HUMAN RESOURCE MANAGEMENT PRACTICES AND JOB SATISFACTION IN

PUBLIC SERVICE IN UGANDA; A CASE STUDY OF GULU DISTRICT LOCAL

GOVERNMENT.

By

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DECLARATION

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APPROVAL

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DEDICATION

I dedicate this dissertation to my special family; Mummy- Mrs. Santa Oketta, Brother –Mr. Micheal Otim Oketta and his family, friends – Ms. Philo Nyadoi Elizabeth and Ms. Ketty Anyeko for the continuous support they rendered to me during the time I was at school. And most so for the words of encouragement they provided when I felt I had lost the momentum.

I would also like to thank the Almighty Father- God for leading me through this great journey to complete my Masters.

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LIST OF ADDREVIATIONS

1. HRM –   Human Resources Management

2. HRD –   Human Resources Development

3. PM –   Performance Management

4. GDLG -   Gulu District Local Government

5. CAO –   Chief Administration Officer

6. PPO –   Principle Personnel Officer

7. SPO –   Senior Personnel Officer.

ABSTRACT

Effectively and efficiently administered Human Resources Management practices create job satisfaction among the employees of any entity. The study problem noted a gap in the HRM at the GDLG due to inadequacies of resources and un-imbalanced redistribution of the HRM practices that eventually cause job un-satisfaction among employees. The study sought to examine the impact of Human Resources Management practices on job satisfaction among employees in Public Service in Uganda. The findings were obtained from the employees at Gulu District Local Government among 10 departments and with a total number of 79 employees participating in the research study. Questionnaires and interview guides were used as data collection tools and through this 74 participants responded through questionnaires and 5 key persons through interview guide. This therefore brought to a total number of 79 respondents at a respondent rate of 70.5%. The data was gathered and analyzed using a statistical package of SPSS to examine the impact of HRM practices on Job Satisfaction at GDLG. Throughout a Pearson Correlation was used to analyze the direction and magnitude to which the dependent and the independent variables of the study were related.

Apparently from the findings of the study, all the three tested independent variables of HRD, Performance Management and Reward Management were found to have positive influence on the employees job satisfaction, however, it was to a weak/ low extend.

The research findings were then compared to the past literature reviewed and the researcher gives recommendations to the Human Resources and administration department at the district to carry out effective and efficient HRM practices that should be fairly distributed to all the employees to derive their job satisfaction. Further research can also be carried out in the related fields so as to evoke discussions on how to improve the HRM practices at the GDLG.

CHAPTER ONE

1.0 INTRODUCTION

A significant move in success of an organization is to fulfill the changing needs of both the organization and its employees. Heavy responsibility lies within the organizational management to incorporate strategies that will boost the morale of the employees to serve the organization better. The discipline of Human Resources has been instituted in many organizations both in a private and in the public sector. Human Resource practices in every organization needs to be harmonized to protect both the interests of the employees and employers so as to improve the working relations and the organization's performance. There are a numerous Human Resources Management Practices, however, the study will only examine how HRM Practices such as human resources development, Reward Management and Performance management bring about job satisfaction in the public sector in Uganda; a case study of Gulu District Local Government. The elements mentioned above under the human resource practices will be the independent variables while the dependent variables will be the job satisfaction aspects. This chapter will constitute of ; introduction, background of the problem, problem statement, purpose of the study, objectives of the study, research question, research hypotheses, scope of the study, significance of the research, justification of the study and the operational definition of the terms and concepts used in the research.

1.1 BACKGROUND OF THE STUDY

This sub section seeks to elucidate the foundation of the Human Resources Management practices in the functioning of any organization of entity. The study based on Amin's (2005) recommendations for analyzing background of a study. As bellow, the researcher analyzed the; Historical, theoretical, contextual and conceptual backgrounds.

1.1.1 HISTORICAL BACKGROUND

Human resources management is concerned with the human side of managing employees and their relations with their firms, organizations or companies. Employees are the greatest assets to any entity of which employers can use to obtain the greatest possible benefit from their abilities. According to Mathis, Jackson (2007) the term Human Resource Management evolved in USA out of the earlier Personnel Management in the early 1960. *Merriam-Webster dictionary* claims that the first recorded use of the term Human Resources is from 1961. By mid 1980's, the term human resources management started appearing and quickly replaced Personnel Management.

Human resource practices started appearing in the USA in the 1920s when mass production started spreading. Personnel administrators were often called welfare secretaries in the 1920s and this marked the beginning of the Human resources theory. According to the studies conducted by George Elton Mayo (1880-1949), especially the *Hathorne studies* were credited as the foundation of the human relations movement in management. This transition kept on growing and changing until after the World War II when designated units and departments were specifically designed to take care of typical human resource functions. The war efforts in WW II, revealed that employment management and functions previously classified as welfare were linked together. Due to this war, from the 1960s, the rise of Japan as a commercial power also required efficient HR systems being adopted by the Japanese corporations.

The spread of multinational and large corporations created a highly skilled professional group of human resource personnel. This globally made the profile of Human resource management to be attracted in 1970s and widely recognized in 1980s. Universities and business schools started teaching different aspects of human resource management in the 1990s.

It's in this same transition that in the current decade, a strong movement emerged to see Human resource management practice as a strategic partner to businesses rather than as a support function system and this continues till date. In Uganda, therefore the development of human resources management practices is essential to both the private and public sector organizations. The public sector in Uganda has a well structured Public service Ministry that handles all the human resource functions of government entities. At the local levels or district levels there is a specific department- the office of the Personnel Administration which handles all the related human resource functions.

In Gulu District Local Government, the Chief Administrative Officer and the Principle Personnel Office are in-charge of managing the human resource functions at the district level and report to the Ministry of Public Services all the designated functions.

1.1.2 THEORETICAL BACKGROUND

Burrhus Federic Skinner's theory of operant conditioning implies that job satisfaction emerges from the interplay of stimulus and response. However, this research will be guided by the two behavioral theories of Frederick Herzberg and Abraham Maslow. Herzberg (1959) who was a psychologist proposed a theory about the factors that motivate employees and Maslow who was a behavioral scientist and contemporary of Herzberg, developed the theory of a hierarchy of needs which are ranked in order of precedence.

Although most debates about the theories of job satisfaction start with Maslow's theory of Hierarchy of needs' (1943) however, the story is believed to have began with the idea of 'scientific movement' or ' Taylorism' by Fredrick W. Taylor (1911), which treats human beings as an 'economic- man' and money being the major motivator for job satisfaction.

This view was however, criticized by Elton Mayo and Associates (1924-33) during the 'Hawthorne studies' about the nature of human beings. This research led to the discovery of many other factors that motivate and bring about job satisfaction and they include; personal morale, positive interrelationships, individual and group behavior. The theories of job satisfaction are classified into two that is; content theories and the process- theories. This study therefore looked at the content theory that includes; Maslow's Hierarchy, and Herzberg's two factor theory.

Frederick Herzberg (1959) propounded two factor theory of job satisfaction at work which divides the factors of work environment into two classes; motivators or satisfiers and hygiene factors. He noted that the factors that are exceptionally regarded as satisfiers were not the opposite of those which were exceptionally considered as dissatisfies. The factors he regarded as hygiene included; a company's policies, supervision, interpersonal relations, working conditions and salaries. Herzberg called these hygiene factors because they make the job environment fit to occupy, however, they produce short-term changes in job attitudes and performance.

In contrast, he noted that the satisfiers/motivators are the factors that enrich a person's job and these included five basic factors like; achievement, recognition, work itself, responsibility and advancement/ promotion prospects. Herzberg called these satisfiers/ motivator because they tended to maintain an employee in his/her job and are associated with the long-term positive effects in job performance.

In conclusion to Herzberg theory, the satisfiers describe what the employee does while at work and its more directed to his/her gains from the work while the hygiene factors relate to the situation in which the person performs his/ her work.

Abraham Maslow (1943) also generated the 'hierarchy of needs satisfaction theory'. In this theory, Maslow noted that people tend to satisfy their needs in a certain order of precedence as shown below.

FIGURE 1: SUMMARY OF ABRAHAM MASLOW'S HIERACHY OF NEEDS
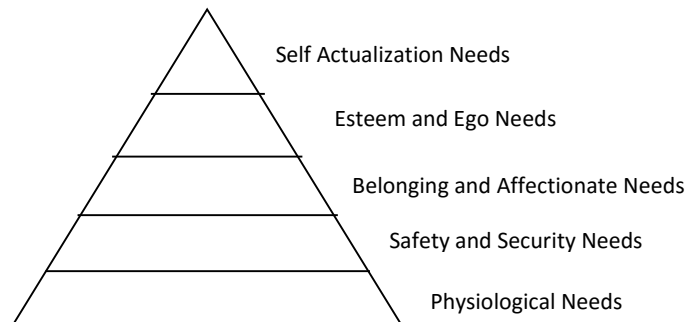
Source: Armstrong, M (2003)

Literally Maslow meant that the physiological/ basic needs must be satisfied just to keep alive and the salaries and wages are fundamental to providing for them. The security/ safety needs are concerned with self- protection with the avoidance to harm and provision for the future. Belonging / affectionate needs implies that everyone in various degrees wishes to give and receive friendship for recreational purposes. Esteem or ego needs are needs to become independent, to dominate and to acquire possessions. Finally he noted that the last need is that of self-actualization where one uses their fullest capacities, development of oneself and to be creative.

Maslow's theory of hierarchy of needs is widely accepted and is easy to understand since one level of needs becomes satisfied thus the level above it becomes more important. This keeps on motivating employees who eventually start to satisfy each of the leveled needs. In regards to the study, when the human resources management practices like; rewards management, performance management, human resources development are implemented fairly and equally, it brings satisfaction to the

employees. This there means that the employees job satisfaction is dependent on a fairly and equally redistributed human resources management practice.

