5	18	40.9	11	25.0	3	6.8	44
Recruitment and selection is consistent and non discriminatory	2	4.5	0	0.0	16	36.4	19	43.2	7	15.9	44
Jobs are given based on ones qualification and experience	1	2.3	5	11.4	10	22.7	23	52.3	5	11.4	44
Recruitment and selection has led to the right people being employed	4	9.1	2	4.5	22	50.0	8	18.2	8	18.2	44
Recruitment and selection is very reliable	9	20.5	1	2.3	17	38.6	12	27.3	5	11.4	44
Interviews are done when new people are needed	13	29.5	2	4.5	7	15.9	15	34.1	7	15.9	44
Recruitment and selection is free from top management influence	8	18.2	0	0.0	25	56.8	5	11.4	6	13.6	44
Reference checking is always done	4	9.1	1	2.3	22	50.0	6	13.6	11	25.0	44

Source: Primary data

In the analysis of the results, the respondents who strongly disagreed and the disagreed were considered to be in one category representing the respondents who were not in agreement with the items while those who strongly agreed and those who agreed were added together to form another category of those who were in agreement with the items. This led to the creation of three categories of respondents namely; the group that agreed with the items, the group that was not sure and the group that was not in agreement with the items.

In regard to whether Gateway had a recruitment policy, 15.9% of the respondents disagreed and 2.3 strongly disagreed totalling to 18.2% of the total respondents who were not in agreement that Gateway bus service limited had a recruitment policy, 27.3% were not sure while 36.4% agreed plus 18.2% strongly agreed totalling to 54.6% of the respondents who were in agreement that Gateway had recruitment policy. This finding showed that the majority of lower staff stated that the company had a recruitment policy. However, this contradicted the information gathered from the top management through face to face interview where they said that the company had no recruitment policy in existence. The top management officials including the director, company secretary and the finance manager who had a deeper knowledge and understanding of the activities in the company, and were directly involved in the handling of these activities, and had worked in the company for a very long time, gave contrary information to that of the majority of the lower staff. On how long they had worked in the company, the director had worked in the company for 24 years, finance manager for 17 years and the company secretary for 12 years making them more knowledgeable and effective to rely on their information than the junior staff. On whether the company had a policy, one of the key informants had this to say,

“No recruitment and selection policy exists. In case there is a gap we call a person, one brings a brother/sister, we do reference checking and if all is well you are given the job. There is no formal arrangement of recruitment in this company.”

Another key informant said, “There is no recruitment and selection policy, when I came in there were people who were working already, we don’t just recruit any driver or any staff, in case we need to recruit, say a driver, we talk to the drivers and they bring us a driver they know. We keep and test him in the garage for 1-2 months taking the vehicle to the washing bay, parking and after proving good then we deploy him.”

The top management officials said the company had no recruitment policy but relied on casual or simple recruitment methods to get workers, for instance they used head hunting through some of the staff and hand picking to select the best. When asked whether recruitment in Gateway was done in line with the policy, 11.4% of respondents disagreed and 2.3 strongly disagreed totalling to 13.7% of the total respondents who were not in agreement with the item, 36.4% were not sure while 40.9% agreed and 9.1% strongly agreed totalling to 50% of the respondents who agreed that recruitment in Gateway was done in line with the policy. The results showed that the majority of the respondents, that is, 50% stated that recruitment at Gateway was done in line with the policy yet the findings from the key informants who were the top managers of the company indicated that there was no recruitment policy but they were using casual or simple methods to recruit workers. This therefore meant, that you could not do recruitment in line with a policy that did not exist. This showed lack of clear communication between the top management and the lower staff on issues to do with recruitment and selection policy in the company.

On whether recruitment policy offered room for many people to apply; 22.7% of the respondents disagreed and 4.5% strongly disagreed totalling to 27.2% of the total respondents who did not agree that the recruitment policy offered room for many people to apply, 40.9% were not sure while 25% agreed and 6.8% strongly agreed totalling to 31.8% of the total respondents who agreed that recruitment policy offered room for many people to apply. The majority with 40.9% were not sure whether the recruitment policy offered room for many to apply, but from the interview findings, the key informants reported a different scenario and had this to say;

A key informant stated that, *“Most times recruitment is done through head hunting after which we sit and hand pick. We don’t do advertisement. Some people come to the office looking for jobs and in fact we have so many applications. However, it’s very rare that those who apply or come directly to the office seeking for employment are given the jobs.”*

Another said, *“We identify a gap and then go head hunting. Advertisement was done once and it’s a long time now. Some people come directly to the company offices looking for jobs, and they are asked if they know any person in the company and if yes, they are given the job if it’s there, but the truth is that there is no formal arrangement in place to guide in the recruitment process.”*

The responses indicated that there was no advertisement practiced in the company and yet advertisement is a key part of recruitment process through which people get to know about an organization’s need for workers, and it aims at reaching the largest qualified audience and focuses on inclusion rather than exclusion. The methods used were restrictive and didn’t give room for many to apply, and even those who applied on their own without advertisement rarely got selected for employment.

Regarding whether recruitment and selection was consistent and non discriminatory; 4.5% disagreed and 0% strongly disagreed giving a figure of 4.5% of the respondents who were not in agreement with the item, 36.4% were not sure while 43.2% agreed and 15.9% strongly agreed totalling to 59.1% of the total respondents who agreed that recruitment and selection was consistent and non discriminatory, thus the majority were satisfied that recruitment and selection was consistent and non discriminatory. This however was not in line with the interview findings of the key informants who said that they mainly did head hunting, checked the background of the person plus the one who recommended him or her for the job and those with friends, relatives known to the management were more favoured. The responses from the key informants showed that there was no consistency in the manner recruitment was handled, and the system largely favoured those known to the management officials hence it was discriminatory.

In relation to whether Jobs were given based on one's qualification and experience, 2.3% disagreed and 11.4% strongly disagreed totalling to 13.7% of the total respondents who were not in agreement with the item, 22.7% were not sure while 52.3% agreed and 11.4% strongly agreed totalling to 63.7% who were in agreement with the item. According to the findings, the majority stated that indeed people were employed based on one's qualification and experience, but this did not corroborate with the interview findings of one of the key informants who said that the top management recruited people whom they knew without necessarily having specific qualifications and experience but because you were known or related to them or their friends you are employed. He added that it negatively impacted on the operations of the company.

On whether recruitment and selection had led to the right people being employed, 9.1% of the respondents disagreed and 4.5% strongly disagreed totalling to 13.6% who were not in agreement with the item, 50% were not sure while 18.2% agreed plus 18.2% who strongly

agreed totalling to 36.4% who were in agreement with the item. The findings showed that the majority were not sure whether the recruitment and selection system used had led to the right people being employed, but according to one of the key informants, *this was the biggest problem the company was facing, that is, getting the right people because the management recruited people without necessarily having specific qualifications and experience but because they were known or related to them or their friends, they were employed.* He added that there were so many non performers, delay in service delivery and many people in the same department doing the same work hence many were rendered idle and the company paid salary to them for doing nothing. This he added had negatively affected the operations of the company as there were so many non performers in the company.

