



UGANDA MANAGEMENT INSTITUTE

**HUMAN RESOURCE MANAGEMENT PRACTICES AND PERFORMANCE OF
INTERNATIONAL NON GOVERNMENTAL ORGANISATIONS IN UGANDA:**

A CASE OF AMREF UGANDA

BY

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**A DISSERTATION SUBMITTED TO THE SCHOOL OF MANAGEMENT SCIENCE
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DECLARATION

I **Joan Makayi Kasekende** hereby declare that, to the best of my knowledge and belief, am the sole author of this dissertation. The work presented in this dissertation has never been submitted to Uganda Management Institute before for the award of a Master's Degree in Institutional Management and Leadership or its equivalent, or to any other University / Institution for any academic award. Thus, the work is original, a result of my own research, and where other people's research was used, the authors have been duly acknowledged.

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APPROVAL

This is to certify that this thesis was submitted with our approval as the authorized and nominated supervisor.

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DEDICATION

This study is dedicated to my beloved husband Mr. Herman Kasekende who has been a very instrumental advisor through this journey, my lovely children Jordan, Nicole and Chantal, parents Mr. and Mrs. Makayi and my lovely sisters and brothers; Stephen, Stella, Charles, Leighton, Rose, Brenda and Monica.

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LIST OF ACRONYMS

CVI	Content Validity Index
HRM	Human Resource Management
HR	Human Resource
IMF	International Monetary Fund
JCM	Job Characteristic Model
MoFPED	Ministry of Finance, Planning and Economic Development
MPRSP	Malawi Poverty, Rural and Society Development Programme
NLC	National League of Cities
OAG	Office of the Auditor General
PFM	Public Finance Management
PAC	Public Accounts Committee
SAIs	Supreme Audit Institutions
SP	Strategic Planning
SPSS	Statistical Package for Social Scientist
USAID	United States Agency for International Development

ABSTRACT

The study examined the relationship between Human Resource practices and performance of international Non-Government Organisations management in Uganda. The study was premised on the following research objectives: to establish the relationship between performance management and effectiveness of management of International NGOs, to establish the relationship between training and effectiveness of management of International NGOs, to establish the relationship between rewards and effectiveness of management of International NGOs and to establish the relationship between employee involvement in decision making and effectiveness of International NGOs. The study employed a cross sectional survey design and both quantitative and qualitative approaches. In total, a sample of 50 respondents was observed who included top, middle and lower level staff. In collecting the data, the researcher used questionnaires and interviews and data was analyzed using the Pearson correlation coefficient. The study findings revealed that there is a positive significant relationship between performance management and effectiveness of management of International NGOs, further more findings revealed that there is a positive significant relationship between training and performance of AMREF, further more findings revealed that there is a positive significant relationship between rewards and performance of AMREF and lastly job design and employee involvement in decision making and performance of AMREF are positively significantly related. It was concluded that: The majority indicated that they are dissatisfied with the nature and expertise of the trainers, while the minorities were not satisfied nature and expertise of the trainers. The majority of the respondents agreed that the company needs to plan before undertaking trainings. These results showed that employee involvement in decision making explained a strong variation in effectiveness of management meaning that employee involvement in decision making is a motivating factor. It was recommended that the performance appraisal programme in AMREF should be well thought out and tailored for the firm. The appraisal process must be viewed as a continuous activity rather than a one-a-year event. Managers should be encouraged to engage in careful, systematic and professional planning and implementation of the performance management system. The trainings should aim at fulfilling the designated objectives of the company. Training should also be linked to the needs of the employees and the organisation. A reward system that rewards high performance and discourages low and mediocre performance should be put in place. A comprehensive and holistic reward system, which includes various rewards such as financial rewards, public acknowledgments, merit awards, promotions, greater work responsibilities, learning and study opportunities, should be developed and communicated to staff. Much greater emphasis must be given to non-monetary rewards.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This study examined the relationship between human resource practices and performance of International NGOs. This chapter presents the background of the study, problem statement, purpose of the study, objectives of the study, research questions, hypothesis, conceptual framework, scope of the study, significance of the study and definition of operational terms and concepts.

1.1 Background to the Study

This subsection presents the background to the study divided into four perspectives historical, theoretical, conceptual and contextual

1.1.1 Historical Background

The roots of human resource practices date as far back as the 1950s, when writers like Drucker stressed the need for visionary goal-directed leadership and management of business integration (Bhattacharya, 2005). This was succeeded by the ‘behavioural science movement’ in the 1960s, headed by Maslow, Argyris and Herzberg. These scholars emphasised the ‘value’ aspect of human resources (HR) in organisations and argued for a better quality of working life for workers. This formed the basis of the ‘organisational development movement’ initiated by Bennis in the 1970s (Bjorkman, 2002).

Since the 1980s when New Public Management came to the scene, concepts such as strategic human resource management, competitive advantage, production for results, creativity, and innovation among others that were borrowed from the private sector practices became part of the

language of public administration business (Schuler and Jackson, 1995). As a result, there was unprecedented attention to the human resources because they were seen to be a powerful source of sustainable competitive advantage for organizations. As part of this shift, “people issues” or human resource issues became so pivotal in running organizations for the future that they were brought to the organizational “high table”. HRM became an integral part of business strategy (Schuler and Jackson, 2007). Human resource management was generally taken as an asset towards firms’ performance rather than a cost.

The emergence of the term ‘human resource management’ (HRM) is an outcome of such efforts. At the onset of HRM roles and responsibilities of human resources greatly changed from being exclusively a labour force performing routine functions to knowledge power houses, capable of being flexible and adaptable to pressures of organisational and technological changes. It therefore became necessary for organisations to integrate HRM practices into their business strategy and to adapt them at all levels of the organisation (Schuler, 1995).

As a result, HR Practices were embraced by organisations in both the developed and the developing world as a means to steer to success. AMREF also embraced this new outlook as it also undertook to modernise its operations. Attempts were made to formulate the AMREF’ organisational strategy, taking into account the human resource challenges to propel organizational performance. AMREF was driven by the need for an efficient and user-responsive agency that would meet the growing demand for statistics for planning for the development of the country (Kane & Palmer, 1995).

1.1.2 Theoretical Background

This study was underpinned by the universalistic theory by Dewar and Warbel (1979) and Hertzberg two factor theory. Dewar and Warbel (1979) suggest a number of HR work practices are always better than others and that all organisations should adopt these best practices. Drawing on the theoretical works of Kelly (2006), there is growing consensus on which HR practices are considered strategic: career opportunities, formal training systems, appraisal measures, job definition and rewards.

The study was also underpinned by Hertzberg two factor theories. The research conducted by Hertzberg determined what people actually want from their jobs. They had to describe work situations in which they felt good or bad in their jobs. The feedback received was then categorized into positive or negative responses. The characteristics related to job satisfaction and job dissatisfaction were identified. The characteristics related to job satisfaction included advancement, recognition, the work itself, achievement, growth and responsibilities. Hertzberg referred to these characteristics as Motivators. The characteristics related to dissatisfaction which included working conditions, supervision, interpersonal relationships, company policy and administration were referred to as Hygiene factors. According to Bratton & Gold (2007), Hertzberg's two- factor theory is effectively a theory of job satisfaction. Furthermore, Baron and Greenberg (2003), states that Hertzberg's Two Factor Theory also known as the Motivator Hygiene theory focuses on factors that are responsible for job satisfaction and job dissatisfaction. There are some factors that would encourage job satisfaction if they are present, but feelings of dissatisfaction when they are absent. Herzberg argues that this is not the case. He advocated this in his Two-Factor Theory, that job satisfaction and dissatisfaction actually originates from divergent sources. These factors or characteristics were referred to as hygiene factors or

maintenance factors. They do not actually contribute to work satisfaction and therefore have a negligible motivational value (Kelly, 2006). Although Herzberg's model has contributed very positively towards research, critics have been unable to empirically prove the model with any reliability. Furthermore, critics have indicated that the model does not specify how motivators and hygiene factors can be measured. It is these two theories that underpinned the study and were further expanded in the literature review under the theoretical review in chapter two

1.1.3 Conceptual Background

This section presents the definitions to the key terms and concepts. Boxall (1998) defines HRM practices as a function in organizations designed to maximize employee performance in service of their employer's strategic objectives. HR is primarily concerned with how people are managed within organizations, focusing on policies and systems. HR departments and units in organizations are typically responsible for a number of activities, including employee appraisal mechanism, training and development, performance appraisal, and rewarding (e.g managing pay and benefit systems). HR is also concerned with industrial relations, that is, the balancing of organizational practices with regulations arising from collective bargaining and governmental laws.

For purposes of this study, HRM practices refer to performance appraisal mechanism, training and rewards system in an institution. According Cascio (2003), performance is the capability of producing a desired result. When something is deemed effective, it means it has an intended or expected outcome, or produces deep, vivid impression. For purposes of this study performance refers to accomplishing goal achievement, timely accomplishment of tasks, vivid impression and targeted problems solved.

1.1.4 Contextual Background

Developing an effective HR system that is compatible with organizational strategy is critical for the functioning and success of a firm in the competitive business arena. Indeed, the increasing complexity of contemporary corporate life has elevated the importance of shedding traditional beliefs that were the concerns of personnel managers, and to shape newer mindsets, proactive attitudes and professional identities, orientations that have placed greater emphasis on the utilization of human resources (Bhattacharya & Wright, 2005). AMREF's mission is to ensure that every African can enjoy the right to good health by helping to create vibrant networks of informed communities that work with empowered health care providers in strong health systems. AMREF has 50 years' experience in health development. AMREF's strategy has been to strengthen health systems and to design and enhance interventions that improve people's access to health through their active participation. AMREF strategy is pursued through three interdependent programme themes: community Partnering for Better Health, Health Systems and Policy Research and Capacity Building

However, AMREF is experiencing human resource management challenges that are directly affecting the effectiveness of management of NGO. The current reward system in AMREF has not helped to discourage low and mediocre performance since it is not inclined on motivation. The question at hand is whether rewards, the training function and performance appraisal mechanisms have been streamlined, simplified and made user-friendly to motivate staff and not to demotivate them with red-tape and bureaucratic procedures.

1.2 Statement of the Problem

AMREF has put in place strategic human resource management practices such as HR Planning, rewards, training and performance appraisal mechanism at all levels of the organisation. Despite these efforts put in place to improve the HR practices there are still issues to do with the training function, employee involvement in decision making, performance management and the reward system hence directly impacting on the effectiveness of the NGO management in terms of goal achievement, tasks accomplishment. Poor human resources decisions continue to undermine the Performance in this organisation. The performance gaps have been noted in terms of efficiency, effectiveness, timely accomplishment of tasks, productivity and goal achievement. Ineffective human resources practices such as non-strategic recruitment, setting performance objectives without employee involvement and lack of clear job descriptions are negatively affecting every day operations in the Organisation. Giving employees key responsibilities without targeted training and job orientation has resulted into management decisions that led to poor resources utilization and low organizational effectiveness (Mukasa, 2006). Whether the HR practices are negatively influencing the effectiveness of AMREF management is a question subject to debate in this study hence prompting the study. If this situation is not addressed early enough the institutional performance of AMREF may decline. It is against this background that the researcher sought to examine the relationship between HR practices and performance of international NGO management in Uganda

1.3 Purpose of the Study

The purpose of the study was to examine the relationship between HR practices and performance of international NGO management in Uganda.

1.4 Objectives of the Study

- i. To establish the relationship between performance management and performance in AMREF
- ii. To establish the relationship between training and performance in AMREF.
- iii. To establish the relationship between rewards and performance in AMREF.
- iv. To establish the relationship between employee involvement in decision making and performance in AMREF.

1.5 Research Questions

The study attempted to answer the following research questions

- i. What is relationship between performance management and performance in AMREF?
- ii. What is relationship between training and performance in AMREF?
- iii. What is the relationship between rewards and performance in AMREF?
- iv. What is the relationship between employee involvement in decision making and performance in AMREF?

1.6 Hypotheses of the Study

The study was premised on the following research hypothesis.