1.1.3 CONCEPTUAL BACKGROUND

A lot has been written and researched about Human Resource management practices and how they influence the job satisfaction of employees in a work place. According to DeNisi and Griffin (2004), Human Resource Management practices are a comprehensive set of managerial activities and tasks concerned with developing and maintaining qualified workforce- human resources- in a way that contributes to the organizational effectiveness. There are many HRM practices like: recruitment, payroll administration, grievance and disciplinary handling, employee welfare, health and safety; however, this study focused on three dimensions that was; human resources development, Rewards Management and Performance management. The three chosen HRM practices were from the dimensions for the independent variables in this study.

According to Spector, (1997), the word Job Satisfaction refers to how people feel about their jobs and different aspects of their jobs. It is the extent to which people like satisfaction or dislike dissatisfaction in the jobs.

Furham, Eracleous, Chamororro- Premusiz (2009) in the previous research studies found that job satisfaction facets itself with monetary compensation (pay) and benefits (non-monetary) compensation. Job satisfaction is therefore a result of employee's perception of how well their job provides those things that are viewed as important. Motivation as a means to job satisfaction has to be well planned for in the public organization. Employers should note that employees are naturally motivated and an organization simply needs to provide an environment that enhance and improve their motivational behaviors. The environments that managers need to put in place are through the independent variables that were discussed in the study but they (managers) needed to understand that

employees have motivational behaviors that will respond to the stimulus applied. In this study therefore, job satisfaction was the dependent variable.

The study dwelt on explaining the interplay of stimulus and response as stated by B.F Skinner in his theory of operant conditioning. In this case we intervened on how employees achieve job satisfaction by responding to the Human Resource Practices such as; human resources development rewards management as well as the performance management in the organization. According to Burrhus Federic Skinner, he believed that internal thoughts and motivations of employees can not only be used to explain their behavior, however, much consideration be given to the external factors that influence the employee behaviors.

The three dimensions of Human Resources Management Practices: human resources development, reward management systems and performance management represented the external factors that managers/ employers provide in a work environment. For instance the HRM practice of Human Resources Development through; Training and Development and Organizational Development when effectively administered could lead to improved quality of work, increased productivity, improved social and work relationships and also the firm would realize achievement in its goals, targets and desires. These external factors depending on how they are managed in the organization influence the behaviors of the employees to either attain Job satisfaction or dissatisfaction.

1.1.4 CONTEXTUAL BACKGROUND

In Uganda, the introduction of system of decentralization enabled the transfer of legal, political, financial and administrative authority from central government and it's agencies to the district local levels (Nsibambi, 1998, p.6). This process of decentralization was aimed at improving performances through the District Council. The district plans and objectives were being implemented by

developmental, professional and highly motivated human resources (Constitution of The Republic of Uganda, 1999, p.1)

According to (Lubanga, 1998, P.70) presentation, he noted that 'personnel management' now referred to as Human Resources Management enhances good governance from a management accountability point of view in that it overcomes the omissions and commissions engendered by the central government. During the time of Uganda's Independence in 1962, the government separated personnel systems from the Central Government to the district levels that had a statutory obligation to provide services.

It was shortly after the 1966 crisis that the relation between that central government and the Local government broke and this led to the removal of some of the powers from the later. In Gulu District Local Government, Human Resources practices like HR development, rewards management and performance management were equally affected. For instance the performance of employees is not very adequate as many show up to work late, high rates of employee absenteeism that not only affects the performance on the individual but also for the organization as a whole. The rewards to staff are also given selectively due to corruption; nepotism as the key persons tend to influence the system by placing their own relatives and friends whose capability to perform is still questionable.

The study will therefore investigate why there are many rates of absenteeism from the work station, why the employees are less committed to the performance of the duties/ assignments, why the levels of performance by some of the workers are low. These are some of the traces that show that the employees are dissatisfied as many may tend to priorities their personal achievements to work of the district.

1.2   STATEMENT OF THE PROBLEM

Gulu District was among the first twenty districts in which the powers of decentralized systems of governance were transferred too in 1993/94 according to the enactment of the Local Government Resistance Council Statute,(1993). Most of the administrative powers including the decentralized Human Resources Management were transferred to the district levels with the aim of building the capacity of the human resources so as to effectively deliver services. Decentralization brought power near to the people to exercise authority and deliver effective services. To the HR Managers, this empowered them to carry out HR practices. In an ideal situation the right mix of Personnel practices should include; recruitment, performance management, reward and benefit management, health and safety management, man power planning and training and development which were among the activities decentralized. The personnel officers in cooperation with the District Service Commission at local governments now have the powers to perform the above.

In Gulu district the following human resources practices like; rewards management, performance management and human resources development were put in place to enhance employee performance and satisfaction. The district Personnel Officer at the Gulu District, noted that these practices are not adequately implemented and even some of them are selectively distributed. He further noted that the district also has limited financial support to train and develop employees and the reward systems do not cater for under performers. However, International agencies/organizations like Department of International Development (DID), ACODE and many others have contributed to supplement the funding provided by the central government in building the capacity of the employees but the funding is not timely and is also small to cater for all the human resource growth.

If this situation continues unattended to, then it will bring about less commitment in performance and this is evident through the high rates of absenteeism from office, reduced performance levels by some

staff, late coming to office and the increasing number of staff opting to go for studies and others having part time jobs. It's therefore for the above reasons that I studied the human resources practice in relation to job satisfaction in GDLG with specific focus on; reward management, performance management and human resources development.

1.3   PURPOSE OF THE STUDY

To examine the impact of human resource management practices on job satisfaction among the employees in Public Service in Uganda taking a case study of Gulu District Local Government.

1.4   SPECIFIC OBJECTIVES

a) To investigate the impact of human resources development on job satisfaction among employees at GDLG.

b) To find out how reward management influence job satisfaction among employees in GDLG.

c) To establish the impact of performance management on job satisfaction among employees at GDLG

1.5   RESEARCH QUESTIONS

i.   What is the impact of human resources development on the job satisfaction among employees at the Gulu District Local Government?

ii.   How do employees derive job satisfaction from reward management in GDLG?

iii. What is the impact of performance management on job satisfaction of employees at GDLG?

1.6   HYPOTHESIS OF THE STUDY

a) Human resources development has an impact on the job satisfaction of employees at Gulu District Local Government.

b) Employees derive job satisfaction from reward management at Gulu District Local Government.

c) There is a strong impact of performance management on the job satifaction of employees at GDLG.

1.7   CONCEPTUAL FRAMEWORK

The relationship between the independent and the dependent variables of the study were conceptualized in this framework. The independent variables included the Human Resources Management practices and for this study, three dimensions were considered that is; human resources development, reward management and performance management. The dependent variable was the job satisfaction.

FIGURE 2:CONCEPTUAL FRAMEWORK SHOWING THE INDEPENDENT AND DEPENDENT VARIABLES

Independent Variables   **Dependent Variables**

Human Resource Management Practices	Job Satisfaction

• Human resources Development.
   1. Training and development
   2. Organization development
 • Reward Management
   1. Intrinsic rewards
   2. Extrinsic rewards
 • Performance Management
   1. Performance indicators
   2. Performance Appraisals
   3. Performance feedback
	• Improved social relationships
	 • Achieved needs and desires
	 • Improved quality of work
	 • Improved working conditions
	 • Increased team work
	 • Increased productivity and performance

Source: Modified by the Researcher from Frederick Herzberg's Two Factor Theory

1.8   SIGNIFICANCE OF THE STUDY

The study sought to examine how the above mentioned human resource management practices impacted on job satisfaction at GDLG. The information that was attained from this study was disseminated to personnel department, District administration department and to the Ministry of Public Service since the recommendations inhere provided new ideas on how to improve on the human resource practices that directly contributes to employee job satisfaction.

The study findings also contributed to the body of knowledge in Human Resource management for the public service thus enabling for policy formulations to enhance job satisfaction among employees. The information from the study can also be used for further research especially in the area that could have been partially analyzed by the study.

1.9   JUSTIFICATION OF THE STUDY

Human Resource Management Practices are essential to making employees achieve job satisfaction at work in an organization. The decentralized system in Uganda made an effort to have personnel administration powers at the district levels thus attending to the employees' human resource needs for the past almost two decades (1993- 2012). However, reports from the past research have shown that the decentralized system and in this regard the Personnel Administration is faced with lots of challenges due to the limited financial resource to improve the HRM practices that give the employees job satisfaction at work. Through conducting this research, the findings were shared with Personnel department at Gulu District Local Government and other stakeholder with the aim of improving the HRM practices that enhance job satisfaction among the employees.

1.10   SCOPE OF THE STUDY

Content scope: The study was focused on two relating variables that is; the HRM practices of; human resources development, Reward Management and Performance Management as the independent variables. The dependent variable was the job satisfaction.

Time scope: The specific moment targeted for this study is from January 2006 to January 2013 and it was considered because it was the time in which the Employment Act 2006 came into play.

Geographical scope: The study was carried out in Gulu District Local Government because it was accessible for the researcher and also it had the characteristics of a local government setting with well established Human Resources Unit/ department.

1.11   OPERATIONAL DEFINITIONS

HRM practices: these refers to the Human Resource functions or rather best practices used in harmonizing the agreements between the employer and the employees. These practices were constituted in the discipline of HRM and in this study only three of them were discussed ie Reward Management, Performance Management and Human resources development.

Motivation: In regards to this study, motivation referred to the individual achievements that make the employee continue to work at Gulu District Local Government.

Motivation out comes: This refers to the exhibited performances by the employees who felt they were motivated for instance: increased productivity, team work/ team spirit, reduced turn-over rate, improved work relationships, reduced work conflicts.