On whether the recruitment and selection was very reliable, 20.5% of the respondents disagreed and 2.3% strongly disagreed giving a total of 22.8% of those not in agreement with the item, 38.6% were not sure while 27.3% agreed and 11.4% strongly agreed giving a total 38.7% of the respondents who were in agreement with the item. The results showed that the majority with 38.7% had the view that the recruitment and selection was reliable while 38.6% were not sure. The response from the key informants indicated that it was not reliable as there was no policy guiding the exercise, a lot of inconsistency, interference by directors and favoured those known to the big men.

In relation to whether interviews were done when new people were needed, 29.5% of the respondents disagreed and 4.5% strongly disagreed giving a total of 34% who were not in agreement with the item, 15.9% were not sure, 34.1% agreed plus 15.9% strongly agreed totalling to 50% of the total respondents who were in agreement with the item, hence the findings indicated that the majority were in agreement that interviews were done when new

people were needed. According to one of the key informants response, interviews were done but depended on the level of the person to be employed, for example if they were recruiting spanner boys, no interviews were done. He further stated that conductors and inspectors were interviewed by the operational manager and drivers were interviewed by one of the directors and the operational manager. This means that actually interviews were done but not for all categories of workers.

On whether the recruitment and selection was free from the top management influence, 18.2% of the respondents disagreed and none strongly disagreed giving a total 18.2% of the total respondents who were not in agreement with the item, 56.8% were not sure, 11.4% agreed and 13.6% strongly agreed giving a total of 25% who were in agreement with the item. The findings indicated that the majority were not sure whether recruitment and selection was free from the top management, but the results from the key informants made it clear that the top management was directly and deeply involved in issues to do with recruitment and selection. These were some of the interview responses;

One respondent said, *“Top management is directly involved in the recruitment of workers and in fact there is no any recruitment without their participation.”*

Another key informant said, *“The top management is fully involved especially the managing director who almost handles all the recruitment process.”*

In regard to whether reference checking was always done, 9.1% of the respondents disagreed and 2.3% strongly disagreed totalling to 11.4% who were not in agreement with the item, 50% were not sure, 13.6% agreed while 25% strongly agreed totalling to 38.6% who were in agreement

with the item. Findings showed that the majority were not sure, but the key informants clarified that reference checking was a common practice in the company.

In relation to whether recruitment and selection methods used didn't contribute to the sustainability of the company, one of the respondents said,

“Yes, it helps because like for the case of drivers you're able to get one with experience as he has been recommended or referred by a person you know. They do good work of driving because they have been identified and picked by capable people.”

4.4.2 Testing hypothesis One

The first hypothesis was, “There is no significant relationship between recruitment and selection, and the sustainability of gateway bus service limited.” This hypothesis was tested using the spearman rank correlation(r) and the results are shown in table 5 below.

Table 5: Relationship between recruitment and selection, and sustainability

Rho(r)	0.4
Sig. (2-tailed)	0.0088
N	44

The results showed that there was some positive but weak correlation between recruitment and selection, and sustainability. Furthermore, the results were tested for the significance of the correlation that gave the (p-value= 0.0088) which is less than the recommended critical significance level of 0.05 hence the correlation between the variables was significant.

4.4.3 Objective two

To assess the effect of training and development on sustainability of gateway bus service limited.

In regard to training and development, six items were presented to the respondents and the respondents were asked to choose the most suitable answer using a five point likert scale of; 5= strongly agree, 4= agree, 3= not sure, 2= strongly disagree, 1= disagree. The results were shown in form of both frequencies and percentages as shown in table 6 below:

Table 6: Training and Development findings

Items about training and development.	Disagree		Strongly disagree		Not sure		Agree		Strongly Agree		Total
	N	%	N	%	N	%	N	%	N	%	
we have training and development policy	10	22.7	2	4.5	8	18.2	17	38.6	7	15.9	44
Training needs assessment is always done before training	15	34.1	1	2.3	15	34.1	10	22.7	3	6.8	44
New Employees are given training	16	36.4	1	2.3	8	18.2	11	25.0	8	18.2	44
Training is a continuous exercise here	18	40.9	2	4.5	9	20.5	7	15.9	8	18.2	44
Survival of our company is due to continuous training of staff	16	36.4	1	2.3	12	27.3	9	20.5	6	13.6	44
Choosing of people for training and development is on merit	12	27.3	4	9.1	14	31.8	12	27.3	2	4.5	44

Source: Primary data

In the analysis of the results, the respondents who strongly disagreed and the disagreed were considered to be in one category representing the respondents who were not in agreement with

the items while those who strongly agreed and agreed were put in another category of those who were in agreement with the items. This led to the creation of three categories of respondents namely; the group that agreed with the items, the group that was not sure and the group that was not in agreement with the items.

4.4.4 Presentation of findings about training and development on table 4 above.

Regarding the item, we have training and development policy; 22.7% of respondents disagreed while 4.5% strongly disagreed giving a total of 27.2% of the total respondents who were not in agreement with the item, 18.2% were not sure, 38.6% agreed and 15.9% strongly agreed totalling to 54.5% of the respondents who were in agreement with the item hence the majority had the view that there was a training policy at Gateway bus service limited. However, the interview results gave a clear picture about training and development at Gateway bus service limited when the key informants were asked on issues to do with training and development. On whether there were training arrangements for the staff. The key informants had this to say,

The key informants had this to say, *Training is done only at the point of entry. There is no clear arrangement for training, for example a driver first works in the garage taking the vehicle to the washing bay, to parking, to the garage for a short time and later he is given a vehicle to drive. Conductors are given receipt books for 2-3 days and are later allowed to do business. No workshops or any formal training taking place.*

Another key informant said *“For the case of drivers, we used to call police traffic officers and transport license board officials to give them refresher courses but once in a while, as for other staff, no training is done, they only gain experience on the job.”* The interview findings

therefore, clearly showed that there was no training policy to guide on issues to do with training and development of Gateway staff.

About the item, training needs assessment is always done before training; 34.1% of respondents disagreed and 2.3% strongly disagreed giving a total of 36.4% of the total respondents who were not in agreement with the item, 34.1% were not sure while 22.7% agreed and 6.8% strongly agreed totalling to 29.5% of the total respondents who were in agreement with the item. Here the majority had the view that there was no training needs assessment before training. This corroborated with the interview findings that revealed there were no training arrangements and the company relied on informal programs of training handled at the point of entry.

In relation to whether new employees were given training; 36.4% of respondents disagreed and 2.3% strongly disagreed totalling to 38.7% who were not in agreement with the item, 18.2% were not sure, 25% agreed and 18.2% strongly agreed giving a total of 43.2% of the total respondents who were in agreement with the item, thus the majority were of the view that new employees were given training. Their responses were in agreement with the interview findings of the key informants that training was done at the point of entry. This meant a new employee first underwent some training before finally being absorbed into the company.

On whether training was a continuous exercise; 40.9% of respondents disagreed and 4.5% strongly disagreed totalling to 45.4% of those not in agreement with the item, 20.5% were not sure while 15.9% agreed and 18.2% strongly agreed adding to 34.1% who were in agreement with the item. The majority were not in agreement that training was a continuous exercise. This result corroborated with that of the interview findings of the key informants on the same issue that training was done once at the point of entry.