- i. There is a relationship between performance management and performance of International NGOs.
- i. There is a relationship between training and performance of International NGOs.
- ii. There is a relationship between rewards and performance of International NGOs.
- iii. There is a relationship between employee involvement in decision making and performance of International NGO

1.7 Conceptual Framework

This sub section outlines the conceptual framework of the study and provides a discussion of the main areas of focus. It seeks to delineate the palpable and crucial link between the issues and as a final point it seeks to summarize the conceptual framework for the study

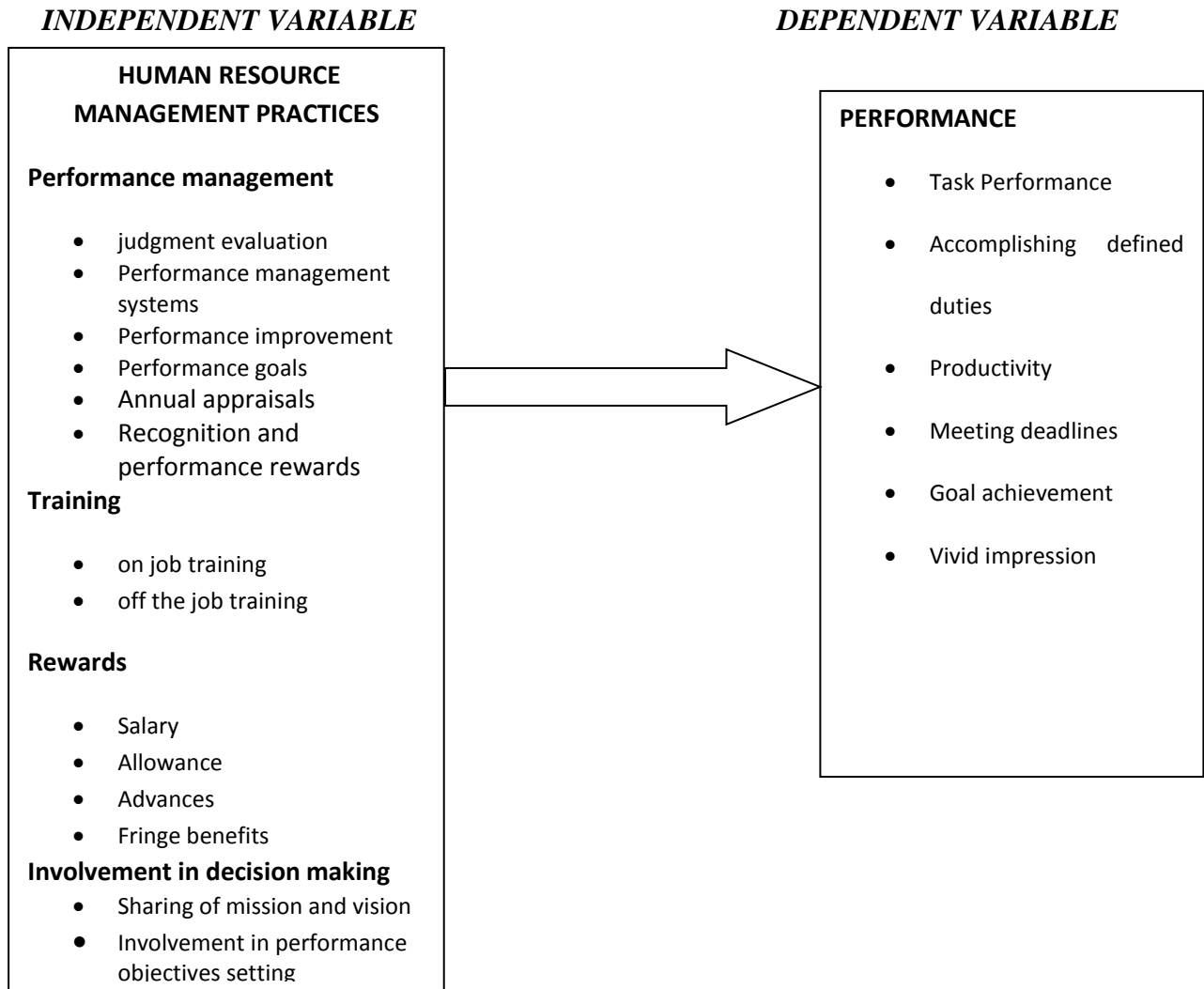


Figure 1.1: A conceptual framework illustrating the relationship between Human Resource Planning practices and Performance

Source: Adopted from Source: Adopted from Kelly D. (2006). Human Resource Development: For Enterprise and Human Development (modified by the researcher)

This conceptual framework in figure 1 explains the relationship between the independent variable (human resource management practices) and the dependent variable (effectiveness of international NGO management). Human resource management practices referred to performance appraisal mechanism, training and rewards. Performance management was looked at in terms of judgment evaluation, performance management systems, performance improvement, performance goals, annual appraisals and recognition and performance rewards. Training referred to both on job and off job training. Rewards referred to salary, allowance, advances and other fringe benefits. Employee involvement in decision making was used to refer to sharing vision and mission and involvement in performance objective setting. The dependent variable was performance of international NGO which was measured in terms of accomplishing goal achievement, timely accomplishment of tasks, vivid impression and targeted problems solved.

1.8 Significance of the Study

The study may equip the researcher with research experience that may be important in the practical world of business.

The study may add value to the body of existing knowledge and perhaps lead to ventures in further research thus it may contribute to the existing literature on strategic human resource management practices.

Through the resultant interaction between the researcher and the respondents, the researcher's knowledge, skills and understanding of research may improve. The study may act as a reference point for researchers who may pursue further research on strategic human resources practices and organizational performance.

1.9 Scope of the Study

The subsection presents the scope of the study divided into three perspectives, geographical, content and time scope.

1.9.1 Geographical Area

The study was conducted at AMREF in Kampala Uganda Kampala central Business District is located in Kampala, the capital city of Uganda.

1.9.2 Subject Scope

This study focused on examining the relationship between human resource practices and effectiveness of management of AMREF. Human resource practices were the independent variable and effectiveness of management of International NGOs was the dependent variable.

1.9.3 Time Scope

The study covered a period of 3 years (2010-2013). This period was sufficient enough in order to analyze the most current statistics and have a true representation of the situation in the organization.

1.10 Definition to Operational Terms and Key Concepts

Human resource management practices refers to performance management, training and rewards in AMREF.

Performance management refers to judgment evaluation, performance management systems, performance improvement, performance goals, annual appraisals and recognition and performance rewards in AMREF.

Training refers to both on job and off job training in AMREF.

Rewards refer to salary, allowance, advances and other fringe benefits in AMREF.

Performance of international NGO refers to accomplishing goal achievement, timely accomplishment of tasks, vivid impression and targeted problems solved.

Employee involvement in decision making was used to refer to sharing vision and mission and involvement in performance objective setting.

In conclusion, this chapter reviewed the concepts of human resource management practices at AMREF. The aim, problem statement, objectives, research questions, hypotheses, conceptual framework, significance and operational definitions are the key areas discussed in this chapter. The parameters of the study scope and limitations were highlighted in this chapter. The next chapter provides an overview of literature on human resource management practices

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews and provides a critique of the available literature on the study question. The literature has been reviewed on the basis of study objectives. This chapter further presents the identified research gap, which the study sought to address. The literature reviewed is from journals, textbooks, and working papers. The presentation of this chapter begins with the theoretical review, review of related literature and the summary of the literature reviewed.

2.2 Theoretical Review

The universalistic theory put forward by Dewar and Warbel (1979) suggests that a number of HR work practices are always better than others and that all organisations should adopt these best practices. Drawing on the theoretical works of Kelly (2006), there is growing consensus on which HR practices are considered strategic: career opportunities, formal training systems, appraisal measures, job definition and rewards.

The theory by Herzberg determined what people actually want from their jobs. They had to describe work situations in which they felt good or bad in their jobs. The feedback received was then categorized into positive or negative responses. The characteristics related to job satisfaction and job dissatisfaction were identified. The characteristics related to job satisfaction included advancement, recognition, the work itself, achievement, growth and responsibilities. Herzberg referred to these characteristics as Motivators. The characteristics related to dissatisfaction which included working conditions, supervision, interpersonal relationships,

company policy and administration were referred to as Hygiene factors. According to Martell, Gupta and Carroll (1996), Herzberg's two-factor theory is effectively a theory of job satisfaction. Furthermore, Kinsella (2005), states that Herzberg's Two Factor Theory also known as the Motivator –Hygiene theory focuses on factors that are responsible for job satisfaction and job dissatisfaction. There are some factors that would encourage job satisfaction if they are present, but feelings of dissatisfaction when they are absent. Herzberg argues that this is not the case.

He advocated this in his Two-Factor Theory, that job satisfaction and dissatisfaction actually originates from divergent sources. These factors or characteristics were referred to as hygiene factors or maintenance factors (Kinsella, 2005). They do not actually contribute to work satisfaction and therefore have a negligible motivational value. Although Herzberg's model has contributed very positively towards research, critics have been unable to empirically prove the model with any reliability. Furthermore, critics have indicated that the model does not specify how motivators and hygiene factors can be measured.

2.3 Human Resource Management Practices and Performance

The literature was reviewed on the basis of study objectives which were performance management, training, rewards and employee involvement in decision making as laid down in the conceptual framework in Chapter one

2.3.1 Performance Management and Performance

This subsection presents the literature reviewed on the objective of performance appraisal mechanism basing on its indicators as laid down in the conceptual framework.

Bjorkman and Fan (2002), argue that performance is a matter not only of what people achieve, but how they achieve it. Even Fontaine Boxall (1998) defines performance appraisal as a systematic process by which an organization involves its staff, as individuals and members of a group, in improving organizational effectiveness in the accomplishment of its mandate and goals. Performance Appraisal is a process through which an employer gets information on how individual employees are performing their duties in order to pay them according to performance, promotion, improve the level of those who are inefficient and to provide a written justification as to why the poor performers should be terminated or not promoted.

For purposes of this study, performance appraisal was looked at in terms of in two different ways. The first looks at arousal that deals with the drive, or energy behind individual (s) action. People turn to be guided by their interest in making a good impression on others, doing interesting work and being successful in what they do. The second refers to the choice people make and the direction their behavior takes. However, the definition does not focus on the performance appraisal mechanism the way researcher intends to use it in this research.

According to Gatewood and Field (2001), performance appraisal is defined in two different ways. The first looks at arousal that deals with the drive, or energy behind individual (s) action. People turn to be guided by their interest in making a good impression on others, doing interesting work and being successful in what they do. The second refers to the choice people make and the direction their behavior takes. However, the definition does not focus on the performance appraisal mechanism the way researcher intends to use it in this research.

Performance appraisals (PAs) are conducted at least annually, or semiannually in most organizations in Uganda. Employee performance reviews appear to be the standard in most Uganda organizations. However, it has been acknowledged that appraisals conducted more frequently (more than once a year) may have positive implications for both the organization and employee. It is suggested that regular performance feedback provided to employees may quell any unexpected and/or surprising feedback to year-end discussions (McShane & Glinow, 2002). How the way performance appraisal is carried out in the various organisations is not mentioned. The study above was based on a much smaller sample compared to the researcher's study.

Performance appraisals are employed to determine who needs what training, and who will be promoted, demoted, retained, or fired. For purposes of this study and here in after, performance appraisal referred to the mechanism used to assess the performance of employees and the means used to give feedback about their performance (Swanson, 2008). However, the scholar above was based on primary data compared to this study that was based on both primary and secondary data.

In many companies in Uganda, performance management process begins with leadership within the organization creating a performance management policy. Primarily, management governs performance by influencing employee performance input (e.g. training programs) and by providing feedback via output (i.e. performance assessment and appraisal). "The ultimate objective of a performance management process is to align individual performance with organizational performance". A very common and central process of performance management systems is performance appraisal (PA). The PA process should be able to inform employees about the "organization's goals, priorities, and expectations and how well they are contributing to

them (Ulrich, 1997). Ulrich (1997) carried out a qualitative study and for this study, the analysis took a quantitative trend.

Today in many organizations, performance management systems consist of the activities or processes embraced by an organization in anticipation of improving employee performance, and therefore, organizational performance. Consequently, performance management is conducted at the organizational level and the individual level. At the organizational level, performance management oversees organizational performance and compares present performance with organizational performance goals. The achievement of these organizational performance goals depends on the performance of the individual organizational members. Therefore, measuring individual employee performance can prove to be a valuable performance management process for HRM and for the organization. Many researchers would argue that “performance appraisal is one of the most important processes in Human Resource Management (Ulrich, 1997). However, the earlier author concluded that employee performance can prove to be a valuable performance management process for HRM and for the organization. Deviating from this view, all HR practices must be intact in order to stimulate employee performance

Woodall (2001) carried out a study and found out that performance appraisal has been considered as the most significant an indispensable tool for an organization, for an organization, for the information it provides is highly useful in making decisions regarding various personnel aspects such as promotion and merit increases. Performance appraisal has increasingly become part of a more strategic approach to integrating HR activities and business policies and may now be seen as a generic term covering a variety of activities through which organizations seek to assess employees and develop their competence, enhance performance and distribute rewards.