Personnel decentralization: This refers to the devolution of Human Resource functions from the central government to the local governments.

Job satisfaction; it is basically the pleasurable and positive end result attained by the employee during his/her time in a job.

CHAPTER TWO

LITERATURE REVIEW

2.0   INTRODUCTION

In this chapter, existing literature from the other authors and scholars were reviewed in order to find research gaps. It focused on the elements outlined in the conceptual framework and the study objectives. The chapter was organized as follows; theoretical review, conceptual review; Human Resources Management Practices and job satisfaction and the actual literature review of; human resources development, rewards management and performance management.

2.1   THE THEORETICAL REVIEW

Frederick Herzberg's Two-factor theory (1959), his study to job satisfaction notes that man has two sets of needs i.e.; his need as an animal to avoid pain and the other is his need as a human to grow. The two-factor theory of Herzberg was first explored among the two professions of engineers and accountants during a motivational study in Pittsburg area. He used critical incident method of data collection with two questions i.e.; when did you feel particularly good about your job – what turned you on? It was from the analysis of the responses that Herzberg and his colleagues concludes that there job satisfaction includes two separate independent dimensions i.e.; job satisfaction and dissatisfaction. But the two dimensions are not on the opposite end of the same continuum since they represent two distinct continua. To elucidate this, the factors that cause satisfaction are different from those that will cause dissatisfaction as illustrated bellow;

| Satisfaction | ⟷ | No Satisfaction |

| Dissatisfaction | ⟷ | No Dissatisfaction |
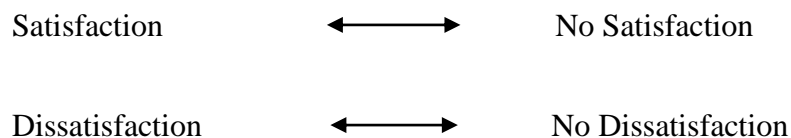
An example to this could be where as supervision, policies and working conditions lead to dissatisfaction well as recognition, responsibility, achievements lead to satisfaction.

Herzberg et al (1957) implied that one of the groups revolved around the need to develop in one's occupation as a source of personal growth and the other group operates as an essential base to the first and is associated with fair treatment in compensation, supervision, working conditions and administrative practice. It was also noted that the fulfillment of the second group does not motivate the employees to high levels of job satisfaction and to extra performance of their jobs. However, the second group only needs to be prevented from dissatisfaction and poor job performance. Similarly, the provision of HRM practices in an organization especially; HRD, rewards and performance management of the employee will only lead to job satisfaction if it brings about personal growth to the employee.

The two- Factor theory was however criticized by Opsahl and Dunnette (1966) for not attempting to measure the relationship between satisfaction and performance since there is also no evidence that the satisfiers do improve productivity.

Abraham Maslow's (1943) – Hierarchy of needs theory is "one of the most mentioned theories when synthesizing job motivation and satisfaction (Weihrich & Knoontz, 1999:468)."It was the first motivational theory that laid the foundation for other theories of job satisfaction. Maslow suggested that there are five basic categories of needs that apply to people that is; the physiological need, safety needs, social- belonging needs, esteem and self- actualization. He explains that once the lower need is satisfied, the next highest becomes dominant and the individual's attention is turned to satisfying the higher need. Maslow's five levels of need hierarchy:

1. Physical needs: (food, shelter, cloths, sex).

2. Safety needs: (protection/security).

3. Social/ belonging needs: (affiliation to a group, association with others).

4. Esteem/ Achievement needs: (prestige by others, praise).

5. Self- Actualization: (accomplishments, self-fulfillments through personal growth).

Maslow's theory was widely understood and acknowledged by many. Alderfer who was one of Maslow's followers modified the hierarchy of needs theory to one consisting of the ERG three level theories to basically expound the behavior element at work that Maslow had left out. The ERG theory includes; Existence needs that includes physiological and security needs, Relatedness needs; affectionate needs and part of esteem needs, the last level as Growth needs; this includes self-actualization and apart of esteem needs. Alderfer claims that his ERG theory provides a more comprehensive explanation of behavior than Maslow's

Maslow's Hierarchy of needs lacked that explanation of how his proposed levels of needs relate the employees job satisfaction to his performance at work.

This research was typically be guided by Herzbergs' Two factor theory to explain the dependency of the job satisfaction on the Human Resources Management practice at Gulu District Local Government. The human resources management practices like rewards management, performance management and human resources development caused satisfaction or dissatisfaction to the employees at the different levels.

2.2   RELATED LITERATURE

2.2.1 HUMAN RESOURCES MANAGEMENT PRACTICES

Human Resources management (HRM) refers to practices , procedures and policies involved in managing of the most important resources of an organization and it includes; Human resources planning, recruitment/ selection, orientation/ induction, benefits/ rewards management, job design, performance management, training/development and employee relation. Armstrong (2001) and Cole (2004) defined Human Resources practices as a set of coherent activities that deal with human being as a critical resource with the purpose of achieving efficiency and effectiveness in pursuing organizational objectives.

According to Braton (2004), he notes that the major role of Human Resources Management includes staffing, human resources planning, rewards management, performance management, welfare administration and employee training and development. The human resources practices in an organization act like as support function to the operations of the whole system since humans are the engines (drivers) of the works of an organization. The HRM practices necessitate a condition or rather an environment for a good work place as that the employees exhibit their talents and creativity for both individual and organizational performance. The human resource managers perform these tasks together with other line mangers since the latter interacts more often with the employees; he/she is able to perform some of the immediate human resources functions like mentoring, coaching, minor dispute resolutions. An employee derives job satisfaction from how well these human resources practices provided at the job are tailored to him/her and the job environment.

This research therefore looked at the Human resource management practices like; human resources development, rewards management and performance management and how these three practice influenced employee job satisfaction in a public entity like Gulu District Local Government.

2.2.2 JOB SATISFACTION

Job satisfaction refers to a person's feeling of satisfaction on a job, which acts as a motivation to work. It's not the self-satisfaction, happiness or self- contentment but the satisfaction on the job. The term Job Satisfaction was bought to the limelight by Hoppock (1935), as he describes it as any combination of psychological, physiological and environmental circumstances that cause a person truthfully to say *"I am satisfied with my job"*. According to Locke (1976) Job Satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience. Mullins (1993) mentioned that motivation is closely related to job satisfaction. Elements like employee's needs and desires, social relationships, styles and quality of management, job design, compensation, working conditions are all perceived to be determinants of job satisfaction (Byars and Rue, 1997; Moorhead and Griffin, 1999).

It's therefore a relevant practice for employers and managers to find out what satisfies employees while at work since it's on this basis that be facilitated with rich information to make decisions and correct the path of organizational policies and behavior. An employer concerned about attaining a balance between employee job satisfaction and performance should therefore, know how to foster an organizational climate that contains elements of HRM practices that exhibits fairness. In this study, job satisfaction is dependent on the human resources management practices like; rewards management, human resources development and performance management.

2.4 ACTUAL LITERATURE REVIEW

This sub section focused on related discussions and surveys for the chosen three HRM practices; Human Resources Development, Rewards management and Performance Management and their impact on job satisfaction. Related literatures were then critically reviewed to evaluate previous and current research on the noted subject matter.

2.4.1 HUMAN RESOURCES DEVELOPMENT AND JOB SATISFACTION

Harbison and Myers (1964) offered a very broad definition of Human resources development (HRD) "as a process of increasing knowledge, skills and capabilities of people in a society. In economic terms, HRD is a process of accumulating human capital and its effective investment in the development of the economy. In political terms, HRD prepares people for adult participate in political processes, particularly as citizens in democracy. In and socio- cultural view, HRD helps people lead a fuller and richer life less bound by tradition. Werner and DiSimone (2006) referred to HRD as set of systematic and planned activities designed by the organization to help its members with the opportunities to learn necessary skills that meet the current and future job demands.

The evolution of the nature of HRD is noted as different terms have been referred to it that is first as training, then training and development and now it's being referred to as Human Resources Development. Haslinda.-a (2009) squeezing from many researchers has concluded that most countries such as Russia, Germany and Korea equate Human Resources Development with training and development and the main focus is on activities related to training. The process of HRD involves many elements like; training, team building, skills enhancements, awareness building, education, mentoring, coaching, organizational development and e-learning.

HRD comprises of two broad practices of training and development and the other is the organizational development this is what the study also focused on thus finding how they influenced job satisfaction on public servants at GDLG. Training and Development looked at individual employees connected with the organization while Organization Development looked at the organization level connected with individual employees.

Yossof and Kasim (2003) also stated that HRD is crucial, in promoting and sustaining growth and HRD, in particular education and training, contributes significantly to economic development in

terms of increased worker productivity and income. HRD is therefore, a very important practice of Human Resources Management as it benefits both the employee and the shareholder in their development plans. Due to the competitive and changing needs of both employees and shareholders, there needs to be some learning and copying mechanisms to meet that emerging needs of both the organization and the employees. Forinstance an organization that adopted a new work technique, ventured in a new field of work or product, needed to train and develop the skills of its employees so as to achieve the organizational goals. Likewise an employee while in a job needed to advance in his/her career goals, needed to feel empowered as he/she executes his/her duties. The later requires such trainings; mentorship and coaching programs so as to attain his/her job satisfaction.

However, Yossaf and Kasim (2003) assumed that HRD will only contribute to the significantly to the economic development through increased productivity and incomes that are benefits to the Organization. They scholars didn't look at how the employees also derive job satisfaction from the HRD which also contributed to their personal relevance in the employment market.

The study therefore sought to find out the impact that HRD has on employee job satisfaction at GDLG.