Asked whether the survival of the company was due to continuous training of staff; 36.4% of respondents disagreed and 2.3% strongly disagreed totalling to 38.7% of those not in agreement with item, 27.3% were not sure, 20.5% agreed and 18.2% strongly agreed adding to 38.7% of those who were in agreement with the item. The findings indicated that the same percentage of the respondents of 38.7% were not in agreement while again 38.7% were in agreement that the company continued operating because of the continuous training given to the staff, one of the key informants clarified on this, that it had contributed to some extent and that this was a sensitive business that needed ready people for the job.

On whether choosing of people for training and development was on merit; 27.3% of respondents disagreed and 9.1% strongly disagreed totalling to 36.4% of the respondents who were not in agreement with the item, 31.8% were not sure, 27.3% agreed and 4.5% strongly agreed summing up to 31.8% of those in agreement with the item while the interview findings on the question of how those for training were selected, all the key informants said, since there was no clear training policy, there were no clearly set arrangements for picking people for training, apart from the drivers for whom the refresher courses were done for all, the rest of the staff learnt and gained experience on the job. These findings indicated that training and development was not thorough in Gateway bus service limited hence could not be relied on in relation to sustainability of the company.

Those interviewed indicated that the methods of training the company used largely depended on briefings which were done before or during the job. One of the key informants said,

“Training is on spot and on the job, for the case of drivers one is allowed to drive and if he does well automatically he is given a bus but if he fails then he is send away.”

Another key informant had this to say, *“Normally for the drivers we give them on the job training conducted by the police traffic and transport board license officials and it is mainly on road signs, but the challenge is there are no road signs on most of the roads.”*

The findings from the interview results indicated that there was no set up of training policy in the company to help guide on training of the staff. Training is only done once at the point of entry. This meant, issues to do with training and development were not professionally handled and hence could not be relied on to guarantee the survival of the company.

4.4.5 Testing of hypothesis two

The second hypothesis was, *“There is no significant relationship between training and development and the sustainability of gateway bus service limited.”* The hypothesis was tested using the spearman rank correlation(r) and the results are shown in table 7 below.

Table 7: Relationship between training and development, and sustainability

Rho(r)	0.3
Sig. (2-tailed)	0.07967
N	44

The findings showed that there was a weak positive correlation between training and development, and sustainability ($r=0.3$). Further analysis showed that the correlation between the two variables was not significant (p -value= 0.07967) which is greater than 0.05 significant level.

4.4.6 Objective three

To evaluate the effect of reward management on sustainability of gateway bus service limited.

In relation to reward management, seven items were presented to the respondents and the respondents were asked to choose the most suitable answer using a five point likert scale of; 5= strongly agree, 4= agree, 3= not sure, 2= strongly disagree, 1= disagree. The results were shown in form of both frequencies and percentages as shown in table 8 below.

Table 8: Reward Management findings

Items about reward management	Disagree		Strongly disagree		Not sure		Agree		Strongly Agree		Total N
	N	%	N	%	N	%	N	%	N	%	
Rewarding staff is done in a fair and consistent manner	12	27.3	1	2.3	10	22.7	14	31.8	7	15.9	44
Salary is paid promptly at the end of the month	4	9.1	2	4.5	2	4.5	25	56.8	11	25.0	44
I am satisfied with my salary	19	43.2	4	9.1	2	4.5	10	22.7	9	20.5	44
We are paid allowances	3	6.8	3	6.8	0	0.0	22	50.0	16	36.4	44
We get allowances which are reasonable	23	52.3	4	9.1	3	6.8	5	11.4	9	20.5	44
Accommodation is provided to us	23	52.3	6	13.6	4	9.1	8	18.2	3	6.8	44
We are paid bonuses	19	43.2	5	11.4	8	18.2	8	18.2	4	9.1	44

Source: Primary data

In the analysis of the results, the respondents who strongly disagreed and the disagreed were considered to be in one category representing the respondents who were not in agreement with

the items while those who strongly agreed and agreed were put in another category of those who were in agreement with the items. This led to the creation of three categories of respondents namely; the group that agreed with the items, the group that was not sure and the group that was not in agreement with the items.

4.4.7 Presentation of results about reward management on table 5 above.

On whether rewarding of staff was done in a fair and consistent manner, 27.3% of respondents disagreed and 2.3% strongly disagreed totalling to 29.6% of respondents not in agreement with the item, 22.7% were not sure, 31.8% agreed and 15.9% strongly agreed giving a total of 47.7% of the total respondents in agreement with the item. The majority were of the view that rewarding of staff was fair and consistent, and according to one of the key informants, the staffs were being rewarded,

“No clear reward policy but we have an arrangement to pay and reward the staff with allowance and salary, and bonus for some staff depending on one’s performance.”

About salary being paid promptly at the end of the month, 9.1% of respondents disagreed and 4.5% strongly disagreed adding to 13.6% of the total respondents not in agreement with the item, 4.5% were not sure, 56.8% agreed while 25%strongly agreed totalling to 81.8% of those in agreement with the item. The findings showed that over 81% of the respondents said they were paid promptly when salaries were due.

When asked whether they were satisfied with their salary, 43.2% of respondents disagreed while 9.1% strongly disagreed summing up to 52.3% of the total respondents not in agreement with item, 4.5% were not sure, 22.7% agreed where as 20.5% strongly agreed totalling to 43.2% of

those in agreement with the item. The majority of the respondents were not satisfied with their salaries.

In relation to whether they were paid allowances, 6.8% of respondents disagreed and 6.8% strongly disagreed giving a total of 13.6% of the respondents not in agreement, 0% was not sure, 50% agreed where as 36.4% strongly agreed totalling to 86.4% of the total respondents in agreement with the item. This corroborated with the interview response of one of the key informants who stated that they gave them salary and allowance, and that they used to have bonus but that was stopped. One key informant had this to say,

“We give them allowances and salary, but bonuses are not for all. But all depends on the performance of the assigned job by the worker, some are given accommodation especially for the foreigners and lunch for some staff.”

On whether they were getting allowances which were reasonable, 52.3% of respondents disagreed while 9.1% strongly disagreed giving a total of 61.4% of those not in agreement, 6.8% were not sure, 11.4% agreed where as 20.5% strongly agreed totalling to 31.9% of the respondents in agreement with the item. The majority of the respondents of over 61% were not in agreement that they were receiving reasonable allowances.

Asked whether accommodation was provided to them, 52.3% of respondents disagreed and 13.6% strongly disagreed adding to 65.9% of the total respondents who were not in agreement with the item, 9.1% were not sure, 18.2% agreed while 6.8% strongly agreed giving a total of 25% of those in agreement with the item. Over 65% of the respondents disagreed that they were given accommodation. However, the director’s position on the matter was that they provided accommodation to some staff but mainly to the foreign workers.

Regarding whether they were paid bonuses, 43.2% of respondents disagreed while 11.4% strongly disagreed totalling to 54.6% of the total respondents not in agreement with the item, 18.2% were not sure, 18.2% agreed where as 9.1% strongly agreed giving a total of 27.3% of the total respondents who were in agreement with the item. The majority rejected that they were paid bonuses; however the director's response was clear that they did give out bonus but it largely depended on one's performance. This means that not all qualified for bonus.