Thus, both practice and research have moved away from a narrow focus on psychometric and evaluation issues to developmental performance appraisal.

According to Kinsella (2005), the efforts of employees can determine the success and survival of an organization, and appraisal is potentially one way in which those efforts can be aligned with the aims of an organization, employees can be motivated and their performance managed. Performance appraisal is among the most important human resource (HR) practices and one of the more heavily researched topics in work psychology.

However, many organizations express dissatisfaction with their appraisal schemes. This may signal a lack of success of performance appraisal as a mechanism for developing and motivating people. There is general consensus among performance appraisal researchers and practitioners that assessment of appraisal reactions is important. For instance, it is frequently argued that in order for performance appraisal to positively influence employee behavior and future development, employees must experience positive appraisal reactions. If not, any appraisal system will be doomed to failure. Performance appraisal satisfaction is the most frequently measured appraisal reaction.

Giving performance feedback is generally considered to have a positive influence on performance, but they also may have a negative impact on motivation, role perceptions, and turnover when they are poorly designed or administered (Kinsella, 2005). The ultimate goal of performance appraisal should be to provide information that will best enable managers to improve employee performance. Thus, ideally, the performance appraisal provides information

to help managers manage in such a way that employee performance improves. Providing the employee with feedback is widely recognized as a crucial activity. Such feedback may encourage and enable self-development, and thus will be instrumental for the organization as a whole Kelly (2006) supports the importance of evaluations in terms of their effect on organizational effectiveness, stating that feedback is a critical portion of an organization's control system.

The researcher concurs with Kelly (2006) on this point; performance feedback is a very important part in an organization. It helps the company to build a fine group of management which improves the company's performance year after year. An organization becomes successful when its workforce works hard to achieve the organizations goals and objectives and when the company becomes successful, it helps employees to progress in life, career and earnings.

2.3.2 Training and Performance

This subsection presents the literature reviewed on the objective of training basing on its indicators as laid down in the conceptual framework.

According to Lado and Wright (1992), the term training refers to the acquisition of knowledge, skills, and competencies as a result of the teaching of vocational or practical skills and knowledge that relate to specific useful competencies. It forms the core of apprenticeships and provides the backbone of content at institutes of technology (also known as technical colleges or polytechnics). In his study Martell, Gupta and Carroll (1996).revealed that today the literature on business management highlights the role of intangible assets as the basis for creating competitive advantages, due to the fact that these resources can more easily differentiate a firm in a way which is not easily available on the market. Bostrom and Olfman (2008) described

training as “the acquisition of skills, concepts or attitudes that result in improved performance within the job environment”.

Maintaining workers' skills and improving their performance are critical for companies looking to retain a competitive advantage. According to Bae and Lawler (2000) the level or quality of the employee training is either supporting or stifling the organisation's growth. Simply stated, it's huge. The more one organization invest in training employees, the more the organisation gains in sales and profit and the better the employees become true team members. According to Bhattacharya and Wright (2005).well-trained employees are the foundation for business success. It makes common sense that the most productive and successful employees are the ones who have received the best training. It's from this group that the future leaders of the organisation are born.

Effective, all training programs must start with a “needs assessment”. Long before any actual training occurs, the training manager must analyze as much information as possible about the following; the organization and its goals and objectives, job and related tasks that need to be learned, competencies and skills that are needed to perform the job.

According to Bjorkman & Fan (2002).determining training needs starts with a gap analysis the gap between what skills your employees have and what they need to move the business forward. Gaps can include; what the organization expects to happen and what actually happens, current and desired job performances, existing and desired competences and skills. The results of the training needs assessment allows the training manager to set the training objectives by answering two very basic questions; who, if anyone, needs training and what training is needed.

The purpose of a training needs assessment is to identify performance requirements or needs within the organization in order to help direct resources to the area of greatest need, those that closely relate to fulfilling the organizational goals and objectives, improving productivity and providing quality products and services (Bowen & Ostroff, 2004). However, this will only be achieved by selecting the right training method necessary to deliver expected outcome.

2.3.2.1 On the job training

On-the-Job Training is given at the work place by a superior in relatively short period of time (Boxall, 1998). This type of training is cheaper and less time consuming. This training can be imparted by basically four methods. Coaching-where the superior guides his sub-ordinates and gives them job instructions and also points out the mistakes and gives suggestions for improvement. Job Rotation-where the trainer moves from one job to another, so that he/she should be able to perform all types of jobs. For example in the banking industry, employees are trained for both back-end and front-end jobs, in case of emergence (Boxall, 1998), (absenteeism or resignation), any employee would be able to perform any type of job.

According to Bratton and Gold (2007), not only does on the job training prepare the employees with additional professional and job-related skills, it also shows those employees (and others inside and outside the company) that the company is willing to invest time; money and energy into their success, but also that you consider them to be a big part of the company's future plans. This is potent and motivational. When employees know they care enough to train them, support them, and have faith in them, this is the sunshine, water, and nourishment that grow the seed of company loyalty. Training and development is the life-line of any successful company; it's vital

to the health of the organization (Cascio, 2003). Without it the organization risks the probability of becoming stagnant, and the competition can run by so fast that it will leave dust in the eyes.

The researcher deviates from the view above and stresses that maintaining workers' skills and improving their performance are critical for companies looking to retain a competitive advantage.

According to Becker, Huselid, & Ulrich (2001) the level or quality of the employee training is either supporting or stifling the company's growth. Simply stated, it's huge. The more one organization invest in training employees, the more the company gains in sales and profit and the better the employees become true team members. According to Burden and Proctor (2007) well-trained employees are the foundation for business success. It makes common sense that the most productive and successful employees are the ones who have received the best training. It's from this group that the future leaders of the company are born.

According to Broxall (1998), not only does job training prepare the employees with additional professional and job-related skills, it also shows those employees (and others inside and outside the company) that the company is willing to invest time; money and energy into their success, but also that you consider them to be a big part of the company's future plans. This is potent and motivational. When employees know they care enough to train them, support them, and have faith in them, this is the sunshine, water, and nourishment that grow the seed of company loyalty. Training and development is the life-line of any successful company; it's vital to the health of the organization (Cummings & Worley, 2002). Without it the organization risks the probability of becoming stagnant, and the competition can run by so fast that it will leave dust in the eyes.

However, to be effective, all training programs must start with a “needs assessment”. Long before any actual training occurs, the training manager must analyze as much information as possible about the following; the organization and its goals and objectives, job and related tasks that need to be learned, competencies and skills that are needed to perform the job.

According to Delery and Doty (1996), determining training needs starts with a gap analysis the gap between what skills your employees have and what they need to move the business forward. Gaps can include; what the organization expects to happen and what actually happens, current and desired job performances, existing and desired competences and skills. The results of the training needs assessment allows the training manager to set the training objectives by answering two very basic questions; who, if anyone, needs training and what training is needed.

The researcher has a different purpose in mind as far as training is concerned and notes that the purpose of training is to identify performance requirements or needs within the organization in order to help direct resources to the area of greatest need, those that closely relate to fulfilling the organizational goals and objectives, improving productivity and providing quality products and services (Becker, Huselid and Ulrich, 2001). However, this will only be achieved by selecting the right training method necessary to deliver expected outcome.

Need for continuously educating and training employees about how to improve their individual as well as group performance is very crucial. Training has been the main factor for influencing the employees’ skills, abilities and attitude. People working in any organisation either

individually or in groups or in the shape of teams have never been able to handle their tasks by their own until and unless they provide healthy support to each other while working on their targets. So, team members should develop the environment where they can bring down the shortcomings of weak members by consistently contributing to their weak performance (Cascio, 2003). The gap that arises in this literature is that it does not show how members can train one another in their work environment for better work performance. Therefore this study investigated how employees train one another for better work performance.

Training has become an integral part of organisational life as organisations devote a great deal of effort, manpower, and money in the development and utilisation of training programs. Training improves skills and inculcates good personal values among public service employees. Skills instil attitudinal and mind set changes of the workforce ensuring effective and efficient delivery of quality outputs. There is need for transformation and upgrading of skills for those who are already in the work for the development of the organisation. Training and development under human resource development is a vital part in an organisation which is needed to maintain and improve the capability and capacity in delivering services under public sector workforce (Kelly, 2006). However, the missing link is whether NGOs in Uganda have devoted a great deal of effort, manpower and money to training programmes and how this has improved the effectiveness of management.

Becker et.al (2001) indicates that employee training promotes a spirit of reciprocity in the employee to the organisation. Reciprocity essentially states that an employee will help the company because the company helped them. The premise behind reciprocity is that an employee

will help the organisation, because the organisation helped to employee. As a result, the “gift” that an employee receives may actually serve to commit them to the organisation. Kelly (ibid) add that employees view some human resource practices as a “gift”. Training is one such practice that employees may view as a “gift”. The result of this “gift” is that employees exert more effort, become more productive, and have a greater sense of debt to the organisation. However, the gap emerging from this literature is that it does not cater for employees leaving the organisation for better opportunities after increasing their skills through training. This study thus investigated how the employees develop the spirit of reciprocity hence performing better.

On the job training programs help in making acquaintance of employees with more advance technology and attaining robust competencies and skills in order to handle the functions and basics of newly introduced technical equipment’s. More rarely it happens that employees are not fully trained regarding new working and technical techniques and they are unable to deliver to their assignments according to the desire of the organisation. Effective training can bring down these flaws (Chan and Snape, 2004). However, the missing link is whether NGOs in Uganda have devoted a great deal of effort, manpower and money to training programmes and how this has improved the effectiveness of management.

2.3.2.2 Off the job Training

Off-the-Job Training is given outside the actual work place and may include; Lectures/Conferences- this approach is well adapted to convey specific information, rules, procedures or methods. This method is useful, where the information is to be shared among a large number of trainees as the cost per trainee is low (Bowen and Olfman, 2004). Films, which provide information and explicitly demonstrate skills that are not easily presented by other

techniques. Simulation exercises, where the trainee is placed in an artificial environment that closely mirrors actual working conditions. Simulation activities include case experiences, experimental exercises, vestibule training, management games and role play.

2.3.3 Rewards and Performance

This subsection presents the literature reviewed on the objective of rewards basing on its indicators as laid down in the conceptual framework.

2.3.3.1 Fringe benefits and Performance

Barnley(1991) defines a benefit as something that employees receive that gives them advantage or improves their life in some way. Barnley (ibid) argued that employee benefits are offered with an underlying objective of encouraging staff to perform with zeal and to retain competent executives. He further observes that employee benefits include; provident fund, gratuity, medical care, hospitalization, accident relief, health and group insurance, canteen, uniform, recreation and the like.

Through provision of incentives (fringe benefits) to the employees, the employer is able to satisfy the basic needs of the latter and these acts as motivators towards improved performance. Maslow (1954) observed that human beings have an internal need pushing them to self-actualization and superiority but that before meeting such high level needs it is imperative that the basic needs are first satisfied. Fey and Bjorkman (2001) in the study: “Non-salary incentives as viewed by managers”, with the aim of generating a list of non-salary incentives, found out that employees had certain preferences and the list contained among others, free fuel for personal car, half school fees for siblings, a day off and planning time. The researcher was skeptical about the possibility of granting such benefits to teachers. Fey & Bjorkman (2001) carried out the study in

USA not Uganda, and his study generated a list of fringe benefits without relating them to performance. These gaps left were meant to be bridged by the current study using the case study of AMREF HR department and in the Ugandan context.

Huselid, Jackson and Schuler (1997), observed that incentives cause individuals to contribute their efforts to the organization and those different individuals are motivated by different incentives. He argues further that material incentives alone are very weak motivators as compared to those of personal non-material nature. Non-material incentives such as chances of promotion, prestige or status, recognition, prospects for professional growth and career development through further training could be better motivators. However, their study related incentives to motivation and not to effectiveness of management.