2.4.2 REWARDS MANAGEMENT AND JOB SATISFACTION.

According to Luthans and Sommers (2005), rewards are received as an exchange of service between employees and employers. MAICIBI Nok Alhas (2007) noted that reward management is concerned with the design, implementation and maintenance of reward practices that are aimed at improving individual, teams and organizational performance. Clifford (1985) divided job rewards into two categories that are the intrinsic rewards and the extrinsic rewards to maintain equity among the employees within the organization. He also subdivided intrinsic rewards which are attached to the inner being into; task autonomy, task significance and task involvement. Task autonomy is referred

to as the degree of freedom in task performance. Task significance implies to the degree to which a task is perceived as an important contributor to the whole work process. Task involvement is referred to the degree to which the work is considered interesting and challenging (Clifford, 1985).To James (1991), task significance and intrinsic interest of work is a major predictor of job satisfaction. The extrinsic rewards are associated with financial benefits and organizational rewards like; pay, promotions, work relations, job safety/security. The extrinsic rewards to relate to job satisfaction depending on how fairly pay benefits and how promotions are distributes.

Srivastava (2004) and Zaini et al (2009) noted that public sectors employees have greater needs for intrinsic rewards and intrinsic motivation. The intrinsic rewards stimulate a positive inner feeling on the employee who in turn also increases the level of his performance on a particular activity. Rafikul (2008) also implied that rewards offered by the employers significantly improved an employee's motivation towards their work and subsequently built their job satisfaction.

In agreement with the above researchers, rewards received by the employees also had a trickle down impact on the significant people around them like their family members, friends, mentors and professional associates. In this regard, an employee who received praise at work, given a promotion and paid well, was able to associate with pride in reference to what benefits he/she had obtained from the work place. The attachment that significant others gave to the employee motivated them to attain satisfaction of his work. The researcher disagrees with MAICIBI Nok Alhas (2007) who noted that it's needless to state that rewards are awarded with intended goals in mind. This is because in the researcher's opinion, rewards are seen as a motivational factor which if effectively set push employees to improve their performance, build confidence in the work and also increase the competitive advantage of the organization.

The study also sought to find out whether employees at GDLG derive their job satisfaction from extrinsic job rewards and intrinsic job rewards.

2.4.3 PERFORMANCE MANAGEMENT AND JOB SATISFACTION

Previous researches emphasized a linear relationship between performance management and job satisfaction (Ward and Davis, 1995 and Fletcher and William, 1996). However, the nature of this relationship is said to be inconclusive. The performance of employees in a workplace is very much dependent on the values, attitudes and perceptions they attach to their work in the organization. According to Porter and Lawler (1974), performance is defined as a function of individual ability, skills and efforts in a given situation. Therefore Performance management refers to how managers integrate employee development with results-based assessment.

Performance management comprises of performance appraisal, individual and departmental objective setting, performance related pay and also appropriate training programs. For the purpose of this study, Performance Management had components of; performance appraisal, performance indicators and performance feedbacks. According to Mondy (1987), Performance appraisal refers to a process which studies and evaluates the job performance of personnel formally.

The study also looked at Performance appraisal as a process that analyses the employees past success and failures with a view of improving future performances. Appraisals are important tools used in HRM especial for measuring performance levels. This therefore should be done on performance merit so as to motivate the employees to do better in their present jobs.

The other component is the performance feedback in which the study looked at how giving performance feedbacks either in terms of reports, merit letters or benefits make the employees to derive job satisfaction at the GDLG.

Carroll, Keflas and Watson (1964) in the research concluded that satisfaction and productivity have a crucial relationship and impact in which each affects the other. In this regards, it's true that job satisfaction and job performances have an impact on each other for instance there are cases where high job satisfaction may cause employees to perform well and the reverse is true for high performance.

Cummings (1970) also noted a number of views concerning the relation between performance and job satisfaction that is; satisfaction impacts on performance, performances impacts on satisfaction and rewards impacts on both satisfaction and performance. This clearly shows how the interdependency of HRM practices and how they impact one another thus causing a change in the levels of motivation and job satisfaction.

However, Cummings (1970) does not assume that satisfaction may not cause any change in the productivity and performance of the employees. The researcher also doesn't assume that performance may not also causes changes in satisfaction of employees.

This study focused on performance factors such as; performance indicators, performance appraisals and appraisal feedback and tested how they impact on job satisfaction among the employees at GDLG.

2.5   SUMMARY OF THE LITERATURE REVIEW HRM PRACTICES

Aligned with the literature reviews, job satisfaction is a fundamental response of employees in relation to their jobs and job environment. Managers should therefore provide for a suitable work environment through the provision of fair and realistic human resource practices that enable the employees to be motivated, attain job satisfaction and also improve the organization's performance.

The study therefore sought to find out how the selected HRM Practices of; HRD, Rewards Management and Performance Management impact on the job satisfaction of the employees in GDLG.

CHAPTER THREE

METHODOLOGY

3.0   INTRODUCTION

This chapter presents the methodology that was used in the study. The methodology chapter was a very essential element in research and it justifies the steps taken when conducting this research. The components of this chapter include; research design, study population, sample size and selection, sampling techniques and procedures, data collection methods, data collection instruments and data management analysis.

3.1   RESEARCH DESIGN

This study was based on a case study design because it required an in depth study of the Human Resources Management Practices in Gulu District Local Government with an aim of improving the HR Management Practices. The results of this study can be transferable to the other public service local governments in Uganda given the similarity in the nature of their operational structure. However, the research design was only applied to Gulu District Local Government. The purpose of this case study design was to have all aspects of the particular study to be addressed and in their right sequence and also to enable us assess accurate validity and reliability of the study.

The case study designed was executed using a mixed approach of both qualitative and quantitative techniques. This was because qualitative data helped in giving a detailed description of the information to be collected and the quantitative also helped to statistically analyze, predict and control phenomenon of interest (Amin, 2005)

3.2   STUDY POPULATION

This research study population constituted of the employees of the Gulu District Local Government. In the GDLG, the study population constituted the district employees (a total of 136 as obtained from the Staff list in the Senior Personnel Officer's Office) who were based at the district headquarters at the respective departments. Within the district headquarters there are 11 departments, however, the study focused on ten (10) departments from which the sample size was drawn.

3.3   SAMPLE SIZE AND SELECTION

The sample size studied was drawn from ten (10) departments at the district headquarters and the respondents were the employees attached to those various departments. The category of the respondents included: the heads of the departments, senior officials, technical staff, operations and support staff, and the accountants based at each of the chosen department.

The selected category therefore provided for both qualitative and quantitative research designs used and the selected sample was also easily accessible. Since there are eleven (11) departments at the district, only ten (10) of them were chosen for the study. This selection was guided by the Morgan and Krejcie (1970) table as it was adopted by Sarantakos, 2005 p. 173). Thus bring the total number of the sample size to 112 from a total population of 136 as illustrated in the table below. Table 1;

TABLE 1: DEPARTMENTAL UNITS INTERVIEWED

S/No.	Category	Access Population	Sample Size	Sampling Technique
1.	Administration	23	19	Simple random sampling
2.	Community Services	14	12	Simple random sampling
3.	Production	29	24	Simple random sampling
4.	Education	12	10	Simple random sampling
5.	Health	10	8	Purposive Sampling
6.	Works and technical services	14	10	Simple random sampling
7.	Natural Resources	13	11	Simple random sampling
8.	Audit	7	6	Purposive Sampling
9.	Finance	7	6	Purposive Sampling
10.	Planning Unit	7	6	Purposive Sampling
	TOTAL	**136**	**112**	

This table was developed by the research in reference to the Krejcie and Morgan (1970) Table

3.4   SAMPLING TECHNIQUE AND PROCEDURES

Sampling of the participants to be included into the study took into consideration all the 10 chosen departments at the district headquarter and all the staff in each of those departments. The study referred to purposive sampling technique for qualitative and this is specifically because of the key persons who were interviewed. Purposive sampling is a technique in research where researchers purposely choose subjects who, in their opinion are relevant to the study project (Sarantokos, 2005, p.164). The key persons to be respondents were chosen because of their knowledge and expertise in the operations of the Gulu district Local Government.

The other sampling technique employed in this study is the cluster sampling that specifically focused on the qualitative approach. Cluster sampling is a procedure in which the researcher chooses the study units progressively, beginning with clusters and moving to smaller groups within them before the final sampling units are considered (Sarantokos, 2005, p.160). In this case therefore, the chosen departments were from the clusters into which the employees in those units were the respondents in the study.

3.5   DATA COLLECTION METHODS

The study constituted two main data collection methods of primary and secondary data collection which are also entwined in the qualitative and quantitative approaches. Primary data are data collected fresh and for the first time and are very original in character. Secondary data are data obtained from past literatures.

3.5.1 PRIMARY DATA COLLECTION

The primary data were gathered from the field using; self-administered questionnaires and through conducting interviews. The questionnaires data collection method involved the use of a set of questions printed in a definite order Kothari, (2004). Interviews were in form of verbal questioning and it comprised of one on one interviews with the relevant individuals believed to hold significant information to the objectives of this study (the key informants). The study employed structured interviews with a set of predetermined questions and also adhered to the order and wording of the questions as well as the instructions. This method was very easy and swift to administer as it had well laid out questions and to be filled using a likert scale. This made the respondents very active and also all were able to complete the questions in the questionnaire.

3.5.2 SECONDARY DATA COLLECTION

In the secondary data collection method, past literatures were reviewed with the aim of obtaining relevant information for the study. This was obtained from journals, research reports, performance

review reports and personnel policy documents at the district, internet, and reference to text books and review of other existing materials from the personnel office such as staff list, annual employee performance reports, personnel budget and plans. This method was used because it was a cost effective method of data collection.

3.6 DATA COLLECTION INSTRUMENTS
The data collection instruments that were employed are; questionnaire and interview guides.