Other responses from the key informants regarding reward management; on whether there was any reward policy in Gateway included,

A key informant had this to say, *"No policy, it's really a problem, there is a scenario where you get conductors doing the same job but earns twice the other in the same company which is too annoying and it demoralises those who earn less in the company. Salary is determined by the directors themselves although they look at ones records, it's mainly done on personal judgement. One gets increase, while others don't and so on, this has been the case ever since I joined this company."*

Another said, *"No clear policy but we have an arrangement to pay and reward the staff with allowance and salary, and bonus for some staff depending on one's performance."*

One had this to say, *"Some staffs on training are paid allowance and after qualifying, we pay them salary. The period of being on training depends on ones sharpness or intelligence, some take 3-5 months others less or even more, but if you fail to catch up we send you away."*

On whether there were any opportunities for promotion in the company, if yes, how frequent they promoted the staff;

One key informant said, *“Yes, depending on your output and performance. If you’re a good performer and there is a gap then you’re automatically pushed to that position but it takes time like 2-3 years.”*

On whether reward management had effect on the sustainability of the company, one of the key informants had this to say, *“Though not formally organized, it has some positive impact, in practice they are ok because allowances are paid to the staff depending on the location they go to, for instance drivers going to Sudan are remunerated differently and higher compared to those going to Kabale, reason is that the conditions that side are harsh.”*

Another key informant said, *“Yes it’s positive, we have some staff like drivers who have worked for over 10 years, we give them bonus, give them loans to buy houses and so on. It has made workers to work with us for a long time. Almost all the senior staffs have worked here for over 10 years.”*

4.4.8 Testing of hypothesis three

The third hypothesis was, *“There is no significant relationship between reward management and sustainability of gateway bus service limited.”* The hypothesis was tested using the spearman rank correlation(r) and the results are shown in table 9 below.

Table: 9 Relationship between reward and sustainability

Rho(r)	0.3
Sig. (2-tailed)	0.08242
N	44

From the findings above, it is seen that there was a weak correlation between reward management and sustainability ($r=0.3$). When the correlation was examined, the results were insignificant ($p\text{-value}=0.08242$) which is greater than 0.05

4.4.9 Regression Analysis

Table 10 showing the Regression Analysis results

Model		Unstandardized Coefficients	Std. Error	Standardized Coefficients (Beta)	Sig.
	(Constant)	11.69	2.8337351		0.00018
	Recruitment	0.26	0.1339446	0.53471	0.05558
	Training	-0.116	0.1380492	-0.23014	0.40504
	Reward	0.046	0.1119628	0.07805	0.68326

Let Sustainability=Y

Recruitment=X1

Training=X2

Reward=X3

The regression model is

$$Y=11.69 +0.26X1 -0.116X2 + 0.046X3$$

Of all variables, recruitment contributed the highest magnitude of 0.26 units (26%) to sustainability of the organisation given other factors constant, this is followed by reward

management 0.046 units (4.6%) and then lastly training contributed negatively -0.116 units (-11.6%) to sustainability

4.5 Sustainability findings

Table 11: Findings about Sustainability

	Disagree		Strongly disagree		Not sure		Agree		Strongly Agree		Total
	N	%	N	%	N	%	N	%	N	%	
VOLUMES OF SALES											
There is a big client turn up	3	6.8	0	0.0	14	31.8	21	47.7	6	13.6	44
There is high revenue collection	3	6.8	1	2.3	26	59.1	9	20.5	5	11.4	44
PROFITABILITY											
Our income exceeds operational expenses	3	6.8	3	6.8	22	50.0	9	20.5	7	15.9	44
There is high return on capital employed	4	9.1	1	2.3	31	70.5	8	18.2	0	0.0	44
GROWTH											
There is an increase in the number of workers	9	20.5	3	6.8	8	18.2	21	47.7	3	6.8	44
We intend to open more branches	5	11.4	5	11.4	22	50.0	9	20.5	3	6.8	44

Source: primary data

The above table presents the results on sustainability. Regarding whether there was a big client turn up, 6.8% of respondents disagreed and 0% strongly disagreed giving a total of 6.8% of those not in agreement with the item, 31.8% were not sure, 47.7% agreed while 13.6% strongly agreed totalling to 61.3% of those in agreement with the item. The majority were of the view that there was big client turn up, yet according to the interview findings of the key informants, the turn up

was low. This is what one of the key informants said, *“Sales and growth have greatly gone down. Due to the many challenges involved in the bus business, the management has decided to reduce and maintain few buses to a manageable size. Also we have other businesses we are involved in and so we want to balance with other businesses. The bus business is a very hectic business, those with buses are not united, and there is a lot of greed. Most of the people managing buses at bus parks are thugs, unless we realise the need for unity, there is no way we can succeed. We used to borrow from the banks to buy new buses, but these days they charge high interest rates, now we have decided to deal directly with the supplier of buses in order to get buses on loan, and soon we shall have new buses on the roads.”* Another key informant said, *“It has reduced from what it was 10 years ago, due to changes in market demands forcing us to change to petroleum importation and sale, and transportation of sugar cane. Generally the bus company is greatly declining.”*

In relation to whether there was high revenue collection, 6.8% of respondents disagreed where as 2.3% strongly disagreed giving a total of 9.1% of the total respondents not in agreement with the item, 59.1% were not sure, 20.5% agreed and 11.4% strongly agreed totalling to 31.9% of those in agreement with the item. The majority were not sure whether there was high revenue collection, but the interview response of one of the key informants threw some light on the issue and this is what he said, *“The business is not doing well. Challenges are many and these include taxes imposed by municipal councils when a bus passes via every town, like in Soroti, crossing there they demand for 50.000 shillings per route you make which makes it expensive and difficult to operate. Another challenge is that of bad roads like going to Soroti from Mbale, moroto among others, they are really horrible and also traffic police disturb a lot.”* Another also clarified on the matter where he said, *“It’s a profitable business but with challenges there in*

involved, you need to keep on adjusting according to the changing needs and competitions on the market otherwise its good business, but now things are not okay”

On whether the company was realising more income than operational expenses, 6.8% of respondents disagreed and 6.8% strongly disagreed giving a total of 13.6% of the respondents who were not in agreement with the item, 50% were not sure, 20.5% agreed where as 15.9% strongly agreed totalling to 36.4% of the total respondents in agreement with the item. The findings showed that a bigger number of the respondents were not sure whether the company was realising more income than expenses. However, one of the key informants clarified on the matter and had this to say, *“It was ok but now there are many taxes, high costs, fuel is high, spare parts are expensive. In case of accident, then everything becomes hard. Dishonesty among the staff makes the company make losses, competition is very high, and customers prefer boarding new buses which we don’t have at the moment, so things are not okay.”*

In relation to whether there was high return on capital employed, 9.1% of respondents disagreed while 2.3% strongly disagreed summing up to 11.4% of those not in agreement with the item, 70.5% were not sure, 18.2% agreed while none strongly agreed giving a total of 18.2% of those in agreement with the item. However, all the key informants stated that things were not moving well.

On whether there was increase in the number of workers, 20.5% of respondents disagreed and 6.8% strongly disagreed totalling to 27.3% of those not in agreement with the item, 18.2 were not sure while 47.7% agreed and 6.8% strongly agreed totalling to 54.5% of the respondents in agreement with the item. One of the key informants however said that the company had stagnated meaning that growth was at stand still.