Fey and Bjorkman (ibid) includes terminal benefits, savings schemes, insurance and other allowances as well as gifts and bonuses and get together as good incentives. Pigord and Myres (1981) gave the following as examples of incentives; services related to the type of work performed, e.g. provision of work clothes, uniforms, tools etc. eating facilities such as restaurants, cafeterias etc. transport and child care facilities, e.g. free institutional transport, day care centers for pre-school employees' children, housing services such as institutional houses or houses rented by the institution for its employees. They also cited recreational, social and cultural programs such as promotion of sports. Lastly, they advocated for educational services such as sponsorship of employees for courses both short and long term, locally and abroad as well as provision of education for both employees and their children. Fey and Bjorkman as well as Boxall (1998) never related the fringe benefits to the levels of performance of workers.

In view of the above propositions, it can be argued that the underlying objective of providing staff with benefits is to encourage them perform with zeal, increase level of commitment to the organization and subsequently enhance their performance.

2.3.3.2 Monetary rewards and Performance

According to Cascio (2003), monetary incentives are 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. The study looks at monetary rewards as salary, allowance and advances given to an employee during the course of work.

Bae and Lawler (2000) as cited by Mukasa (2006) maintains that monetary rewards mean remuneration or payment for services or work done by an employee. In view of the above definitions, it is evident that monetary rewards are commonly used to mean salary or wages, emoluments and compensation.

Kelly (2006) emphasizes the importance of benefits to performance of staff. They observed that absence of adequate rewards is one of the main factors contributing to the poor performance of employees. Bowen and Ostroff (2004) affirms that employee benefit packages increase work commitment to the organization and reduce the tendency to think about other job opportunities. Mukasa (2006) noted that money is especially weak as an incentive. When it comes to encouraging employees to think creatively, it should therefore be accompanied by benefits/incentives. Kelly (2006) argues that if an organization is to gain from the productivity of its employees, there must be a fair deal concerning pay and benefits.

Monetary rewards increase organizational commitment characterized by a strong belief in, and acceptance of the organization's goals and values, a willingness to exert considerable effort on behalf of the organization, and a strong desire to maintain membership in the organization (Lado and Wilson, 1997). However, the influence of monetary rewards was never related with job performance, thus leaving a gap. Armstrong (2006) found out that money is a powerful force because it is linked directly or indirectly to the satisfaction of many needs. It provides the means to achieve a number of different ends. It can also satisfy the need for self-esteem and status. Money becomes the measure by which the employees assess the value (appreciation) the organization places on their services and by which employees compare their values to others. For this, employee's value salary increments attached to their skills, knowledge and performance efforts. When the salary increases or pay incentives are given, then it motivates employees.

According to Kane and Palmer (1995), salaries and wages which are forms of monetary rewards, from the employer's point of view, have the overriding aim of attracting and motivating the employees and of ensuring equity in a bid to increase productivity. He further argues that from the employees' point of view, salaries and wages are for fulfillment of wants, drives and needs which can be social, economic, political, psychological or otherwise.

However, Kane and Palmer (1995) never related the aspect of salaries and wages to employee performance. The study established that wages and salaries are prime in boosting the efforts of employees to execute the tasks assigned to them by the management.

From their study, Fitz-enz (2002) revealed that when higher performers are insufficiently rewarded, they reduce on their morale for work and may even attempt to quit. However, if jobs

provide adequate financial incentives (salary) the more likely employees will work whole heartedly and also continue working for those organizations.

The researcher concurs with these findings, that it is extremely important for salary and benefits to be competitive to what other employers are offering in order to elicit good performance of employees in organizations. Basing on the scholarly views and findings concerning salary, it is evident that there is a strong relationship between salary and employee performance. Dutton & Ashford (1993) carries the same view. However, if an organization is to turn into a great work place or best company to work with, there must be a fair deal concerning pay and benefits. The findings and views have a knowledge gap. Most of the studies were based in developed countries and their findings do not state how much or by what percentage do monetary rewards determine performance

2.4 Summary of the Literature Review

The literature review above confirms that different scholars have conducted several studies to establish the correlation between human resource management practices and performance. However numbers of gaps were identified as per the literature reviewed which this research bridged. Most of the studies on the subject are based on developed countries with a well-developed private and public sector system yet the study centred on Uganda. Most studies were qualitative and do not guide us on the relationship between the study variables. The scholars did not specifically focus on the variables as laid down in this study. Putting the above into consideration, the study will focus on HRM practices and performance of AMREF as an NGO.

CHAPTER THREE

METHODOLOGY

3.1 Introduction:

This Chapter presents and describes the methods in the study. They include research design, study population, sample size and selection, sampling techniques and procedure, data collection methods, data collection instruments, pretesting (validity and reliability), procedure of data collection, data analysis and measurement of variables.

3.2 Research design:

The cross sectional survey design was adopted for this study. Using a cross sectional survey data was collected from a cross section of respondents at a single point in time. The study also applied quantitative and qualitative approaches. Quantitative approaches will be adopted because are more accurate and objective (Sekaran, 2003) Qualitative approaches were adopted because they helped the researcher get in-depth information for example by use of unstructured interviews.

3.3 Study population

The population under study was 60 that included 05 members from top level management, 17 members from middle level management and 43 members from lower level management. The administrators were chosen because they are the ones who supervise the subordinates and hence are in position to rate their performance.

3.4 Sample Size and Selection

The study sample was drawn based on a sample size of 50. The sample size was selected based on the sample size table by Krejcie and Morgan (1970 pp. 607-610). Krejcie and Morgan (1970) assert that where a total population is 65, a sample size of 50 or more is sufficient.

Table 3.1: Population, Sample size and Sampling techniques

Category	Target population	Sample size	Sampling techniques
Senior management	5	3	Purposive
Middle level management	17	11	Purposive
Lower level management	43	36	Simple random sampling
Total	65	50	

Source: AMREF Employee data base and statistical records (2013)

3.4.1 Sampling Techniques and Procedure

The top and middle level management in AMREF were selected using purposive sampling. Purposive sampling allows the researcher to use his own judgment to pick the sample. Purposive sampling enables a researcher to select a sample based on his/her own knowledge. Simple random sampling was applied when sampling lower level management in AMREF. Best and Khan (2003), states that simple random sampling gives every member an equal chance of being selected.

3.5 Data collection methods

Data collection methods are an integral part of research design which involves selection of both qualitative and quantitative data (Amin, 2005). The study adopted both primary and secondary data collection approaches.

3.5.1 Questionnaire Survey

Sekaran (2003) defines a questionnaire as a preformulated written set of questions to which respondents record their answers, usually within rather closely defined alternatives. Questionnaires were used because they increase the degree of reliability due to the many items in them and they as well enhance the chances of getting valid data (Amin, 2005). The questionnaire consisted of closed ended questions. The questionnaire was administered to top, middle and lower level management personnel. Quantitative data was obtained by closed-ended questions while qualitative data was obtained by use of interviews.

3.5.2 Interviews:

The interviews were used to collect in depth information on study. Interviews were conducted with 04 top, 04 middle and 08 lower level management personnel. Interviews were used because they have the advantage of ensuring probing for more information, clarification and capturing facial expression of the interviewees (Amin, 2005). In addition, interviews also gave an opportunity to the researcher to revisit some of the issues that have been an over-sight in other instruments and yet they were regarded vital for the study.

3.6 Data collection instruments

The key data collection instruments for the proposed study were the questionnaire, interview guide and documentary review checklist.

3.6.1 Questionnaire

A questionnaire is a reformulated written set of questions to which respondents record their answers, usually within rather closely defined alternatives. The questionnaire was used on the basis that the variables under study cannot be observed, for instance, respondents' views, opinions, perceptions and feelings. The questionnaire was equally used because the information had to be collected from a large sample in a short period of time yet the respondents could read and write (Sekaran, 2003). In this research, a self-administered questionnaire was used to draw information regarding the study. The questionnaire was close ended. The researcher chose the questionnaire as an instrument because the study was virtually descriptive and the tool was an easy method of data collection. It was also time saving and cost effective. There was one set of questionnaires that was administered to the top, middle and lower level management.

3.6.2 Interview Guide

The researcher also conducted interviews. An interview is a dialogue between an interviewer and interviewee. It is an organized conversation aimed at gathering data about a particular topic. This is a method where a researcher interviews respondents to obtain information on the issue of interest. In this case, the interviews during this research were unstructured and were conducted with 04 top, 04 middle and 08 lower level management personnel. Interviews were used because they have the advantage of ensuring probing for more information, clarification and capturing facial expression of the interviewees.

3.7 Quality Control of Data Collection

Data quality control techniques ensured that data collected was valid and reliable. In this case, the instruments were first tested to ensure validity and reliability.

3.7.1 Validity

Validity refers to the truthfulness of findings or the extent to which the instrument is relevant in measuring what it is supposed to measure (Amin, 2005). The validity of the instrument quantitatively was established using the Content Validity Index (CVI). This involved the expert scoring of the relevance of the questions in the instrument in relation to the study variables. The instruments that yielded a CVI above 0.7 were within the accepted ranges.

Table 3.2: Results of the Content Validity Index test for Likert-Type Scale test

Variables	Content Validity Index	Number of items
Performance management	0.854	6
Training	0.921	6
Rewards	0.808	6
Employee Involvement	0.840	6
Effectiveness of management	0.755	6

Source: Primary data (2014)

The content validity index result for performance management was 0.854, training had a content validity test result of 0.92, rewards had a content validity index result of 0.808. Employee Involvement had a content validity index result of 0.840 and the dependent variable which is effectiveness of management had a CVI of 0.755

3.7.2 Reliability

Qualitatively, the reliability of the instruments was established through a pilot test of the questionnaire to ensure consistency and dependability and its ability to tap data that would answer the objectives of the study. The results of the findings were then subjected to a reliability analysis. Based on Cronbach's Alpha Coefficient, the scales for the variables was reliable. Quantitatively, reliability was established using the Cronbach's Alpha Reliability Coefficient test. Upon performing the test the values that were 0.7 and above were regarded reliable. In the case of psychometric tests, must fall within the range of 0.7 above for the test to be reliable (Creswell, 2003).The formula below that was applied to test reliability of the instruments was:

$$\alpha = \frac{K}{K-1} \left(1 - \frac{\sum SD^2i}{SD^2t} \right)$$

α = Alpha coefficient

K = Number of items in the instrument

\sum = Sum

SD^2i = Individual item variance

SD^2t = Variance of total score

A reliability of .70 indicates 70% consistency in the scores that are produced by the instrument (Amin, 2005).

Table 3.3: Results of the Cronbach's Alpha Reliability Coefficient for Likert-Type Scale test

Variables	Cronbach Alpha Coefficient	Number of items
Performance management	0.807	6
Training	0.786	6
Rewards	0.742	6
Employee Involvement	0.799	6
Effectiveness of management	0.890	6

Source: Primary data (2014)

The cronbach Alpha Reliability test result for performance management was 0.807, training had a content validity test result of 0.786, rewards had a cronbach Alpha Reliability test of 0.742. Employee Involvement had a cronbach Alpha Reliability test of 0.799 and the dependent variable which is effectiveness of management had a CVI of 0.890

3.8 Data analysis

Amin (2005), states that statistical analyses are used to describe an account for the observed variability in the behavioral data. Data was collected, coded and edited during and after the study to ensure completeness, consistency, accuracy, and removal of errors and omissions. It also involved identifying patterns, consistencies and relationships in the questionnaire and interview guide (Qualitative data). Data analysis therefore involved qualitative and quantitative analysis.

3.8.1 Qualitative data analysis

Qualitative data collected from interviews and documentary review was sorted and grouped into themes. The researcher therefore evaluated and analyzed the adequacy of information in answering the research questions through coding of data, identifying categories and parameters that emerged in the

responses (Mugenda & Mugenda, 1999). While analyzing qualitative data, summaries were made on how different themes/variables are related.

3.8.2 Quantitative data analysis

Quantitative data was done using descriptive statistics using frequency, graphs and correlations. The correlations technique included the Pearson's correlation coefficient (+ or -) to show the direction of the relationship between the variables and significance tested at 99% and 95% confidence levels based on two tailed correlation and significance less than or equaling to 0.05.