Questionnaires

Questionnaires were designed to cater for the qualitative approach in the study. The questionnaires contained sets of questions that were answered by the chosen respondents in the study. Questionnaires were chosen for use because they are easy to use, flexible tool for the selected participants to fill in at their free time. Annexed is a copy of the questionnaire used in the study.

Interview Guides

The other instrument used was the interview guide which catered for the qualitative approach. Through the interview guides, the research employed the Delhi interview in which key informants in the research were interviewed to obtain qualitative data for the study. Interview guides helped the researcher to propose further questions in order to understand more of the HRM at the district. Annexed is a copy of the interview guide employed in the study.

3.7   VALIDITY AND RELIABILITY
Validity

Validity is the property of a research instrument that measures its relevance, precision and accuracy (Sarantakos 2005, p. 83). It therefore told us the instruments considered for this research measured what it was expected to measure, its accuracy and precise. In order to ensure validity of the study, questionnaires were designed and given to the selected person in the study. This was to pre-test the questionnaires if they would give accurate data for the proposed questions. This was able to guide the streamlining of the questions and also remove errors before the real data collection process. After the pre-test of the instruments, the researcher was able to modify the questions in both the questionnaire and the interview guide in order to obtain validity of the research findings.

In order to achieve validity in qualitative research, the study focused on communicative validation in which most the participants were involved in checking accuracy of the data, evaluation of the human resources practices at the district (in a Delphi format) and by triangulation in order to achieve multiple perspectives (Kardorff, 2000: 245-6).

In order to test the validity of the quantitative data, empirical validation was used especially in analyzing the pragmatic validity (ie realistic opinions) of the study. Questionnaires that were designed to obtain data and the information obtained were pre-tested and supported by the already existing empirical evidence from the personnel reports and other documents that were reviewed. Therefore if the new findings supported the predictions of the measure in questions set, then the predictions were valid.

Reliability

Reliability refers to the capacity of measurements to produce consistent results. Therefore in order to ensure reliability in quantitative research, a category of the scientifically selected respondents were reliably chosen to represent the rest of the original group. Through the guide of the Krejcie and Morgan table, across section of employees in all the 10 sampled departments where chosen to participate in the research and they included a category of: senior managers, line managers, technical cadres and the support staff. This can be referred to as representative reliability which relates to reliability across a group of subjects (Sarantakos 2005, p. 89).

Lastly for the qualitative research involved in the study, internal consistency was maintained as the questions in the questionnaires were grouped under key variable and same concepts so as to achieve a consistency in the flow of the data obtained. Therefore a set of questions were set to measure the reliability of the questionnaire in measuring a concept. Forinstance, each independent variable had sets of questions aligned to it without mixing any elements pertaining that particular variable. The Cronbach's alpha reliability statistics below;

TABLE 2; CRONBACH'S ALPHA RELIABILITY STATISTICS.

Varriables	Cronbach Alpha Value	Number of items
Human Resources Development	0.637	5
Rewards Management	0.615	6
Performance Management	0.826	9

3.8   DATA ANALYSIS

Since the research study employed both the research approaches of qualitative and quantitative, even the data analysis was done for both approaches. Data analysis is the process of bringing order, structure and meaning to the mass of information collected (Mugenda and Mugenda 2003, p.203).

Date analysis for Qualitative Approach

For qualitative approach, most time the data collecting and the analysis were done concurrently but first the data obtained were edited and cleaned- up. The various categories of data were therefore established and a relationship between them also spelt out. Generating of themes and relationships was done by using codes which were assigned manually or by use of the computer software such as the SPSS (Mugenda and Mugenda 2003, p.203). For the analysis of the usefulness, credibility and validation of the previously set hypothesis in chapter one, the researcher used descriptive statistics like frequencies and percentages to determine the levels of employee satisfaction with HRD, Reward management and Performance management. Correlations analysis by Pearson Correlation Coefficient (*r*) was also used to examine the relationships between HRD, Reward management and Performance Management on job satisfaction.

Data Analysis for Quantitative Approach

In the analysis of quantitative research, data analysis process basically used the computer and the SPSS computer program. Data analysis for the case of quantitative research, started at the end of data collection and this was after all the questionnaires were completed and collected. The data was then prepared, edited and coded for entry into the computer. The verbal responses were attached to a numerical code and also the open ended answers were categorized and coded before entry. The coded data were therefore entered into the computer a process called 'data entry'. The next step done was

data presentations and this was done using graphical illustrations, charts and also tables where necessary. Statistical analysis of the graphical presentation was also done before the data was finally interpreted to make meaning.

3.9   MEASUREMENT OF THE VARIABLES

Ordinal scale was used when a deferring degree of an attribute was clear as the variables were ranked in order (An example is the level of position and employment). A nominal scale was also used to measure variables with the same common set of characteristics such as; age, sex, marital status (Mugenda and Mugenda 2003, p.65-66). The other measurement that was employed is the ratio scale which is also the highest level of measurement and also has the characteristics of all the other levels of measurement. The ratio scale was chosen because it provided for the use of true values and powerful statistical procedures that allow for improvement of the findings and subsequent generalization to a wider population (Mugenda & Mugenda, 2003 pp.65-68).

In this case therefore, the researcher was be able to identify the ratio between those who were motivated/ satisfied by the hygiene factors like work policies, salaries, working conditions, supervision visa vie those motivated by achievements, recognition, level of responsibility and promotions at work.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF RESULTS

4.0   INTRODUCTION

This chapter presents the main research findings of the study. As it was earlier noted in chapter three,

the methodology strategy comprised of two research data collection tools; questionnaire and

interview guides. The questionnaires were distributed to majority of the respondents in the ten

departments that were considered in the research. The interviews on the other hand were also

conducted among specific heads of departments and key officers in the Human Resources

department. This chapter puts together all the findings computed using the statistical package for

social scientists (SPSS) presented using descriptive statistics, frequency tables, percentages and

graphs in order to enable interpretation and also further discussions and analysis.

4.1   RESPONSE RATE

In total, the researcher had **112** questionnaires for distribution, **103** questionnaires were distributed,

however, only **74** questionnaires and **5** interviews were completed and returned. This therefore brings

to a total of **79** respondents with a response rate of **70.5%.**

4.2   DEMOGRAPHIC DATA ON RESPONDENTS

The questionnaires distributed had part I. to capture specific personal data like; age, gender,

educational level, employment level and years of service.

4.2.1 AGE OF RESPONDENTS

The age categorization of the respondents to whom the questionnaires were distributed is presented

in the figure below.

FIGURE 3: DISTRIBUTION OF RESPONDENTS BY AGE GROUP
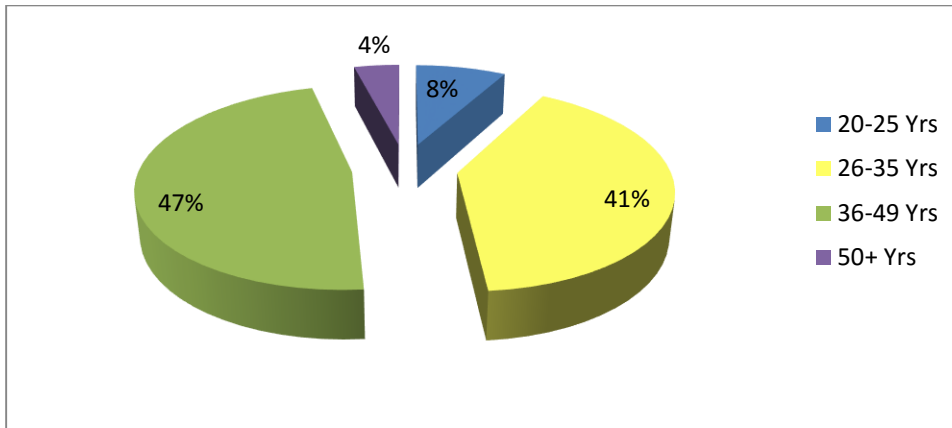
Source: Researcher's primary data

According to the results, 8.1% respondents were in the age group (20-25), 40.5% in age group (26-35), 47.3% in age group (36-49) and 4.1% respondents indicated 50+ as their age group. The findings therefore suggest that most of the respondents were between the age group (36-49) followed by those in age group (26-35) respective of highest. This therefore implies that majority of the employees at the Gulu District Local Governments are in there middle age (26 -49 years) in the employment sector. They, therefore, form the active employment group at the district and are greatly affected by the Human Resources Management policies in the organisation. This category of employees also have high needs from their employment that need to be filled thus contributing to their job satisfaction.

4.2.2 GENDER OF RESPONDENTS

The gender variation of the respondents on whom the study was conducted is shown as bellow.