On whether they intended to open more branches, 11.4% of respondents disagreed where as 11.4% strongly disagreed giving a total of 22.8%, 50% were not sure, 20.5% agreed while 6.8% strongly agreed totalling to 27.3% of the total respondents in agreement with the item. In relation to commenting on sales volume and growth, one of the key informants said, *“The Company has stagnated but I think it’s deliberate. The challenge is that the revenue collected from buses is diverted to other businesses living little for the operations of the bus company.”*

The interview findings on volume of sales, profitability and growth gave a clear and deeper understanding of what the situation was like in the company. The findings showed that the business was not doing well in terms of profits, sales and growth. The various responses indicated that profits, sales and growth had all gone down. This therefore meant that sustainability was under threat.

CHAPTER FIVE

SUMMARY, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 INTRODUCTION:

This chapter presents the summary, discussions, conclusions, limitations and recommendations

5.2 Summary of the results

The purpose of the study was to examine the relationship between HRM practices and sustainability of Gateway bus service limited focusing on recruitment and selection, training and development, and reward management. The researcher used both quantitative and qualitative methods to collect and analyse data.

Findings about recruitment and selection

The first objective was to examine the effect of recruitment and selection on the sustainability of gateway bus service limited. The findings showed that there was no recruitment and selection policy, there was no advertisement done hence no room for many people to apply. Head hunting and hand picking were most commonly used practices for recruitment and selection activities, and hence recruitment and selection was inconsistent and discriminatory and the top management was fully involved in the recruitment and selection exercise. Recruitment and selection had not led to the right people being employed, thus many unqualified and inexperienced people were employed. Despite the majority of the respondents plus the key informants saying that recruitment and selection was contributing positively towards sustainability. The findings

after the hypothesis testing showed that the relationship between recruitment and selection, and sustainability was positive but very weak. This implied better recruitment and selection practices could lead to higher chances of the sustainability of the business.

Findings about training and development

The second objective was to assess the effects of training and development on sustainability of gateway bus service limited. It was discovered that the company had no training and development policy to help guide on training of the staff, the company relied on informal programs of training done once at the time of entry. There was no training needs assessment done before training to gather data to determine what training needs existed so that training could be developed to help the organization accomplish its objectives. The management of Gateway bus service limited failed to ensure that training and development in the company was a continuous exercise, hence the skills and knowledge of the staff was not properly checked and updated hence training and development activities could not be relied on to guarantee the survival of the business. The findings showed that there was a weak positive correlation between training and development, and sustainability. This meant that poor training and development of the staff of gateway bus service limited could lead to poor staff capability to ensure sustainability of the company.

Findings on reward management

The third objective was to evaluate the effect of reward management on sustainability of gateway bus service limited. The findings of this study showed that the company had no reward policy and almost everything to do with rewarding was done based on the judgement of the directors, and were not uniform. The majority of the lower staff was not satisfied with their salary and that

the allowances given to them were not reasonable. The findings revealed a weak positive correlation between reward management and sustainability. This implied that reward management and sustainability changed in the same direction, that is, if the company rewards the employees well, then this is likely to increase employee productivity hence sustainability and vice versa.

5.3 Discussion of the study findings

The discussions of the findings are presented according to the objectives of the study and the various items which were used to determine the sustainability of the company and they run as follows;

5.3.1 Recruitment and selection on sustainability

People are the greatest thing in any business undertaking. Study findings reveal that businesses that prosper and continue to exist are the ones that look at their human resource as their most valued assets. This is supported by Tiwari (2012) who observed that workforce is organization's most valued asset from where you can obtain competitive advantage, and he quoted Wright et al. (1994) whose finding was also in agreement that firms which had learnt how to manage their human resource well would have an edge over others for a long to time to come for acquiring and deploying human resources effectively is cumbersome and takes much longer. Therefore, recruitment and selection of employees is a very important exercise that has to be carefully handled to be able to get the right people, the right number, in the right places and at the right time to effectively and efficiently move the organization in the direction of achieving good performance and ensure survival of the business. This is in agreement with Ofori (2011) who

observed that those who work in human resource departments and higher institutions universally believe that scrupulous or honest ways of employment of people with the required specifications lead to the achievement of organization goals in terms of existence, growth and development of the business.

Findings from this study showed that Gateway bus service limited had no recruitment and selection policy to outline and guide on issues to do with recruitment, yet a policy is an important document that helps to guide on issues to do with recruitment and selection. The findings further showed that due to lack of recruitment and selection policy, in case there was a gap, the management would call a person and he would bring a brother or sister and was given the job. In such a situation one is likely to bring a relative or friend regardless of any qualification needed for the job, but just to let the person be doing some work and earn a living, thus such a practice can make the company land on people who are not up to the task. Drawing from the view of Slezak (2012) who said that recruitment and selection policy was a statement of principles, outlining how an organization would carry out the employment exercise, and the objective of such a statement was to make sure that a crystal clear and nondiscriminatory employment was practiced, and the results should lead to the employment of the best candidate, based solely on merit and best-fit with the organizational values, philosophy, and goals, one can form an opinion that the management of Gateway was un able to ensure there was a policy to guide on recruitment and selection activities to make sure the right people were employed on merit and based on the qualification of the person for the job. In the fast changing business atmosphere and the many challenges surrounding the bus business, an appropriately stated recruitment and selection policy is paramount for a company to handle its workforce needs. Anything short of this will lead to use of unprofessional measures that will deny the company the opportunity to

have qualified, experienced and thus competent people in the company. It is therefore imperative that a business has a clearly stated recruitment and selection policy that can be used to handle recruitment and selection activities in the company and that will help to lead to acquisition of the right people in the right places to ensure the good running of the company thereby leading to good performance and sustainability of the business.

Advertisement is an important part of recruitment process. Good HR practices require advertising of job posts to increase awareness among the talent pool a company wants to tap from or link the employer to the prospective employees so that the company can be able to get the most qualified people for the job. Realistically, recruitment practices that do not give room for many to apply lock out potential candidates who could be the right people to be given the jobs and be able to ensure the success and sustainability of the business.

In relation to whether there was room for many people to apply, research findings indicated that there was no advertisement done to give room for many people to apply. The methods used by Gateway bus service limited were restrictive and didn't give room for many to apply, and even those who applied on their own without advertisement rarely, got selected for employment. This finding did not adhere to the view of Huselid (1995) who observed that meeting the needs and expectations of the organization, and the capability the new workers have, largely depended on the recruitment policy that allowed or offered a room for many capable people to apply and also depended on how reliable and valid the selection criteria was. Advertisement is a key part of recruitment process through which people get to know about an organization's need for workers, and it aims at reaching the largest qualified audience and targets involvement of people rather than eliminating them.

From the study findings and drawing from the view of Huselid (1995), recruitment practices discovered being used in Gateway were not in conformity with the professionalism required in recruitment and selection of employees to ensure acquisition of qualified and experienced people into the company who can ensure the success and survival of the business. In fact one of the key informants mentioned that the management recruited people without necessarily having the required qualification and experience, and that this was negatively affecting the performance of the company. The aim of any sound employment practice is to source the best people for every position in the company, if not, you are likely to land on wrong people without the required skills and after some time a great damage is done to the proper functioning and survival of the business.