3.9 Measurement of variables

The variables (independent and dependent variable) were measured on a 5 Likert scale with 5-Strongly disagree, 4-disagree, 3-Not sure, 2-Agree, 1-Strongly Agree. According to Mugenda (1999) and Amin (2005), the Likert scale is able to measure perception, attitudes, values and behaviours of individuals towards a given phenomenon.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF FINDINGS

4.0 Introduction

This Chapter gives the description of the background variables, data analysis, presentation and interpretation of the findings research question per research question from the study which examined the relationship between HR practices and performance of international NGO in Uganda.

4.1 Response Rate

Respondents according to their response rate for those who participated in the study are summarized in Table 4.1.

Table 4.1: Response Rate

Table 4.1: illustrates the response rate with regard to questionnaires distributed

Categories	Frequency	Percent
Number of questionnaire distributed	54	100
Number of questionnaire returned	50	92.5
Response Rate from Interviews		
Number of respondents expected to be interviewed	20	100
Actual Number of interviews conducted	14	70

n=50

Source: Primary data (2014)

The researcher used questionnaires to collect data from the respondents. Out of the 54 questionnaires that were distributed, 50 were returned. This was a 92.5% return rate which was a high response rate. The researcher also conducted interviews with the respondents. Out of the 20 respondents expected to be interviewed, 14 were interviewed making a 70% response rate. This was attributed to the fact that some of the respondents were not available during the time of conducting interviews.

Table 4.2: Social demographic characteristics of the respondents

	Frequency	Percentage
Category		
Top level management officials	03	6.0
Middle level management officials	11	22
Lower level officials	36	72

Gender		
Female	22	44
Male	28	56
Age bracket		
21 - 30 years	19	38
31- 40 years	17	34
41 - 52 years	10	20
Above 53-60 years	04	8.0
Level of education		
Degree	42	84
Diploma	06	12
Certificate	02	4.0
Others (Specify)	00	00

N=50

Respondents by gender

Majority of respondents 56% were males compared to 44% females. This implies that the AMREF is keen on matters of gender balance, which can translate into better performance given the fact that the gender analysis indicates almost balanced results 56% compared to 44%.

Respondents according to age

The majority of respondents were between the age of 21-30 (38%) followed by 31-40 (34%). Since the majority were in the ages of 21-30, this is the productive age group that can help the

economy grow and highly contributes to the GDP compared to the age group of 50 and above which has a few years to retire and not as active as the age group of 21-30.

Respondents by their level of education

The majority of the respondents were degree holders (84%) compared to 12% diploma holders and 4.0% certificate holders. These results indicate that the respondents had reasonably good education qualifications and the desired skills and knowledge to deliver. Besides, on the basis of the education levels, the respondents were able to read, interpret and understand the questionnaire and so they gave appropriate responses.

Presentation of Study Findings

Research Objective One (1): relationship between performance management and the performance of AMREF

To assess the relationship between performance management and the effectiveness of management of AMREF, the following responses were got from the respondents and presented in the table 4.3 below.

Table 4.3: Summary statistics on the relationship between performance management and performance of AMREF

N=50

Questions Responses	SD	D	A	SA	Mean	Standard deviation
The organisation uses a variety of performance appraisal techniques to appraise our employees	20(40)	10(20)	11(22)	09(18)	1.120	.1055
Performance appraisal is frequent in our organization	18(36)	14(28)	11(22)	07(14)	1.995	.2501

Performance appraisal motivates me to work harder	09(18)	11(22)	20(40)	10(20)	1.906)	.1054
Performance appraisal is conducted in the best way possible	19(38)	19(38)	12(24)	10(20)	1.704	.6780
Management supports me to improve my weaknesses	12(24)	10(20)	24(48)	04(8.0)	1.877	.1000
The performance feedback given is a source of motivation to all employees appraised	07(14)	07(14)	30(60)	06(13)	2.330	.9054
I work to meet deadlines and achieve the company's vision and mission.	19(38)	19(38)	12(24)	10(20)	1.704	.6780

Source: Primary data 2014

Basing on survey findings, it was established from the respondents in relation to item 1 that stated that the organisation uses a variety of performance appraisal techniques to appraise their employees, 18% strongly agreed, 22% agreed, 00% were neutral, 20% disagreed and 40% strongly disagreed. This meant that the organization relies on only one performance appraisal mechanism.

In relation to the above a respondent said that:

AMREF uses a straight ranking method to evaluate its employees. Performance data is obtained through observations of behaviors or, less ideally, by inferring behaviors through knowledge of results. An example of the latter might be assessing performance in planning and organizing based on the content of a project plan. To evaluate performance in dimensions requires collecting performance data. The accuracy of the evaluation is dependent on the quality of the data gathered.

This implied that AMREF mainly relies on one method of performance evaluation

The officials from the HR department revealed that all too often, the same appraisal form is applied to a large but not homogeneous group of employees. As a result, the assessment form does not fit the job. Most forms treat all assessment factors as if they are of equal importance.

The respondents were asked to state whether performance appraisal is frequent in the organization. The total number of respondents was 50, a total of 14% strongly disagreed, 11% disagreed, 00% were neutral, 14% agreed and 18% strongly agreed. The trend of responses which was more inclined to agreement was further reflected through the mean of 1.995 and the corresponding standard deviation of .2501.

In connection to the above question a respondent said that;

Performance appraisals are somehow frequent but the problem is with implementing performance management for staff.

Performance appraisal has been considered as the most significant and indispensable tool for an organization, for the information it provides is highly useful in ensuring the organization meets its objectives, making decisions regarding various personnel aspects such as promotion and merit increases.

In relation to item three, the respondents were required to state whether performance appraisal motivates them to work harder. Statements in this question were fed in SPSS. The computed test figures reveal that the mean is 1.906 and the standard deviation is .1054. The total number of respondents was 50, a total of 20% strongly agreed, 40% agreed, 00% were neutral, 22% disagreed and 18% strongly disagreed.

A respondent said that

Somehow it motivates some employees to work hard. Thus, ideally, performance appraisal provides information to help managers manage in such a way that employee performance improves but this is hinged on the fact that the appraisal process has been fair.

Indeed formal performance appraisal has become a widespread instrument of human resource management.

The respondents were further asked to state whether performance appraisal is conducted in the best way possible. The total number of respondents was 50, a total of 20% strongly agreed, 24% agreed, 00% were neutral, 38% disagreed and 38% strongly disagreed. The statistical tabulation indicated a mean of 1.704 and a standard deviation of .6780. This meant that to a larger extent performance appraisal is not conducted in the best way possible. Improvement is needed in the way the appraisal process is carried out.

It was observed that AMREF considers performance appraisal as a very important part of the institution. It helps the institution to build a fine group of management which improves the institution's performance year after year. To become a successful institution, AMREF has tried to conduct performance appraisal annually.

Item five required the respondents to state whether management supports them to improve their weaknesses. The total number of respondents was 50, a total of 8.0% strongly agreed, 48% agreed, 00% were neutral, 20% disagreed and 24% strongly disagreed. The tabulation revealed a mean of 1.877 and a standard deviation of .1000. This showed that management is supportive when it comes to employee's attainment of the set goals.

It was observed that managers, especially those who don't consult employee files and data, have a tendency to evaluate based primarily on events that occurred during the last few months (rather than over the entire year). Subjective appraisals are common in AMREF yet they restrict cultural change

The respondents were required to state whether the performance feedback given is a source of motivation to all employees appraised. The computed test figures reveal that the mean is 2.330 and the standard deviation is .19054. The total number of respondents was 50 a total of 13% strongly agreed, 60% agreed, 00% were neutral, 14% disagreed and 14% strongly disagreed.

In relation to the above a respondent said that: “Providing the employee with feedback is widely recognized as a crucial activity. Such feedback may encourage and enable self-development, and thus will be instrumental for the institution as a whole”.

Effective and timely feedback is a critical component of a successful performance management program and should be used in conjunction with setting performance goals. Whenever effective feedback is given to employees on their progress towards their goals, employee performance always improves their performance.

Findings based on the surveys revealed that performance appraisal has increasingly become part of a more strategic approach to integrating HR activities and business policies in AMREF and may now be seen as a generic term covering a variety of activities through which the institution seeks to assess employees and develop their competence, enhance performance and distribute rewards.

It was further observed that employees were more satisfied and had greater acceptance of the performance appraisal when employee development and performance improvement was emphasized. Findings further showed that performance appraisals have a positive effect on employee motivation if the appraisals are followed by rewards and employee motivation. The findings revealed that employees in AMREF would be more satisfied when salary discussions are included in the performance appraisal than when it is not. Most of them did not see the

reason for performance appraisals since the institutions does not use them as the basis for promotion.

When asking about the performance appraisal purposes, a principal Human Resource Officer cited that they use performance appraisal information for salary administration, promotions and recognition. None of them mentioned the functions of the development approach.

The respondents were asked to state whether the feedback given has helped employees to improve on their performance, 32.9% strongly disagreed, 41.9% disagreed, 13.9% agreed and 11.8% strongly agreed.

Consistent with above findings, a Junior HR staff said:

Feedback has led to positive outcomes, such as recognition although no promotions and bonuses are given.

The staff were asked how effective has the performance management mechanism been, 03 of the respondents noted

The satisfaction with the performance appraisal is an indication of the degree to which subordinates are satisfied with the process and the feedback they have received. It serves as a report of the accuracy and fair evaluations of the performance. The outcome is that satisfied individuals after the performance appraisal will improve further working relationships with supervisors and colleagues.

In confirmation of the above, another respondent said that: “In most of the cases, the employees don’t perceive the appraisal as fair. We often hear some of the employees’ complaints regarding the justice of this appraisal process, such as inconsistency across employees, inaccurate information and very distant discussions with the appraiser”

One staff member claimed:

“Sometimes we face problems with the appraisers who lack communication skills and consequently are not able to conduct an effective performance feedback; that’s why in most of the cases, employees were not encouraged to be forthright and candid.”

The employees were asked whether in managing performance, the organization bases on the results of the appraisals to reward employees.

A staff noted “getting a merit raise, bonus, or promotion is completely disconnected from an employee’s performance appraisal scores”. However, the organisation may be experiencing tough times or it may have limited resources to offer a significant pay raise. This creates disgruntlement and reduced productivity, as the employee may feel that there's no point in making an extra effort if it isn't properly rewarded.

In confirmation of the above another respondent noted “Most of the times, performance appraisal is not linked to compensation, so how can we really expect an improvement in the performance if the employees do not really perceive a relation between the appraisal result and a merit increase or an annual incentive, that’s why we really recommend that the appraisal system should be inevitably linked to compensation”

When a respondent asked about the way forward, one noted that: “The performance appraisal system can be improved, first, by changing the perception of the senior management toward the performance appraisal system; We consider that when the performance appraisal is perceived by the top management as playing a crucial role in motivating people and consequently as having a positive impact on performance, certainly the system will be improved and will give better results”.

Hypothesis testing one (1):

The hypothesis stated that: there is a relationship between performance management and performance of AMREF

The hypothesis was tested was tested using Pearson Correlation Coefficient and Analysis of variance.

Table 4.5: Correlation matrix for performance management and performance of AMREF

		Performance Management
Performance	Pearson Correlation	.671**
	Sig. (2-tailed)	.009
	N	50
**. Correlation is significant at the 0.05 level (2-tailed).		

The results show that the correlation coefficient is 0.671(**) and its significance level 0.009. This implied that performance of management influences performance of AMREF. Therefore according to the results, there is a positive significant relationship between performance of management and performance of AMREF. Therefore, the alternative hypothesis that was earlier postulated is upheld (H1 upheld).

Research Objective Two (2): relationship between training and performance of AMREF

To assess the relationship between training and performance of international organisations, the following responses were got from the respondents and presented in the table 4.6 below.

Table 4.6: Summary statistics on the relationship between training and performance of AMREF

N=50

Questions Responses	SD	D	A	SA	Mean	Standard deviation
Employees do not participate in determining the training they need.	14(28)	20(40)	07(14)	06(12)	1.806	.4013
Training are not well-planned and given sufficient duration	12(24)	13(26)	12(24)	13(26)	1.009	.8905
Senior line managers and supervisors are not eager to help their juniors develop through on the job training due to man hours lost in it.	11(22)	14(28)	10(20)	15(30)	2.446	.2333
Off job training in the organization is facilitated by a well trained staff	20(40)	09(18)	11(22)	10(20)	1.090	.1076
Management does not put our views on off the job training into consideration	04(8.0)	08(16)	20(40)	18(36)	1.506	.2003
Professional training and development in general has not supported employees in gaining a wider perspective in their jobs and in their personal lives.	11(22)	14(28)	10(20)	15(30)	2.446	.2333
Iam satisfied with the organisation's training process and the content is relevant to what I do	11(22)	14(28)	10(20)	15(30)	2.446	.2333

Source: Primary data 2014

Basing on survey findings, it was established from the respondents in relation to item 1 that employees do not participate in determining the training they need, 12% strongly disagreed, 14% disagreed, 00% were neutral, 40% agreed and 28% strongly agreed. This meant that it is management that takes the major decisions concerning training.