FIGURE 4: DISTRIBUTION OF RESPONDENTS BY GENDER.
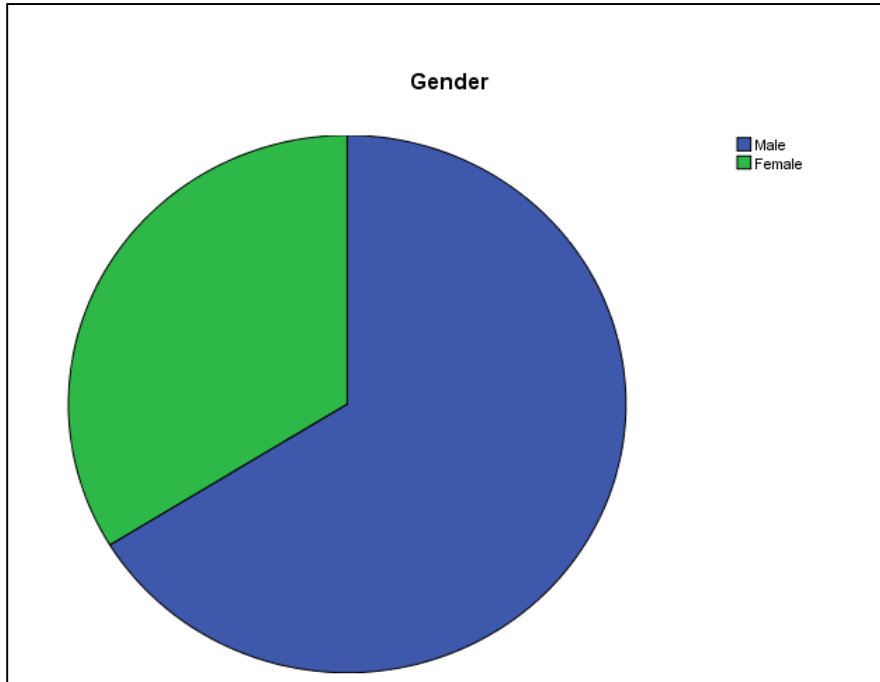
Source: Researcher's primary data

The pie chart above shows that of the 74 responses obtained, 66.2% were male and the remaining 33.8% were female. The demographic data therefore shows that the majoring of the respondents were male owing to the minor percentage of the females.

This finding then shows that the Gulu District Local Government is not gender sensitive in its employment because of the male being doubly more than the females thus causing gender imbalance in the employment at the GDLG.. From the analysis therefore, it calls for gender redistribution of the staff in the respective departments that were part of the study so that they are balanced up to embrace the human resource functions at the district.

4.2.3 EDUCATIONAL LEVELS

The levels of educational background for the employees at the Gulu District Local Government was

analyzed and presented in the table below;

TABLE 3: RESPONDENTS' EDUCATIONAL LEVEL

	EDUCATIONAL LEVEL	FREQUENCY	PERCENTAGE
A	Certificate	20	27.0%
B	Diploma	15	20.3%
C	Degree	24	32.2%
D	Post Graduate	15	20.3%
	TOTAL	**74**	**100.0%**

Source: Researcher's primary data.

Of the 74 respondents, 32.2% held an educational level of a degree, 27% held certificates and those

with diplomas at 20.3% which also tallied with the percentage of those with Post Graduates at 20.3%.

This therefore implies that most respondents had bachelor's degrees and are able to understand and

effectively benefit from the Human Resources management practices at the district in a most positive

way so as to attain or rather derive job satisfaction at Gulu District Local Government. For this

category of education level, the better the HRM Practices the more they achieve their job satisfaction.

From the above data, we note that the second majority are certificate holders who form the most of

the support staff employee level. This would also mean that their level of employment is lowest and

their work does not involve a lot of technical planning or brain work but rather physical manual work.

The later are in most cases excluded for the planning and consultations meetings in line with

improving the HRM practices at the GDLG. For certificate level employees who form the most of

the support staff are satisfied by physical gains/ benefits like pay rise, bonuses and gifts.

4.2.4 EMPLOYMENT LEVEL

Table 3 below presents that results of the employment level of the respondents who participated in

the research study at Gulu District Local Government.

TABLE 4:EMPLOYMENT LEVEL

	Employment level	**Frequency**	**Percentage.**
A	Senior level	21	28.4%
B	Line managers	6	8.1%
C	Technical staff	20	27.0%
D	Support staff	27	36.5%
	TOTAL	**74**	**100.0%**

Source: Researcher's Primary Data

The majority of the respondents were the support staffs at 36.5%, this was followed by senior level

staff at 28.4%, technical staff at 27.0% and then the line managers at 8.1%.

This therefore, shows that most of the employees at Gulu District Local Government form up the

support staff who include; secretaries, drivers, office typists, office attendants, cleaners. This category

forms up most of the employees in the different departments analyzed in the research study. The

difference in response therefore show that the support staff for whom the human resources

management practices are also intended to benefit may not even understand how the practices impact

on the job satisfaction like the line manager and technical staff.

4.2.5 YEARS OF SERVICE

This illustrates the duration the respondents have served at the Gulu District Local Government. This

was considered to help the researcher understand from the respondents/employees view how the

human resources management practices have impacted on their job satisfaction. This is therefore summarized in the graph bellow.

FIGURE 5:RESPONDENTS DURATION OF SERVICE
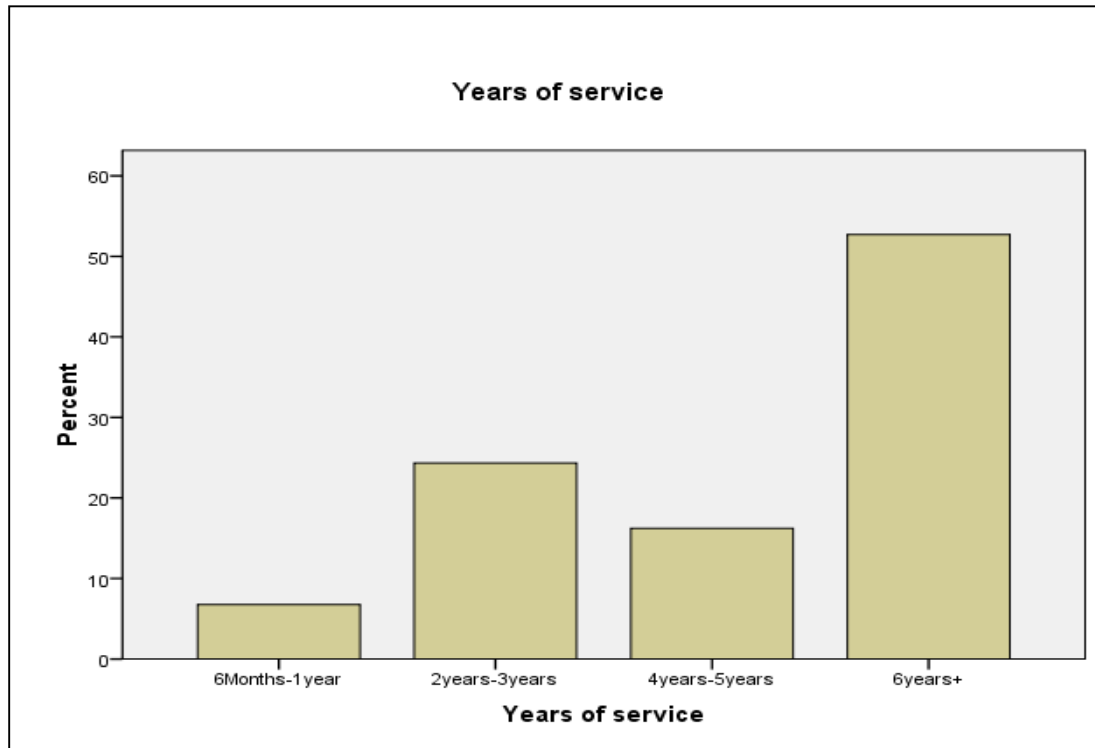
Source: Researcher's Primary Data

The responses suggest that most employees at 39% had served in the district for more than 6 years, and who served for 4- 5 years were at 12%, respondents who served for 2-3 years were at 18% and those who served 6months- 1 year were at 5%.

This therefore implies that employees who served more than 6years in the district were able to interface with the various human resources management practices at the district for a longer period in time and are able to give views on how it has impacted on their job satisfaction.

Objective 1: To investigate the impact of Human Resources Development on job satisfaction among employees at GDLG

This section presents findings from the first objective which was to investigate the impact of human resources development on job satisfaction of employees at GDLG. The responses were provided in tables with sub titles of; Training and Development and Organization Development using a likert scale of 5 ranging from the opinions like; strongly agree' , agree, strongly disagree and disagree.

Descriptive Analysis of Training and Development factors on Job Satisfaction

The respondents indicated their views on the impact of Training and development as a practice of HRD on job satisfaction at GDLG as illustrated in Table 8 below.

TABLE 5:RESPONDENTS VIEWS ON TRAINING AND DEVELOPMENT ON JOB SATISFACTION

Category	SA	A	N	SD	D
There are trainings offered to staff in order to enhance their performance at work.	23.0%	59%	6.8%	4.1%	6.8%
The selection criteria for the staff to benefit from trainings are done on merit.	18.9%	43.2%	18.9%	6.8%	12.2%
The trainings offered provide hands on skills that help to improve the quality of the employee's work.	32.4%	43.2%	16.2%	4.1%	4.1%

Source: Researcher's primary data

Key: SA= Strongly Agree, **A**= Agree, **N**= Neutral, **SD**= Strongly Disagree and **D**= Disagree

For the above tabular data, respondents were asked a set of three questions to find out the impact of training and development on their job satisfaction. Question one was directed to know if there were trainings offered to enhance performance at work and 82,5% agreed to it, 6.8% of the respondents were neutral, 10.9% disagreeing. This therefore, tells us that there are trainings offered to the staff at various levels to enhance on their performance at work since the majority of the respondents have agreed to it.

Question two was directed to know if the selection criteria for the staff to benefit from the training are done on merit. From the responses obtained, 62.1% agree that the selection criterion for the training is on merit, 18.9% were neutral while 19% disagreed. From this analysis therefore, we can tell that the criterion for training at the district is fairly executed. This finding was consistent with a reaction obtained during the interviews:

> " At the district, individual staffs advocate for their training needs and once it is clearly presented by their Heads of Department, then we arrange and out source for a reputed firm to asses training gaps among staffs. It's therefore on this basis that we provide the right training to the right people."

Another respondent gave a view that could be a reason why some respondents feel the selection trainings are not on merit:

> "In most cases the selection is also based on the outcomes of the appraisals. Forinstance those whose performance is found to be low, they are considered for trainings and for other support so as to uplift their performance. However, this therefore, leaves out those with good performances because they may be looked at as not in any training need."