While the rest of the staff were of the view that recruitment and selection was consistent and non discriminatory, the findings from the key informants showed that there was no consistency in the manner recruitment was handled, and the system largely favoured those known to the management officials hence it was discriminatory. This finding fell short of the views of Slezak (2012) who said that the objective of a recruitment and selection policy was to make sure that a crystal clear and nondiscriminatory employment was practiced, and the results should lead to the employment of the best candidate, based solely on merit and best-fit with the organizational values, philosophy, and goals. Consistency and a non discriminatory recruitment and selection process are paramount and very healthy to practice if a company is to get the right employees in the right places to ensure good performance and survival of the business. Surely, if no lessons are drawn from Slezak (2012), then a company ends with so many non performers as was the case of Gateway as stated by one of the key informants who said that the company had many non performers in the company, there was delay in service delivery and many people in the same

department doing the same work hence many were rendered idle and yet the company paid salary to them for doing nothing and that this negatively affected operations of the company, and such a situation for sure threatens sustainability of a company.

Although the majority of the lower staff were not sure whether recruitment and selection had led to the right people being employed, one of the key informants observed that getting the right people was the biggest problem the company was facing because the management recruited people without necessarily having specific qualifications and experience but because you were known or related to them or their friends you were employed. He added that it negatively impacted on the operations of the company as there were so many non performers in the company. This finding did not support the view of Kumari (2012) that the appropriate aim of recruitment would be to draw a large number of qualified applicants who would take up the job if it was offered, and that it should provide information that unqualified applicants could self select themselves out of the job candidacy. This implied that a good recruitment program should interest the qualified and not attract the unqualified. Recruitment and selection is the entry point for workers to get into the company and the management is supposed to ensure the right people are sourced in order to be able to achieve the objectives and sustainability of the company. This is further supported by (Ongori, 2010) as cited by (Ofori, 2011) that customarily, recruitment and selection practices were the most essential things to do when carrying out an employment exercise in any business or company for it tended to induce the achievement and continuous existence of a business. From this finding and drawing from the observation of Tiwari (2102) and Ongori 2010), one can form an opinion that the management failed to ensure that the recruitment and selection practices used led to the employment of the right number of people, the

right people in the right places to accordingly run the company to prosperity and ensure the survival of the business.

The existence of the company did not mean that recruitment and selection in Gateway was thorough, but it was rather a temporary prolonging of the existence of the company. The correlation results regarding the relationship between recruitment and selection, and sustainability showed a weak but positive correlation. When tested for a significance level, it gave the result of (p-value=0.0088). This implied that there was a weak positive and significant association between recruitment and selection and sustainability of the gateway bus service limited. The practical implication here is that the two variables tend to change together in the same direction, that is, good recruitment and selection practices lead to employment of the right people for the job and the opposite is true. The regression analysis established that there was a positive and significant association between recruitment and selection, and sustainability (0.26), suggesting that improved recruitment and selection practices would tend to increase chances of sustainability of Gateway by 26%.

5.3.2 Training and development on sustainability

Training and development greatly helps to equip workers with a wide range of options to widen their understanding and knowledge base and keep their skills crucial and in line with those required by the company and support the achievement of the company's goals and priorities. This calls for a policy to help to guide and provide the management with a framework within which decisions could be made and supported with regard to the development of individuals and groups within the company.

On whether the company had training and development policy, the majority of the lower staff observed that the company had a policy. This finding is supported by the views of Walton (1999) who made an observation that strategic human resource development entailed starting new, policing, commanding and taking care of ways that armed employees individually and in groups with the capability to perform their jobs today and in future. It is of great importance that a company maintains an efficient and effective staff that is comfortable with their jobs, of high quality and motivated. This is similar to the views of Schneier et al. (1994) who said that the extent to which organizations struggled to strife in terms of training and development had continued to increase, as their economy relied heavily on information and service, and the workforce happened to be an organization's most essential resource, a resource that must be trained, guided and developed as rivalry in business had become intensive among organizations across the world. Basing on the observation of Schneier et al. (1994), one can form an opinion that for an organization to continue to stay in business and cope effectively and efficiently with the competition surrounding the business, training and development is one of the HRM practices the management should embark on seriously and professionally, to ensure the employees are equipped and always up dated with the required skills to propel the company towards the right direction in regard to the success and sustainability of the company. This is further supported by Wirtenberg et al. (2007) who observed that as sustainability moved up the agenda of thousands of companies, a critical goal for HR field as a whole was to develop the competencies, strategies and organizational capabilities required to support an organization's sustainability journeys. It is therefore paramount that the management ensures that training is done at all times and at all levels to help equip the employees with the required competencies to move the company towards success and survival of the business.

In relation to whether training needs assessment was always done, the majority of the lower staff revealed that there was no training needs assessment done before training. Basing on this finding and drawing from the observation of Brown (2002) that training needs assessment was an ongoing process of gathering data to determine what training needs existed so that training could be developed to help the organization accomplish its objectives, it can be deduced that the management of Gateway bus service limited failed to carry out training needs assessment before training. Failure to do training needs assessment leads to unclear picture of the kind of training that should be given to the trainee. Training needs assessment helps to establish the gap between what is current and what is expected. This is supported by the view of Gusdorf (2009) who stated that training needs assessment was done to identify the gaps between the employees' actual performance and the required performance. Essentially, training needs assessment leads to the success of training and so it is important it should be done before training is administered to the trainees.

On whether training was a continuous exercise, the majority of the lower staff and all the key informants shared the same view that training was done once at the point of entry. This finding fell short of the views of Foster (2010) who emphasized that training and development of the employees at all levels was of vital importance in every organization for it would update the skills and knowledge of the employees on the current trends needed to be applied in the work environment. According to the findings of this study and drawing from the views of Foster (2010) one can deduce that the management of Gateway bus service limited failed to ensure that training and development in the company was a continuous exercise, hence the skills and knowledge of the staff was not properly checked and up dated. Training and development activities could not be relied on to guarantee the survival of the business as there were many non

performers in the company as observed by one of the key informants. Poorly trained employees can negatively affect operations of the company regardless of the level of the employee, for every employee contributes to the good functioning and sustainability of the business.

The findings showed that there was a weak positive correlation between training and development, and sustainability ($r=0.3$). Further analysis showed that the correlation between the two variables was not significant ($p\text{-value}=0.07967$) which is greater than 0.05 significant level. This implied that training and development had a weak positive insignificant relationship with sustainability of Gateway bus service limited. This meant that poor training and development of the staff of gateway bus service limited was likely to lead to poor staff capability to ensure sustainability of the company and the opposite is true. Regression analysis was found to be negative (-0.116), suggesting that poor training and development of Gateway staff, other factors being constant would lead to a decrease in sustainability chances by 11.6%.

5.3.3 Reward management on sustainability

Rewarding of employees in an organization is of great importance for it strengthens the relationship between the employee and the employer, and the principal goal is to increase people's willingness to work in one's company and to enhance their productivity. This calls for a reward policy to guide in the approach to pay and reward workers of the company by setting pay for all employees in an open and transparent manner and communicate the company's policy, pay and grading framework to all employees.