In connection to the above, it was revealed that “The employees do not participate in determining the training they need”.

When the respondents were asked to state whether training are not well-planned and given sufficient duration. The total number of respondents was 50, a total of 12% strongly disagreed, 13% disagreed, 00% were neutral, 24% agreed and 26% strongly agreed. The trend of responses which was more inclined to agreement was further reflected through the mean of 1.009 and the corresponding standard deviation of .8905. This revealed that not all trainings that take place in AMREF are well planned.

A respondent in contradiction of the earlier response during interviews said “The training may be planned but the management has not taken time to improve the level of training in AMREF. I wish the trainings were always thoroughly planned, they would not be any problem and personally I would not be complaining”

In relation to item one, the respondents were required to state whether senior line managers and supervisors are eager to help their juniors develop through on the job training due to man hours lost in it. Statements in this question were fed in SPSS. The computed test figures reveal that the mean is 2.446 and the standard deviation is .2333. The total number of respondents was 50, a total of 22% strongly disagreed, 28% disagreed, 00% were neutral, 20% agreed and 30% strongly agreed.

A respondent in a junior position said that “most of the time the senior managers are not willing to help the juniors grow in their profession. They seem to be busy and fail to come up with a programme. Up to now, the organization management has not come up with a thorough programme on how the seniors can help us”.

This was corroborated by the response of the key informant and confirmed by that of a staff who said that “the problem when it comes to the seniors, is that they get busy with work and leave us to train ourselves”

The respondents were further asked to state whether off job training in the organization is facilitated by a well trained staff. The total number of respondents was 50, a total of 20% strongly disagreed, 22% disagreed, 00% were neutral, 18% agreed and 40% strongly agreed. The statistical tabulation indicated a mean of 1.090 and a standard deviation of .1076. This meant that AMREF staff tries its level best to bring professional trainers to facilitate the trainings

A senior staff remarked “Sometimes the trainers repeat the same topics and the same content that was used in a past workshop. How long are the trainers going to rely on precedents for training? Let them be creative and bring on new topics that will enrich us with new skills to perform our jobs” This implied that there is dissatisfaction amongst the staff members on how trainings are conducted.

Item four required the respondents to state whether management does not put their views on off the job training into consideration. The total number of respondents was 50, a total of 36% strongly disagreed, 40% disagreed, 00% were neutral, 16% agreed and 8.0% strongly agreed. The tabulation revealed a mean of 1.506 and a standard deviation of .2003. This showed that the management is not concerned about the views of the employees on off job training.

In connection to item five, the respondents were required to state whether professional training and development in general has not supported employees in gaining a wider perspective in their jobs and in their personal lives, 30% strongly disagreed, 20% disagreed, 00% were neutral, 28%

agreed and 22% strongly agreed. A mean value of 2.446 and a standard deviation of .2446 was observed.

A respondent said that: “Sometimes our trainings lack focus; we do them for the sake. This is really a big disease in the organisation. The HR department should redesign the training strategy so that the trainings are done to achieve a common objective”. This implied that there is need to redesign the training strategy so that the trainings are done to achieve a common objective

In relation to item five, the respondents were required to state whether they are satisfied with the organization’s training process and the content is relevant to what they do. Statements in this question were fed in SPSS. The computed test figures reveal that the mean is 2.446 and the standard deviation is .2333. The total number of respondents was 50, a total of 22% strongly disagreed, 28% disagreed, 00% were neutral, 20% agreed and 30% strongly agreed.

Hypothesis testing two (2):

The hypothesis stated that: there is a relationship between training and performance of AMREF

The hypothesis was tested was tested using Pearson Correlation Coefficient.

Table 4.7: Correlation matrix for training and performance of AMREF

		Training
Performance	Pearson Correlation	.555**
	Sig. (2-tailed)	.009

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

The results show that the correlation coefficient is 0.555(**) and its significance level 0.009. This implied that training influences performance of AMREF. Therefore according to the results, there is a positive significant relationship between training and performance of AMREF. Therefore, the alternative hypothesis that was earlier postulated is upheld (H₂ upheld).

Research Objective Three (3): relationship between rewards and performance of AMREF

To assess the relationship between rewards and performance of international organisations, the following responses were got from the respondents and presented in the table 4.8 below.

Table 4.8: Summary statistics on the relationship between rewards and performance of AMREF

N=50

Item Responses	SD	D	A	SA	Mean	Standard deviation
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My salary is paid on time	02(4.0)	06(12)	32(64)	10(20)	1.604	.1002
I would work with more vigor and enthusiasm if my salary increased	02(4.0)	3(6.0)	5(10)	40(80)	1.095	.3450
My salary compares well with other employees in other organizations with the same qualifications	04(8.0)	04(8.0)	12(24)	30(60)	1.709	.5054
I get allowances besides my job salary	10(20)	10 (20)	10(20)	20(40)	1.033	.2033
Every extra responsibility assigned to me is remunerated	30(60)	05(10)	07(14)	08(16)	2.777	.1980
Iam satisfied with the provident fund benefit that the organization gives me.	30(60)	05(10)	07(14)	08(16)	2.777	.1980

Source: Primary data 2014

Basing on survey findings it was established from the respondents in relation to item 1 that their salary is paid on time, 4.0% strongly disagreed,12% disagreed, 00% were neutral, and 64% agreed20.0% strongly agreed. This meant that their salaries are paid on time.

It was noted from one respondent during interviews that “salary being paid on time is not the problem but how much is paid. This indicated that salaries are promptly paid in AMREF, Uganda

The respondents were asked to state whether they would work with more vigor and enthusiasm if their salary increased. The total number of respondents was 50, a total of 4.0% strongly disagreed, 6.0% disagreed, 00% were neutral, 10% agreed and 80% strongly agreed. The trend of responses which was more inclined to agreement was further reflected through the mean of 1.095 and the corresponding standard deviation of .3450.

A respondent revealed that: “Salary is not the problem but the fringe benefits given like transport, medical etc are not attractive”. This implied that inappropriate non-monetary benefits are affecting employee performance.

Findings based on the survey revealed that many types of financial inducement exist. Management rewards by bonuses have become popular in some companies as a means of providing employees with an immediate buster for completion of a project or activity. However these rewards are minimal in AMREF.

Tangible and intangible rewards are another form of reward which was considered during the survey. In the survey, eleven employees preferred tangible rewards than having intangible rewards. These employees had the notion that each time they have a look at their tangible reward it motivates them to work harder. Also, they like to justify their hard work with something more visible which calls their attention to the achievements that yielded them this reward. One employee felt that tangible rewards are better because they keep her motivated at work than intangible rewards.

In relation to item three, the respondents were required to state whether their salary compares well with other employees in other organizations with the same qualifications. Statements in this question were fed in SPSS. The computed test figures reveal that the mean is 1.709 and the standard deviation is .5054. The total number of respondents was 50, a total of 8.0% strongly disagreed, 4.0% disagreed, 00% were neutral, 24% agreed and 60% strongly agreed.

In connection to the above a respondent noted that the salary survey carried out revealed that AMREF is not poorly remunerating its workers in comparison to other organisation. This indicated that salary is not a key management concern when it comes to its effectiveness.

The respondents were further asked to state whether they get allowances besides their job salary. The total number of respondents was 50, a total of 20% strongly disagreed, 20% disagreed, 00% were neutral, 20% agreed and 40% strongly agreed. The statistical tabulation indicated a mean of 1.033 and a standard deviation of .2033. This meant that to some extent some responsibilities are preceded with allowances.

Item four required the respondents to state whether every extra responsibility assigned to them is remunerated. The total number of respondents was 50, a total of 60% strongly disagreed, 10% disagreed, 00% were neutral, 14% agreed and 16% strongly agreed. The tabulation revealed a mean of 2.777 and a standard deviation of .1980. This showed extra responsibility allowances are limited to certain activities.

It was observed that employee recognition is very important in any organization as the process that is in command of human behavior within an organization. It helps to verify not only performance in relation to current goals but also influences the possibility of people joining and remaining in an organization. It also shapes the degree to which effort is directed in the development of the organization future capabilities. If correctly designed or administered, employee recognition systems can lead to attractive behavior for a firm.

The respondents were further asked to state whether they are satisfied with the provident fund benefit that the organization give them. The total number of respondents was 50, a total of 60% strongly disagreed, 10% disagreed, 00% were neutral, 14% agreed and 16% strongly agreed.

The tabulation revealed a mean of 2.777 and a standard deviation of .1980. This showed that to a greater extent they were dissatisfied with the existing provident fund benefit.

When interviewed in relation to the above question, it was noted that “ the employees are not satisfied with the provident fund benefit that the organization gives them”.

When the respondents were asked whether they are always rewarded for hard work, 29.0% strongly disagreed, 35.4% disagreed, 22.5% agreed and 22.5% strongly agreed. The respondents were further asked whether the feedback given is a source of motivation to all employees appraised, 10.7% strongly disagreed, 10.7% disagreed, 12.9% agreed and 65.5% strongly agreed.

In relation to the above a senior HR staff said

We use feedback to motivate our staff, Feedback improves the effectiveness and helps in decision making within the organization. The feedback directs the individual to the organization missions and objectives. In the ideal situation the employee receives information about how they are performing and where they could improve. Managers identify the weaknesses of the employees and together they make a plan for the employee’s development.

The survey findings shows that majority of the respondents are more motivated when they are paid well and are given the opportunity to contribute their opinion on the overall Organisation’s policies.

Another respondent noted that verbal appreciations are given to staff during staff meetings. They recommend them for career development once there is an opportunity. The management sometimes circulates an email appreciating the efforts of the staff members.

It was noted that employees recognized have continued to work better because as a result of recognition they get committed to their jobs. This is project specific and the overall leadership of the organization depends on the Senior Management Team (SMT)

The respondents were asked the extent to which terms of employment help to enhance the subordinates' performance. A respondent said "whenever the terms are good, means the subordinates have done their best. However when the terms are not friendly, the employees are always at the lookout for better jobs and resort to doing other business not related to AMREF at the cost of the organization. This greatly affects performance".

Hypothesis testing three (3):

The hypothesis stated that: there is a relationship between rewards and performance of AMREF

The hypothesis was tested was tested using Pearson Correlation Coefficient

Table 4.9: Correlation matrix for rewards and performance of AMREF

		Rewards
Performance	Pearson Correlation	.424
	Sig. (2-tailed)	.009
	N	50

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

The results show that the correlation coefficient is 0.424(*) and its significance level 0.009. This implied that rewards influences performance of AMREF. Therefore according to the results, there is a positive significant relationship between rewards and performance of AMREF. Therefore, the alternative hypothesis that was earlier postulated is upheld (H3upheld).

Research Objective Four (4): relationship between employee involvement in decision making and Performance of AMREF

To assess the relationship between employee involvement in decision making and performance of international organisations, the following responses were got from the respondents and presented in the table 4.10 below.

Table 4.10: Summary statistics on the relationship between employee involvement in decision making and performance of AMREF

N=50

Item Responses	SD	D	A	SA	Mean	Standard deviation
Subordinates are involved in the decision making process	17(34)	18(36)	08(16)	07(14)	1.095	.2007
Decisions are taken by the top few in the organisation	10(20)	11(22)	10(20)	19(38)	1.506	.4503
The employees are involved in the budgeting process	18(36)	18(36)	07(14)	07(14)	2.001	.3009
The employees are not informed about the major decisions of the organization.	08(16)	18(24)	17(34)	17(34)	1.004	.1190
The employees are not helped to understand the goals, objectives and major strategies of the organisation	10(20)	10(20)	10(20)	20(40)	2.056	.2078

Source: Primary data 2014

Basing on survey findings it was established from the respondents in relation to item 1 that subordinates are involved in the decision making process, 34% strongly disagreed, 36% disagreed, 00% were neutral, 16% agreed and 14% strongly agreed. This meant that the extent to which subordinates are involved in decision making is limited.