Using the table above, the respondents were asked whether the training offered provide them with hands on skills that help to improve the quality of their work. The response percentage were as follows; 75.6% agreeing to the trainings providing hands on skills that improve quality of their work, 16.2% of the respondents were neutral and 8.1% disagreed. From this illustration therefore we can tell that the trainings offered greatly improve the employees work since the majority of the respondents agreed to it. The other minor percentage of the respondents who disagreed could be a section of the support staff who may have failed to relate the training concepts to their work.

Descriptive results regarding Organizational Development and Job Satisfaction

In this study respondents were asked to scale up with the use of a likert scale how organization development impacts on their job satisfaction. Their responses are presented in table 9.

TABLE 6: RESPONDENT'S VIEWS ON ORGANIZATIONAL DEVELOPMENT AND JOB SATISFACTION

Category	SA	A	N	SD	D
The employees are always involved in the strategic planning of the district.	37.8%	28.4%	12.2%	8.1%	13.5%
The employees always involved in the operational planning of the district.	27.0%	29.7%	18.9%	9.5%	14.9%

Source: Researcher's Primary data.

Key: SA= Strongly Agree, **A**= Agree, **N**= Neutral, **SD**= Strongly Disagree and **D**= Disagree

From table 9, 66.2% of the respondents noted that they are always involved in the strategic planning of the district, 12.2% of the respondents were neutral and 21.6% of the respondents disagreed to any involvement in the strategic planning of the district.

The table also further illustrates that 56.7% of the respondents agreed to their involvement in the operational planning of the district, 18.9% of the respondents were neutral and 24.4% of the respondents disagreed.

These responses imply to the level in which employees are always consulted before any strategic and operational plan is implemented at the district. From the analysis above therefore, we see that the majority have agreed that they are always consulted. The agreeing percentage represented could be from the senior level, technical staff and the line managers whose work are directly affected strategically or operational by these plans.

However, the other percentages that disagree could be coming from the support staff who may not be so technical in scrutinizing planning issues at the district and that's why they could have always been left out of both the strategic and operational planning unit of the district.

The interpretation about this was also supported by the interview responses obtained from some of the persons interviewed. In agreement with the involvement of the employees in the organization's development a respondent said;

> "*We engage employees at all level when making plans at the district and most of this is done through departmental meetings and consultations. These views are then tabled during senior level management meetings by the heads of the departments to evoke vigorous discussions and conclusions.*"

Another respondent said that they conduct monthly technical planning committee meetings in which the technical staff and the heads of department sit to discuss planning strategies for the district. This response therefore, shows that there are particular persons who are greatly involved for the purpose of planning at the district. And the reason could be because of the nature of their jobs, professionalism and expertise.

We also had a section of respondents who disagreed to any involvement in organizational development and the responses got are as below;

> *"There are no consultations made on organization development"*

Another respondent also strongly noted that involvement in organizational development is only done at the top management meeting.

In conclusion to this therefore, we notice a mix reaction from both those in agreement and disagreement. Majority of the respondents say that they are involved in both the strategic and

operational planning of the district. This strongly shows how involved the employees at the GDLG are in making decisions that affect their operations. Most of the respondents who agreed could be forming the senior level, technical staff and line manager's employment level. However, there are also a percentage of those who feel they are not involved in any planning at the district and most of them could be the support staff whose work involves non technical and less strategic thinking.

Correlation Analysis on the impact of Human Resources Development on Job Satisfaction.

Pearson Correlation was used to test the null hypotheses to determine the level of significance of impact that Human Resources Development has on Job Satisfaction at the Gulu District Local Government.

TABLE 7: CORRELATION ANALYSIS ON THE IMPACT OF HUMAN RESOURCES DEVELOPMENT ON JOB SATISFACTION

Correlations			
		HRD The trainings offered provide hands on skills that help to improve the quality of the employees work.	**Job Satisfaction** My job design is suitable for the performance of my duties
HRD The trainings offered provide hands on skills that help to improve the quality of the employees work.	Pearson Correlation Sig. (2-tailed) N	1 74	.077 .512 74
Job Satisfaction My job design is suitable for the performance of my duties	Pearson Correlation Sig. (2-tailed) N	.077 .512 74	1 74

Source: Researchers' primary data

The above results in the table 10 indicates that there is a statistically positive yet weak coefficient relationship between Human Resources Development (HRD) especially the component of Training and Development and Job Satisfaction (p=.077, 512). Since the level is greater than the standard 0.05 level of significance, it then means that HRD has a low yet positive impact on Job Satisfaction at Gulu District Local Government.

In summary therefore, I noted mixed reactions to my pre- assumed hypothesis, 'Human Resources Development has an impact on the Job Satisfaction of employees at Gulu District local government'. From the above discussions, the HRD practices of training and development and Organisational Development have been practiced at the district although not effectively done to enable some of the employees derive complete job satisfaction. The majority derived job satisfaction from the training and development and also organisational development at the district, however, the satisfaction is noted to be low.

The researcher then concludes that the trainings and involvement of employees into organisational development make the employees feel apart of the organisations growth, it also builds the employees confidence at the work places thus making them satisfied with their jobs. Effective training and development as well as organisational development have a significant impact on the job satisfaction of the employees at GDLG. This is because such HRM Practices in HRD help to build the confidence and empowerment of the employees who later feel highly motivated to serve the organisation.

Objective 2: To find out how Reward Management influences Job Satisfaction among employees in Gulu District Local Government

This section presents findings from the second objective that assessed how reward management influences job satisfaction among employees in Gulu District Local Government. The responses were obtained in tables under the captions: Intrinsic factors and Extrinsic factors using a likert scale that ranges from; 1- strongly agree, 2 – agree, 3 – neutral, 4- strongly disagree, 5- disagree.

Descriptive Analysis on the influence of Intrinsic Factors on Job Satisfaction

The respondents showed their views regarding the influence of Intrinsic Factors on Job Satisfaction at GDLG.

TABLE 8: RESPONDENTS VIEWS ON INTRINSIC FACTORS AND JOB SATISFACTION

Category	SA	A	N	SD	D
I.You are always recognized for the performance of your job	18.9%	45.9%	21.6%	4.1%	9.5%

II. You exhibit autonomy while executing your job	16.2%	44.6%	14%	10.8%	13.5%
III. Your job contribution is considered significant to the organization	40.5%	39.8%	10.8%	2.7%	8.1%

Source: Researcher's primary data.

Key: SA= Strongly Agree, **A**= Agree, **N**= Neutral, **SD**= Strongly Disagree and **D**= Disagree

From the above tabular analysis, respondents were asked whether they were recognized for the performance of their jobs. Of the 74 respondents therefore, 64.8% agreed to having been recognized, 21.6% were neutral and 13.6% disagreed. This clearly showed that most of the employees at the GDLG are always recognized for the performances of their jobs thus bring them satisfaction at work. This therefore means the Reward Management through recognition influence Job Satisfaction among the employees in GDLG.

The above table also reports 60.8% of the respondents agreed to exhibiting autonomy while executing their jobs. 14% of the respondents were neutral while 24.3% disagreed to exhibiting autonomy while executing their jobs. It therefore, means that exhibiting work autonomy brings job satisfaction to some employees.

The other question that was tested was on whether the employees' job contribution is considered significant to the organization. 80.3% agreed that their job contribution is considered significant to the organization, 10.8% of the respondents were neutral while 10.8% of the respondents disagreed. This also means that if the employees know how significant his/her job contribution is to the organization them they obtain job satisfaction.

These findings showed variations in responses obtained from the respondents regarding the influence of Intrinsic factors like; recognition, autonomy and significance of job influences on job satisfaction. As we can analysis from the valid percentiles obtained, most of the respondents agreed to intrinsic

factors. However, there was also a percentage those of the minority who disagreed to this. These findings were consistent with mixed reactions got during the interviews;

> *"Yes, the district recognizes its employees' hard work by giving certificates to best performers and also to those who retired after long terms of service"*

Another respondent also said;

> *"Yes employees are recognized on performance merit. This is done by a committee that sits to identify employees who are legible for the rewards like recognition."*

However, like the analysis earlier obtained as shown in table 11 above, there is a percentage that disagreed to some of the intrinsic factors. 13.6% of the respondent disagreed to being recognized for performance of their jobs, 24.3% disagreed to exhibiting autonomy while executing their jobs and also 10.8% of the same respondents disagreed to their jobs contribution being considered significant to the organization. These percentages therefore, constituted the respondents who were in disagreement with the Intrinsic factors influencing job satisfaction. In justification to these responses, one respondent who was interviewed said,

> *"The recognitions to employees' performance is done once in a while, and they are not satisfied with the criteria used to obtain those to be recognized for good performances"*

He also on addition to that said the rewards are not given on performance merit. Therefore, with such response, we can now not that there are some loop holes in the execution of Intrinsic rewards to the employees at the GDLG.

Descriptive Analysis on the influence of Extrinsic factors on Job Satisfaction

During this study, respondents were asked if extrinsic factors influence their job satisfaction at the GDLG.

TABLE 9: RESPONDENTS VIEWS ON EXTRINSIC FACTORS AND JOB SATISFACTION

Category	SA	A	N	SD	D
I. Promotions are done with fairness	21.6%	40.5%	28.4%	1.4%	8.1%
II. There is a good work relationship among the staff and their supervisor	14.9%	51.4%	24.3%	5.4%	4.1%
III. The pay structure is adequate for the work done.	6.8%	10.8%	13.5%	29.7%	39.2%

Source: Researcher's primary data

Key: SA= Strongly Agree, A= Agree, N= Neutral, SD= Strongly Disagree and D= Disagree

From the table 8 above, 62.1% of the respondents noted that promotions at the GDLG are done with lots of fairness. 28.4% of the respondents were neutral while 9.5% of them disagreed to having the promotions done fairly. This is very clear with the statistical analysis obtained that shows the majority of the respondents agree that the promotions are done with fairness. This can be justified by a statement made during the interview as one respondent said;

> *"Promotions are one of the rewards we benefit from our reward system at the district. Many of the hard working employees have been promoted to different levels due to their commitment to work for the district."*

From such responses it's clear that promotion are given were its due and with fair considerations given to employees who deserves promotions. This therefore means that promotions positively influence the employees' job satisfaction.