The findings of this study showed that the company had no reward policy and almost everything to do with rewarding was handled based on the judgement of the directors. This finding fell short

of the views of Armstrong (2009) who reasoned that reward management involved devising and putting into practice a desired plan and the basic principles that guided rewarding employees so that workers got paid in a fair, equitable and consistent manner depending on their importance to the organization and that could be regarded as the basic expression of the working relationship. From the study findings and basing on the views of Armstrong (2009), one can deduce that the management of Gateway was unable to ensure there was a reward policy and this had become a problem as one of the key informants observed, that there was no policy and that this had become a problem as there was a scenario where you got conductors doing the same job but earned twice others in the same company which was too annoying and it demoralised those who earned less in the company. He further noted that salary was determined by the directors themselves, although they looked at one's records, it was mainly done on personal judgement, others got salary increment, while others didn't and so on; this had been the case ever since he joined that company. This finding was not in agreement with Maicibi (2007)'s observation that reward management involved devising and putting into action the principles or rules related to compensation that targeted the compensation of staff in a just, equitable, fair in addition to being differential and consistent suiting the worth of the employee to the organization.

This study further established that the majority of the lower staff was not satisfied with their salary and it furthermore established that the allowance given to them was not reasonable. This was an indication of dissatisfaction that could lead to low morale at work, and dissatisfaction in the work environment where there is no employee motivation, can cause negative consequences such as significant losses in company productivity and ultimately revenue as well. This is supported by Delaney and Huselid (1996), who noted that the right use of employees' skills would not be achieved in full if workers were not inspired to perform their jobs.

From the findings of the study, it is seen that there is a weak positive correlation between reward management and sustainability ($r=0.3$). When the correlation was examined, the results were insignificant ($p\text{-value}=0.08242$) which is greater than 0.05. This implies that reward management and sustainability change in the same direction. That is, if the company rewards the employees well, then this is likely to increase employee productivity hence sustainability and vice versa. The regression analysis established that there was a positive relationship between reward management and sustainability (0.046), that is, better rewarding of staff would tend to increase sustainability chances by 4.6%.

5.3.4 Sustainability

The interview findings on volume of sales, profitability and growth gave a clear and deeper understanding of what the situation was in the company. The findings showed that the business was not doing well in terms of profits, sales and growth as a result of poor recruitment and selection methods, poor training, poor reward management practices including other challenges like bad roads, disturbance from the traffic police, high interest rates on borrowed money from the banks, high taxes by municipal councils when buses are crossing various towns, lack of unity and greed by bus operators, poor road signs among others. The various responses indicate that profits, sales and growth had all gone down. This therefore meant that sustainability was under threat.

While the key informants were of the view that sales and growth had gone down due to many challenges involved in the bus business as mentioned above hence there was low turn up of clients, low revenue collection, higher expenses, and low return on capital, the rest of the staff observed that there was a big client turn up, but were not sure whether there was high revenue

collection, whether the company realised more income than expenses, whether there was high return on capital employed and were not sure whether the company intended to open up more branches. This disparity in views between the lower staff and the key informants could have been as a result of vertical communication gap that is failure by the top management to inform the lower staff about the performance of the company. The key informants further said that the bus business was greatly declining compared to what was ten years ago despite being a profitable business.

Despite the majority of the lower staff not being sure whether the management intended to open more branches, the key informants clarified on this and said the company had stagnated, as revenue collection from the bus business was being diverted to finance other businesses. They said growth had greatly gone down due to the many challenges involved in the bus business, the management had decided to reduce and maintain few buses to a manageable size and that they had other businesses they were involved in and so they wanted to balance with other businesses. “The bus business is a very hectic business, those with buses are not united, and there is a lot of greed. Most of the people managing buses at bus parks are thugs, unless we realise the need for unity, there is no way we can succeed. We used to borrow from the banks to buy new buses, but these days they charge high interest rates, now we have decided to deal directly with the supplier of buses in order to get buses on loan, and soon we shall have new buses on the roads,” they said. Generally, the findings show that not only HRM practices are a problem to the poor performance of the company thereby threatening its survival, but there are also other factors mentioned above that threaten the sustainability of the company.

5.4 Conclusions

Effect of recruitment and selection on sustainability of Gateway bus service limited

Recruitment and selection of employees is a very important exercise that has to be carefully handled to be able to get the right people, the right number, in the right places and at the right time to effectively and efficiently move the organization in the direction of achieving good performance and ensure survival of the business. This should be guided by a clearly stated recruitment policy, but Gateway bus service limited did not have any policy yet a policy provides a frame work for how employment activities can be handled in a company or an organization. Good recruitment and selection practices lead to employment of the right people for the job, if not the company may end up with non performers and the end result will be poor performance thus threatening survival of the business as was the case with Gateway bus service limited where this study found evidence that the management of Gateway ended up with unqualified and inexperienced people in the company doing nothing and yet they were earning.

Effect of training and development on the sustainability of Gateway bus service limited

The findings of this study show that training in the company is done once at the time of entry and is inadequate yet equipping workers with a wide range of options to widen their understanding and knowledge base and keeping their skills crucial and in line with those required by the company at all times is very important as it supports the achievement of the company goals and priorities as far as performance and sustainability of the company is concerned, and this will lead to maintaining an efficient and effective staff that is comfortable with their jobs, of high quality and motivated. The training arrangement should be guided by a policy to provide the management with a framework within which decisions can be made and supported with regard to

the development of individuals and groups within the company which Gateway bus service limited did not have. Training needs assessment before training is very necessary to get a clear picture of the kind of training that should be given to the trainee as it helps to establish the gap between what is current and what is expected thereby leading to the success of training.

Training and development of the employees at all levels is of vital importance in every organization for it would update the skills and knowledge of the employees on the current trends needed to be applied in the work environment, and so it is important that training and development in the company is a continuous exercise, so that the skills, knowledge and attitude of the staff is regularly and properly checked, and up dated to suit what is required of them.

Effect of reward management and sustainability of Gateway bus service limited

Adequate salary and reasonable allowances motivate staff to perform better and this enhances the performance and sustainability of the company. If their salary and allowances are unreasonable, they become dissatisfied and demoralised, and this lowers their productivity thereby impacting negatively on the performance and sustainability of the company. Determining what workers get in terms of salary and allowances should be based on set down principles that should be adhered to strictly, and not based on personal judgement of the employer as was the case in this study where other employees earned twice others yet they did the same type of work, others got salary increment and others did not, and no explanation given to this thus causing dissatisfaction and demoralization among the staff. It is important that a company has a reward management policy to categorically guide in rewarding employees so that they get paid in a fair, equitable and consistent manner depending on their worth to the company.

5.5 Recommendations

The following recommendations are suggested;

5.5.1 Effect of recruitment and selection on sustainability

The management of Gateway bus service should set up a recruitment and selection policy to help in guiding on issues to do with employment of people into the company, and must be handled by a human resource specialist. This will help to get the right people, the right number, at the right places and at the right time thereby eliminating or minimizing on the challenges of employing non performers and over employment.