A respondent revealed that subordinates are involved in decision making during the staff meeting where issues are discussed and at the level of planning.

The respondents were further asked to state whether decisions are taken by the top few in the organisation. The total number of respondents was 50, a total of 20% strongly disagreed, 22% disagreed, 00% were neutral, 20% agreed and 38% strongly agreed. The statistical tabulation indicated a mean of 1.506 and a standard deviation of .4503. This meant that decisions are taken by the top few in the organization.

A respondent observed that:

At project level, decision making is participatory however at senior management level; decisions are made without consulting staff. This in most instances has not been well received, making them quietly resist/fail adhering to the decisions made. This affects organization business since results are not achieved.

Item three required the respondents to state whether the employees are involved in the budgeting process. The total number of respondents was 50, a total of 36% strongly disagreed, 36% disagreed, 00% were neutral, 14% agreed and 14% strongly agreed. The tabulation revealed a mean of 2.001 and a standard deviation of .3009. This showed that the respondents are not involved in the financial management and planning exercise.

In connection to item four, the respondents were required to state whether the employees are informed about the major decisions of the organization, 16% strongly disagreed, 24% disagreed, 00% were neutral, 34% agreed and 34% strongly agreed. A mean value of 1.004 and a standard deviation of .1190 was observed. This implied that to a greater extent employees are informed about the major decisions of the organisation.

The respondents were asked to state whether the employees are helped to understand the goals, objectives and major strategies of the organisation. The total number of respondents was 50, a

total of 20% strongly disagreed, 20% disagreed, 00% were neutral, 20% agreed and 40% strongly agreed. The trend of responses which was more inclined to agreement was further reflected through the mean of 2.056 and the corresponding standard deviation of .2078.

Table 4.11: Summary statistics on the dependent variable (performance of AMREF)

N=50

Item Responses	SD	D	A	SA	Mean	Standard deviation
Management meet deadlines set	30(60)	09(18)	06(12)	05(10)	3.078	.3034
I am efficient and effective at the work place	13(26)	05(10)	12(24)	20(40)	1.906	.2045
Management carries out effective supervision and coordination of subordinates	05(10)	14(28)	11(22)	10(20)	1.708	.1503
Management organizes meeting where major decisions are taken in consultation	11(22)	11(22)	20(40)	08(16)	1.678	.2678
There is efficient planning of activities by management in AMREF	07(14)	09(18)	20(40)	14(28)	1.056	.1723

Source: Primary data 2014

Basing on survey findings it was established from the respondents in relation to item 7 that management meet deadlines set, 10% strongly agreed, 12% agreed, 00% were neutral, 18% disagreed and 60% strongly disagreed. This meant that accomplishing tasks on time is a culture within the organization.

One of the respondents remarked “meeting deadlines is a top priority of management. Without meeting deadlines the organization cannot function satisfactorily”.

The respondents were further asked to state whether managers are efficient and effective at the work place. The total number of respondents was 50, a total of 40% strongly agreed, 24%

agreed, 00% were neutral, 10% disagreed and 26% strongly disagreed. The statistical tabulation indicated a mean of 1.906 and a standard deviation of .2045. This meant that managers are efficient and effective at the work place.

A respondent said that:

The management in some instances is not effective but we as subordinates we have tried to work with them anyway. This indicated that AMREF sometimes management values effectiveness at the work place.

Item three required the respondents to state whether management carries out effective supervision and coordination of subordinates. The total number of respondents was 50, a total of 20% strongly agreed, 22% agreed, 00% were neutral, 28% disagreed and 10% strongly disagreed. The tabulation revealed a mean of 1.708 and a standard deviation of .1503. This showed that the respondents took a middle position about the existing work culture.

It was observed that not all staff are effectively supervised and coordinated. It depends on the purpose of the supervision.

In connection to item four, the respondents were required to state whether management organizes meetings where major decisions are taken in consultation, 16% strongly agreed, 40% agreed, 00% were neutral, 22% disagreed and 22% strongly disagreed. A mean value of 1.678 and a standard deviation of .2678 were observed. This implied that major decisions are taken at staff meetings in consultation with staff.

A respondent noted “major decisions are made by the top level management and not the lower level management. It is at the board meetings that the major decisions are taken and no lower level staff participates”.

The respondents were asked to state whether there is efficient planning of activities by management in AMREF. The total number of respondents was 50, a total of 28% strongly disagreed, 40% disagreed, 00% were neutral, 18% agreed and 14% strongly agreed. The trend of responses which was more inclined to agreement was further reflected through the mean of 1.056 and the corresponding standard deviation of .1723.

A respondent noted

Efficient planning is relative and I cannot say that there is efficient planning of the activities of the organization. This implied that not all activities are well planned in AMREF.

Hypothesis testing four (4):

The hypothesis stated that: there is a relationship between employee involvement in decision making and performance of AMREF

The hypothesis was tested was tested using Pearson Correlation Coefficient

Table 4.12: Correlation matrix for employee involvement in decision making and performance of AMREF

		Employee involvement decision making
Performance	Pearson Correlation	.331**

Sig. (2-tailed)	.009
N	50

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

The results show that the correlation coefficient is 0.331(**) and its significance level 0.009. This implied that employee involvement in decision making influences performance of AMREF. Therefore according to the results, there is a positive significant relationship between employee involvement in decision making and performance of AMREFs. Therefore, the alternative hypothesis that was earlier postulated is upheld (H4upheld).

In conclusion the qualitative and the quantitative data above agree. The four research hypothesis as stated in chapter one were up held, indicating that there is a positive significant relationship between performance management, training, rewards, employee involvement in decision making and effectiveness of management of AMREF in Uganda. The researcher therefore turns to Chapter 5 to discuss the summary of findings, discussion, conclusion, recommendations and areas for further research.

CHAPTER FIVE

SUMMARY, DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter presents the summary of findings, discussion of the study findings as presented in chapter four, conclusions and recommendations plus areas for further research.

5.1 Summary of Findings

5.1.1 Performance management and performance of AMREF

Pearson's Correlation Coefficient for performance management and performance of AMREF was $r = 0.671^{**}$ with probability value ($p = 0.009$) that is less than $\alpha = 0.01$ level of significance showing a significant positive relationship between performance management and performance of international NGO's at the one percent level of significance. Therefore, performance of international NGO's is significantly influenced by performance management.

5.1.2 Training and performance of AMREF

Pearson's Correlation Coefficient for training and performance of AMREF was $r = 0.555^{**}$ with probability value ($p = 0.009$) that is less than $\alpha = 0.01$ level of significance showing a significant positive relationship between training and effectiveness of management of AMREF at one percent level of significance. Therefore, effectiveness of management of international NGO's is significantly influenced by training.

5.1.3 Rewards and performance of AMREF

Pearson's Correlation Coefficient for rewards and performance of AMREF was $r = 0.424^*$ with probability value ($p = 0.009$) that is less than $\alpha = 0.01$ level of significance showing a significant positive relationship between rewards and performance of AMREF at the one percent level of significance. Therefore performance of international NGO's is significantly influenced by rewards.

5.1.4 Employee involvement in decision making and performance of AMREF

Pearson's Correlation Coefficient for employee involvement in decision making and performance of AMREF was $r = 0.331^{**}$ with probability value ($p = 0.009$) that is less than $\alpha = 0.01$ level of significance showing a significant positive relationship between employee involvement in decision making and performance of AMREF's at the one percent level of significance. Therefore, performance of international NGO's is significantly influenced by employee involvement in decision making.

5.2 Discussions

This subsection looks at the discussion of the findings which are discussed according to the respective research objectives as earlier presented in chapter one.

5.2.1 Performance management and performance of international NGO's.

The respondents were asked many questions and their feedback indicated that there is a positive significant relationship between performance management and performance of AMREF. Findings based on interviews revealed that performance appraisal is a very important part in AMREF. It has helped AMREF to build a fine group of management which has helped it improve the company's performance year in and year out. Similarly, Kelly (2006), notes that an organization becomes successful when its workforce works hard to achieve the organizations goals and objectives. An organization can only become successful if it helps employees to progress and improve on their job skills.

It was observed that managers, especially those who don't consult employee files and data, have a tendency to evaluate employees performance based primarily on events that occurred during the last few months (rather than over the entire year). Subjective appraisals can restrict cultural change in AMREF. It was observed by Bowen et.al (2004) that in some organizations, there are cultural norms and values that influence performance appraisals but most importantly managers

must consult employee files. Relatedly, some managers are naturally “easy raters” while others are not. It is important that the manager should be trusted in respect to performance appraisals

Findings revealed that the management of AMREF tries to invest more time in the appraisal process to see to it that the process is successful. Managers must appraise employees they have no knowledge about. This is contrary to what Boxall (1998) asserts that managers often feel they don't own the process, so they invest little in it and proceed to blame HR for everything. Managers of large and global organizations, as well as newly hired and “transferred in” managers may be forced to do appraisals on employees they don't know. Recently promoted managers may be forced to assess their former friends and colleagues. Managers that go out of their way to provide honest feedback and actually improve the performance of their workers are not rewarded or recognized.

Findings based on the surveys revealed that performance appraisal in AMREF is considered as the most significant and indispensable tool for an organization, for an organization, for the information it provides is highly useful in making decisions regarding various personnel aspects such as promotion and merit increases. The findings are in line with Chan & Snape (2004) who argues that performance appraisal has increasingly become part of a more strategic approach to integrating HR activities and business policies in AMREF and may now be seen as a generic term covering a variety of activities through which organizations seek to assess employees and develop their competence, enhance performance and distribute rewards

Findings further showed that employees were more satisfied and had greater acceptance of the performance appraisal when employee development and performance improvement was emphasized. Findings showed that performance appraisals have a positive effect on the employees. The findings revealed that low performers were more satisfied when salary discussion was included in the PA than when it was not. In contrast, it is conceivable that better performers are happier with the appraisal. Similarly it was observed by Mukasa (2006) that

performance appraisals have a positive effect on the employees most especially when managers that go out of their way to provide honest feedback and actually improve the performance of their workers are not rewarded or recognized

Findings based on the interviews revealed that in AMREF, managers are not trained on how to assess and give honest feedback. Draft (2001) asserts that some managers will provide feedback that is extremely vague in order not to offend anyone. However what is more important is training the managers in the appraisal process so that are more proficient when it comes to the appraisal process.

5.2.2 Training and performance of AMREF

The respondents were asked many questions and their feedback indicated that there is a positive significant relationship between training and performance of AMREF. Findings revealed that trainings have helped to improve the quality of the employees. The findings of the study are in line with Barney (1991) who notes that the level or quality of the employee training either supports or stifles the company's growth. The more one organization invests in training employees, the more the company gains in sales and profit and the better the employees become true team members. According to Cummings & Worley (2002) well-trained employees are the foundation for business success. It makes common sense that the most productive and successful employees are the ones who have received the best training. It's from this group that the future leaders of the company are born.

Findings revealed that training have helped to prepare the employees with additional professional and job-related skills. The findings are also consistent with Delaney, &Huselid (1996) that not only does job training prepare the employees with additional professional and job-related skills, it also shows those employees (and others inside and outside the company) that the company is

willing to invest time; money and energy into their success. This is potent and motivational. When employees know they care enough to train them, support them, and have faith in them, this is the sunshine, water, and nourishment that grow the seed of company loyalty. Training and development is the life-line of any successful company; it's vital to the health of the organization (Dutton & Ashford, 1993). Without it, the organization risks the probability of becoming stagnant, and the competition can run by so fast that it will leave dust in the eyes.

Findings revealed that there are different modes of trainings carried out in AMREF and each in different proportions is helping to improve the quality of employees in AMREF. Similar findings were observed by (Fey & Bjorkman, 2001) who argues that trainers need to understand the pros and cons of each method and also its impact on trainees keeping their backgrounds and skills in mind before giving training. Some of the other critical factors to think about include; objectives to method compatibility, expectations of the organization and the trainees, trainer skills, time and resources availability.

5.2.3 Rewards and performance of AMREF

The respondents were asked many questions and their feedback indicated that there is a positive significant relationship between rewards and performance of AMREF. Based on the findings and looking at the mental process of the employees, high employee recognition will spur their motivation for higher performance. When employees are appreciated, they perform their task in the right manner which stimulates motivation for greater performance.

Findings revealed that notwithstanding, the employees have the possibility to be promoted within the organisation. This has boosted the security mentality of the employees and has created a conducive work environment for the employees. This is to justify the next needs of Maslow's

hierarchy that is the safety needs (Mukasa, 2006). From the findings, the psychological state of the employee has a major influence on their motivation. Within this category are collaboration with other employees and frequent company meetings. These attributes creates a friendly working environment which gives rise to higher motivation at work. By visualizing Maslow's hierarchy of needs, we realize these attributes will support the belonging needs (Kelly, 2006).

Furthermore, employees who have served the organization for a long period are more motivated for they have in mind the renewed confidence in the management policy that they will be given consideration for internal promotion opportunities first by the organization. Their long term commitment with the company will yield them in future higher position which keeps them more motivated (Bowen et.al, 2004). These findings are underscored by the main assumption in Herzberg's two factor theories which states that motivation is a product of the anticipated value to a person in an action. Here the anticipated values are the possibilities of higher salaries and promotion possibilities which the employee anticipated due to longevity of service (Kane and Palmer, 1995)

5.2.4 Employee involvement in decision making and performance of AMREF

The respondents were asked many questions and their feedback indicated that there is a positive significant relationship between employee involvement in decision making and performance of AMREF. Employee recognition can be greatly enhanced when employees understand the assumptions that underlie change behavior. Chan & Snape (2004) notes that through clear and focused objectives, understanding the job, participation in problem solving and decision-making can enhance the performance of employees in an organization (Cascio, 2003). Another issue

which raises workers' motivation is allowing workers to fully become part of organizational goal setting in that, one gets to know how much to be covered in a given period of time.

5.3 Conclusions

Study conclusions were drawn basing on the different research questions as shown below;

5.3.1 Performance management and Performance of AMREF

The study revealed that performance management influences and performance of AMREF. Although performance appraisals are carried out in the organization, the employees felt that they have not helped to achieve the designated objectives. The appraisal mechanism would be more effective if it was being used as a basis for promotion and rewards to the employees in the organization. Furthermore, appraisals would be more effective if they are aimed at enhancing employee performance.

5.3.2 Training and performance of AMREF

The study revealed that training influences and performance of AMREF. It further noted that trainings could be more effective if they were well planned and aimed at fulfilling the designated objectives of the company.

5.3.3 Rewards and performance of AMREF

From the foregoing findings however, it has been clear that rewards significantly influence performance in AMREF. Therefore, a research gap was evident in investigating whether rewards increase the employee's morale to perform as well as the effect of intrinsic and extrinsic motivation on the performance of employees. The employees felts that being paid on time was

not a key factor but how much they were paid was more essential. They felt that they would be better motivated if the organization introduced other monetary and non-monetary benefits.

5.3.4 Employee involvement in decision making and performance of AMREF

From the findings, the researcher concluded that there was a positive relationship between employee involvement in decision making and performance of of AMREF, basing on the statistically significant correlations. These results showed that employee involvement in decision making explained a strong variation in performance meaning that employee involvement in decision making is a key motivating factor.

The complex and dynamic nature of managing an organisation requires flexible and transparent decision-making that embraces a diversity of knowledge and values. For this reason, employee participation in decision-making needs to increasingly be sought and embedded into the organization policies.

5.4 Recommendations

It was recommended that:

5.4.1 Performance management and performance of AMREF

The performance appraisal programme in AMREF should be well thought out and tailored for the organisation. The appraisal process must be viewed as a continuous activity rather than a one-a-year event. In other words, performance management should be a continuous process and not an activity conducted once a year. Performance expectations and actual performance must be discussed often and regularly. Performance feedback should be timely and continuous.

Employees should be given specific instruction on how performance can be improved and must have short-and long-term goals set to show incremental improvements. Managers should be encouraged to engage in careful, systematic and professional planning and implementation of the performance management system. Implementation time frames should be respected. All documentation and forms should be completed properly and professionally, especially performance agreements and personal development plans. Mechanisms should be put in place to ensure the objectivity of performance ratings and judgments, and to reduce favoritism and bias. Mechanisms should also be put in place to take corrective action against low performers.

5.4.2 Training and performance of AMREF

Employers should build a participative culture as a multi-stage process if trainings are to yield anything. The trainings should aim at fulfilling the designated objectives of the company. Whenever trainings are organized the management should support and facilitate them. This can be achieved by involving all employees in decision making when it comes to the training function. It's always good to allow employees to take decision making when it comes to the training function. This should be accompanied by thoroughly plan for the training function. As HR department responsibilities and liabilities increase, companies should invest more in programmes to train and evaluate the members of their boards.

Training should encompass both a thorough induction programme for new board members and training and development opportunities for ongoing board members. Training should also be linked to the needs of the employees and the organisation.

Employers should ensure that their staff feels comfortable and safe with the trainings administered, both physically and emotionally. The management should be aware of any

employee special needs, and meet these needs as best as possible. The organization should state clear, challenging and achievable training goals which are directed by employees themselves because goals set by other people without involving junior workers are less motivating to the trainees.

5.4.3 Rewards and performance of AMREF

There is need for AMREF to come up with clear promotion procedures and guidelines that will guide employees on how they can be promoted to higher levels of responsibility. A system that rewards high performance and discourages low and mediocre performance should be put in place to include various rewards such as financial rewards, public acknowledgments, promotions, greater work responsibilities, learning and study opportunities. Greater emphasis must be given to non-monetary rewards.

5.1.4 Employee involvement in decision making and performance of AMREF

Participation should be considered as early as possible and throughout the process, representing relevant employees systematically. The process needs to have clear objectives and skilled facilitation from the onset. Employee participation in the decision making process must be institutionalised. In this light, participatory processes may seem very risky, but there is growing evidence that if well designed, these perceived risks may be well worth taking.

5.5 Areas for further Research

There is need to carry out a study on effect of Performance Appraisal on employee motivation.

There is also need to carry out a study on performance appraisal system and job satisfaction in public authorities

There is need to carry out a research on the evaluation of the training function in International NGOs in Uganda

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APPENDICES:

APPENDIX (i) QUESTIONNAIRE

QUESTIONNAIRE FOR TOP LEVEL, MIDDLE LEVEL AND LOWER LEVEL STAFF

My name is **Joan Makayi Kasekende** a student of Masters in Institutional Management and Leadership of Uganda Management Institute. In partial fulfillment of the requirements for the degree, I am required to conduct a research in an area of my interest. My interest in this study is to evaluate the **Human Resource Management Practices and Performance of International NGOs in Uganda: A Case of AMREF Uganda**. You have been sampled to participate in this study and the information you give will be used strictly for academic purposes and will never be used against you or your office. The information got from you will be kept confidential. You are also requested not to write your name on this questionnaire. After filling out the questionnaire, put in the provided envelop and seal it and return to me.

Your participation in this study is entirely voluntary. Your consent to participate is implied by your decision to complete this questionnaire. I greatly appreciate your assistance in this exercise.

Thank you for your cooperation.

SECTION A BIO-DATA

Please tick in the column below the specified variable.

-	18-28	29-35	36-50	Above 50	
Gender	Male	Female			
Marital status	Married	Single	Widowed	Divorced	
Level of Education	Masters	Bachelors	Diploma	Certificate	Others Specify

Instructions from question 1-46 tick the number that best indicates your opinion on the questions using the following scale.

Scale	1	2	3	4	5
	Strongly disagree	Disagree	Not sure	agree	Strongly agree

SECTION B

PERFORMANCE MANAGEMENT

		1	2	3	4	5
1	The organisation uses a variety of performance appraisal techniques to appraise our employees					
2	Performance appraisal is frequent in our organization					
3	Performance appraisal motivates me to work harder					
4	Performance appraisal is conducted in the best way possible					
5	Management supports me to improve my weaknesses					
6	The performance feedback given is a source of motivation to all employees appraised					
7	I work to meet deadlines and achieve the company's vision and mission.					
8	The feedback given is a source of motivation to all employees appraised					

TRAINING

		1	2	3	4	5
9	Employees do not participate in determining the training they need.					
10	Training are not well-planned and given sufficient duration					
11	Senior line managers and supervisors are eager to help their juniors develop through on the job training due to man hours lost in it.					
12	Off job training in the organization is facilitated by a well trained staff					
13	Management does not put our views on off the job training into consideration					
14	Professional training and development in general has not supported employees in gaining a wider perspective in their jobs and in their personal lives.					
15	Iam satisfied with the organisation's training process and content is relevant to what I do					

REWARDS

		1	2	3	4	5
16	My salary is paid on time					
17	I would work with more vigor and enthusiasm if my salary increased					
18	My salary compares well with other employees in other organizations with the same qualifications					
19	I get allowances besides my job salary					
20	Every extra responsibility assigned to me is remunerated					
21	Iam satisfied with the provident fund benefit that the organization gives me.					

EMPLOYEE INVOLVEMENT IN DECISION MAKING

		1	2	3	4	5
22	Subordinates are involved in the decision making process					
23	Decisions are taken by the top few in the organisation					
24	The employees are involved in the budgeting process					
25	The employees are informed about the major decisions of the organization.					
26	The employees are helped to understand the goals, objectives and major strategies of the organisation					

SECTION C

EFFECTIVENESS OF MANAGEMENT

		1	2	3	4	5
27	Management meet deadlines set					
28	I am efficient and effective at the work place					
29	Management carries out effective supervision and coordination of subordinates					
30	Management organizes meeting where major decisions are taken in consultation					
31	There is efficient planning of activities by management in AMREF					

SECTION D

1. Do you think employee training is especially effective in AMREF?

Yes No

If so why.....
.....
.....

2. Do you think trainings in AMREF are not well funded?

Yes No

If so yes or no why
.....
.....
.....

3. The management is not supportive to the training function and is not involved at every stage

Yes No

If yes or no why.....
.....

4. The view of the staff on training and how to improve it are not put into consideration

Yes No

If yes or no why.....
.....

5. AMREF uses the same trainers every now and then making the exercise loose meaning

Yes No

If yes or no
why.....
.....

6. Do you think the human resource planning section is responsible for the ineffectiveness or effectiveness of the training function

Yes No

If yes or no why so.....

APPENDIX 2

INTERVIEW GUIDE FOR TOP LEVEL, MIDDLE LEVEL AND LOWER LEVEL STAFF

A: PERFORMANCE MANAGEMENT

1. How much time do you spend on Performance Appraisal?
2. Comment on the contents of the Performance Appraisal?
3. Comment on the causes of dissatisfaction in Performance Appraisal?
4. What challenges do you face during the Performance appraisal process?
5. Which of the techniques of performance appraisal technique is commonly used?
6. What are your views about performance appraisal in your organization?

B: TRAINING

1. How does Training add Value to AMREF?
2. Why should training and professional development be part of AMREF strategy?
3. How have these trainings benefited you as a person?
4. How should the HR department increase value of the trainings?
5. What is your general comment about trainings in AMREF?
6. In what ways has training undergone increased work performance?
7. How has training created clarity of your job description?
8. How training prepared employees to meet new challenges?
9. What innovations have been introduced because of equipping employees with new working and technical techniques?
10. How does off-job and on-job training increase employee productivity?

C: REWARDS

1. From your experience, how do you gauge employee' commitment to achieving the set goals?
2. What system of monitoring employee' attendance do you have in place?
3. What are the common causes of employee' failure to attend to their duties?
4. How are employees rewarded for their participation in any extra work?
5. Is the salary earned by your subordinates sufficient to make them comfortable?
6. If there were other job opportunities, which are probably more paying, what do you think would make your subordinates remain committed to working in the local government instead of taking up the other job offers?
7. What are the available promotional opportunities for the employees in AMREF?
8. What do you think can be done to make your subordinates more committed more to their work that you may not have done?
9. How many employees have left this institution in the last two years?
10. What could have been the reasons for their leaving?
11. What is your opinion about employees leaving your institution?
12. How do you assess your employees' willingness to take on extra responsibilities assigned to them?

APPENDIX 3:

DOCUMENTARY REVIEW CHECKLIST

1. HR Manual will be reviewed
2. Annual Reports will be reviewed
3. Quarterly Reports will be reviewed
4. Master Thesis will be reviewed
5. Articles
6. Minutes of Meetings