The management should ensure that the Policy gives room for the broadest possible response to employment vacancies, encourages candidates from all sections of the society to apply for vacant positions, select the most suitable candidate to carry out the duties of the position without discrimination against any individual. This therefore calls for advertisement for it is a key part of recruitment process through which people get to know about an organization's need for workers, and it aims at reaching the largest qualified audience and focuses on inclusion rather than exclusion.

The management should regularly communicate with employees on matters to do with the policy and procedures, and other recruitment and selection activities in the company. It will help ensure employees meet what is expected of them and that they know what to expect as it is linked to their employment. Lack of communication is likely to lead to isolation, unclear direction and disorganization, and other related problems like lack of motivation, poor productivity and poor service quality.

Head hunting if it is to be used should be to get employees with rare skills and those with exclusive quality, but not for every position in the company. Qualification and experience are key things to take note of when recruiting.

5.5.2 Effect of training and development on sustainability

In relation to the second objective, the researcher recommends that there must be an establishment of a training policy to provide a framework within which decisions can be made and supported with regard to the development of individuals and groups within the company. The contents of the policy and its implementation should be communicated to all the members of the work force.

Training needs assessment is an important activity to do and so it is recommended it be done before people are sent for training to assess the capacity of staff of the company to understand, plan, operate and manage sustainable bus business, and the assessment will help to identify the gaps between the employees' actual performance and the required performance.

Training and development should be a continuous exercise and not only done at the time of entry, for this will help in updating and polishing of the staff knowledge, skills and attitudes in handling of the business according to the trends of the day needed to be applied in the work environment.

5.5.3 Effect of reward management and sustainability

A reward management policy should be established to help in the formulation and implementation of ways to best handle issues to do with rewarding of employees. This will help to undoubtedly support perfection in employee conducts and accomplishment, build staff engagement, enhance the enjoyment of a state of comfort by the workers, lead to higher retention rates of highly valued staff, encourage workers to delve into innovative means of arriving to their work and inform potential employees that they are highly valued.

Rationalization of staff remuneration should be practiced in the company, that is, the reward process should be reasonable and impartial, open and suitable, and should be based on merit. In fact it is advisable to have evidence based information to support any reward decision.

The management should identify rewards which are meaningful to employees and those that make them happy, that is, do they need money, awards, recognition, promotion among others. Take note that preferences of rewards to the various employees are not the same.

Communicate accordingly to the employees about the reward policy of the company so that every employee or team is aware of the remuneration process, that is, create an awareness to the employees on the content of the policy, make sure the policy is accessible to workers and ensure there is an ongoing program of communication on the Policy.

5.6 Limitations of the study

Getting the lower staff and convincing them to accept fill in the questionnaire was not easy as some thought the information they gave would be used against them and make them lose their

jobs. The sample size was supposed to be 46, but due to this challenge the researcher ended with 44 respondents.

Another limitation was failure to ask on whether the company had a human resource department headed by a qualified HR specialist because the findings indicate that the directors had assumed the HR role.

Failure to include documentation as another data collection method especially written documentation, such as minutes, policies, or other procedural documents like letters, memos and others which could have helped to extract vital documentary information to back some of the findings.

Failure to capture other factors such as bad roads, lack of road signs, high taxes, lack of comprehensive insurance policy, high interest rates on loans, competition, lack of cooperation among bus operators, accidents, dishonesty of staff among others which pose serious challenges to the bus business.

5.7 Areas recommended for further studies

This study was limited to Gateway, look into other companies

The study covered the areas of human resource management practices focusing on recruitment and selection, training and development, and reward management. Other researchers could probe other HRM practices like HR planning, performance management, succession planning, health and safety administration, labour relations, discipline administration, grievance handling and welfare administration. One could also look into other factors like bad roads, high taxes, high

interest rates on loans, lack of road signs, lack of comprehensive insurance policy, intensive competition in the transport industry, accidents among others on the sustainability of public transport organizations.

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APPENDICES

Appendix 1: QUESTIONNAIRE FOR STAFF

Dear sir/madam, I am a student of Uganda Management Institute (UMI) pursuing masters degree in management studies (MMS), and I am carrying out a research on the topic; “Human Resource Management practices and sustainability of public transport organizations, a case study of Gateway bus service limited,” in Kampala central division. This is as a partial fulfillment of the requirement for the award of masters’ degree in management studies. Your contribution to the outcome of this research by attending to the stated questions will definitely be recognized. You are therefore requested to complete this questionnaire by putting a tick in the box that corresponds to the correct answer. The information you give will be treated with confidentiality for it is strictly for academic purpose. Your cooperation and honest opinions shall highly be appreciated. Please don’t indicate your name anywhere on this questionnaire.

Regards,

Mabutu Joseph,

Student at UMI

Section A: Background information

Please tick in the most appropriate box.

1. Education level

a) Secondary

b) certificate

c) Diploma

d) degree

e) Post graduate

f) masters

2. Duration of employment a) 1 year

b) 2 to 3 years

c) over 3 years

Section B. Recruitment and selection

Please answer the following questions by ticking the number that you think best suits your opinion or best describes the situation from the scale provided below;

5=strongly agree, 4= agree, 3= not sure, 2= strongly disagree, 1= disagree

	Recruitment and selection	5	4	3	2	1
1	Gateway has a recruitment policy					
2	Recruitment in gateway is done in line with the policy					
3	Recruitment policy offers room for many people to apply					
4	Recruitment and selection is consistent and non discriminatory					
5	Jobs are given based on one's qualification and experience					

6	Recruitment and selection has led to the right people being employed					
7	Recruitment and selection is very reliable					
8	Interviews are done when new people are needed					
9	Recruitment and selection is free from top management influence					
10	Reference checking is always done					

	Training and development	5	4	3	2	1
11	We have training and development policy					
12	Training needs assessment is always done before training					
13	New employees are given training					
14	Training is a continuous exercise here					
15	Survival of our company is due to continuous training of staff					
16	Choosing of people for training and development is on merit					
	Reward management					
17	Rewarding staff is done in a fair and consistent manner					
18	Salary is paid promptly at the end of the month					

19	I am satisfied with my salary					
20	We are paid allowances					
21	We get allowances which are reasonable					
22	Accommodation is provided to us					
23	We are paid bonuses					
	Volume of sales					
24	There is big client turn up					
25	There is high revenue collection					
	Profitability					
26	Our income exceeds operational expenses					
27	There is high return on capital employed					
	Growth					
28	There is an increase in the number of ' 's					
29	We intent to open more branches					

Appendix 2 Interview guide for key informants

Your position in the company

How long have you worked in this company?

Do you have a recruitment and selection policy?

How do people know that you need workers?

What are the recruitment and selection methods you use?

Is the selection process free from top management influence?

What is your take that recruitment and selection methods you use don't contribute to the sustainability of the company?

Do you have training arrangements for your staff?

How do you select those going for training?

What methods of training do you use?

Do you think training has contributed to the sustainability of this company?

How do you ensure that what the employees learn from training is transferred to work place?

Any reward policy in your company?

What are the rewards you give to your employees?

When does one qualify for salary increment?

Any opportunities for promotion in the company, if yes, how frequent do you promote the staff?

Do you think your reward management has effect on the sustainability of the company?

How profitable is this business?

Please comment on sales volume and growth