The table also indicates clearly that 66.3% of the respondents agreed to a good work relationship among the staff and their supervisors. 24.3% were neutral while 9.5% disagreed to having good work relationship among the staff and their supervisors.

This statistical analysis clearly shows that majority of the employees at the district have a good work relationship among the staff and also with their supervisors thus bring evidence that good work relations influences employee job satisfaction.

The other question that was tested as an extrinsic factor, was about the pay structure and if it is adequate to cater for the work done. The analysis shows that 17.6% of the respondents agreed to the pay structure being adequate for the work done. 13.5% were neutral while 68.9% of the respondents disagreed to the statement. This representation shows clearly that the pay structure is not adequate for the work done. The pay is little yet the work load and coverage scope for one job is big and this is not satisfactory to the majority of the employees at GDLG.

Correlation Analysis on the influence of Reward Management on Job Satisfaction.

Pearson correlation was employed to test the hypothesis to determine the significance of relationship between Reward Management and Job Satisfaction at GDLG.

TABLE 10: CORRELATION ANALYSIS ON THE INFLUENCE OF REWARD MANAGEMENT ON JOB SATISFACTION

Correlations		There is a good work relationship among the staff and their supervisors.	My job has improved my social relationship with other workmates.
Rewards Management; There is a good work relationship among the staff and their supervisors.	Pearson Correlation	1	.340**
	Sig. (2-tailed)		.003
	N	74	74
Job Satisfaction; My job has improved my social relationship with other workmates.	Pearson Correlation	.340**	1
	Sig. (2-tailed)	.003	
	N	74	74
**. Correlation is significant at the 0.01 level (2-tailed).			

Source: Researchers' Primary Data

The above results show a statistically weak positive relationship between rewards management and job satisfaction (p =.003, .340**)**.** Therefore, since the result is greater than the set 0.01 level of significance then that means that the rewards management has a very minimal impact on Job Satisfaction at the GDLG.

This therefore, implies that both the intrinsic and extrinsic rewards have a positive impact on job satisfaction of the employees. Like most of them noted the good working relations with their supervisors, promotions are fairly done, there is recognition of good work, autonomy at work and all these makes them satisfied with their work. But the magnitude at which the previously mentioned would cause satisfaction is low. Hence we can conclude that there is a positive yet low impact of rewards management on Job Satisfaction.

Objective 3: To establish the impact of Performance Management and Job Satisfaction among employees at GDLG

This section presents findings from the third objective which was to establish the impact of Performance Management on job satisfaction of the employees at GDLG. The responses were provided in table under the categories of; performance indicators, appraisals, performance feedbacks using a five-likert scale ranging from 1=strongly agree, 2= agree, 3= neutral, 4= strongly disagree and 5= disagree.

Descriptive Analysis on the impact of Performance Indicators on Job Satisfaction

Respondents showed their views regarding the impact of performance indicators and job satisfaction at GDLG as indicated in the table below.

TABLE 11: RESPONDENTS VIEWS ON PERFORMANCE INDICATORS AND JOB SATISFACTION

Category	SA	A	N	SD	D
I. Every employee is availed with a copy of their performance indicators.	8.1%	35.1%	20.3%	16.2%	20.3%
II. The performance indicators used are suitable for the employees' job description.	12.2%	51.4%	24.3%	5.4%	6.8%
III. The performance indicators are realistic with measurable targets.	12.2%	50.0%	27.0%	4.1%	6.8%

Source: Researcher's primary data

Key: SA= Strongly Agree, A= Agree, N= Neutral, SD= Strongly Disagree and D= Disagree

According to the above table, respondents were asked if they were availed copies of their performance indicators. Of the 74 responses obtained, 43.2% agreed to having been availed copies of their performance indicators, 20.3% were neutral, and 36.5% of the respondent disagreed to having

been given copies of their Performance indicator. This statistical analysis, therefore, shows that majority of the respondent are given copies of their performance indicators that guide them during the performance of the jobs. It then implies that availed performance indicators to the employee make them aware of the performance areas and targets thus positively influencing their job satisfaction.

The table also further shows that 63.6% of the respondents agreed that the performance indicators used are suitable for the employees' job description, 24.3% were neutral and 12.2% of the respondents disagreed. This statistical representation clearly shows us that designed performance indicators for the various jobs at the district are very suitable, clear and fit the duty of the employee. Since the majority of the respondent agree that the performance indicators are suitable and befit their job description, this means that the employees are comfortable with their indicators thus bring about their job satisfaction.

Another question asked was if the performance indicators are realistic with measurable targets and out of 74 respondents, 62.2% of them agreed to the performance indicators being realistic and also with measurable targets, 27.0% were neutral and 10.9% disagreed. This representation therefore shows that the majority of the respondents agree with performance indicators being realistic with measurable targets.

Descriptive Analysis on the impact of Performance Appraisals on job satisfaction

In this study respondents were asked on how Performance Appraisals contribute to their job satisfaction and their responses were presented as below.

TABLE 12: RESPONDENTS VIEWS ON APPRAISALS AND JOB SATISFACTION

Category	SA	A	N	SD	D
I.There is a standardized process in measuring performance of employees at the Gulu District	27.0%	41.9%	18.9%	6.8%	5.4%
II. The appraisal process is conducted based on performance basis	27.0%	43.2%	16.2%	8.1%	5.4%
III. The appraisal tool is adequate to measure employee's annual performance	17.6%	45.9%	25.7%	8.1%	2.7%

Source: Researcher's Primary Data

Key: SA= Strongly Agree, A= Agree, N= Neutral, SD= Strongly Disagree and D= Disagree

From Table 11; 68.9% of the respondents agreed there is a standardized process in measuring performance of employees, 18.9% of the respondents were neutral and 12.2 % disagreed. This illustration clearly shows that the majority of the respondents have agreed that the district has a standardized process in measuring performance of the employees at the Gulu District. We can also tell that there is another percentage of the minority of the respondents who disagreed. In agreement to the question a respondent said;

> *"Yes, the district has a standardized process of measuring performance through the use of performance appraisals, which are uniform to all the staffs; it also seeks to identify outputs achieved and also the areas of improvement"*

Another also said;

> *"There are appraisal tools developed by the Ministry of Public Service for each category of employees like Heads of Departments, Technical staff and others to access their performances"*

However there was another contradicting response from another respondent;

> *She said, "Personally I have never seen any performance appraisal process or tool being used in the district"*

A related question was also posed to check if the appraisal process is conducted based on performance basis. And as its illustrated in the table 15, out of 74 respondents, 70.2% of the respondent agreed that the appraisals are done on performance basis, 16.2% were neutral while 13.5% disagreed. From the above responses therefore, we see that majority of the respondents agreed that the appraisal process is conducted based on performance basis. It can be concluded them that the appraisal process increases the level of job satisfaction of the employees.

From table 11 above, 63.5% respondents agreed the appraisal tool is adequate to measure employee's annual performance, 25% were neutral and 10.8% of the respondents disagreed. In support to this analysis, a respondent commented,

> *The appraisals are done annually for all staff and also for the new staffs; a confirmatory appraisal is done after the first six month of his/her employment.*

This response therefore shows that the appraisals are done annually to measure employees' annual performance.

Descriptive Results on Performance Feedback on job satisfaction

In regards to this study, the respondents were tested on the impacts of performance feedbacks on job satisfaction. The responses are presented in table 16 below.

TABLE 13: RESPONDENTS VIEWS ON PERFORMANCE FEEDBACKS ON JOB SATISFACTION

Category	SA	A	N	SD	D

1.Performance feedbacks are always given to employees after an appraisal is done.	10.8%	45.9%	13.5%	12.2%	17.6%
II. Your growth areas are always highlighted in the performance feedback.	10.8%	44.6%	18.9%	13.5%	12.2%
III. Performance based rewards are always given as stated on ones performance.	10.8%	31.1%	31.1%	9.5%	17.6%

Source: Researcher's primary data

Key: SA= Strongly Agree, A= Agree, N= Neutral, SD= Strongly Disagree and D= Disagree

The tabular representation of the above shows that 56.7% of the respondents have agreed to getting performance feedbacks every after appraisal are done, 13.5% of the staff were neutral, and 29.8% disagreed. From this analysis therefore we see that the majority of the respondents at GDLG have agreed that the feedbacks are always given to employees after an appraisal is done. This percentage is justifiable by some of the responses obtained and follows;

> *"Yes, performance feedbacks are given to all employees after and appraisal is done and this feedback is given immediately after the appraisal is done."*

Another respondent also noted that;

> *"The appraisals at the district are done in an open system; in the presence of both the supervisor and the appraisee, discussions and agreements are arrived at immediately."*

These responses were obtained during the interactive face to face interviews with some of the selected staff.

The table above further shows most respondents of 55.4% agreeing to growth areas highlighted in the performance feedbacks, 18.9% of the respondents were neutral while 25.7% of them disagreed.

It should also be noted that a larger percentage of 41.9% the respondents also agreed to the rewards administered has stated by their performance. 31.1% of the respondents were neutral and 27.7% disagreed.

Correlation Analysis on the relationship between Performance Management and Job Satisfaction at GDLG

In order to determine the significance of the relationship between Performance Management at the Gulu District Local Government, Pearson Correlation was used.

TABLE 14: CORRELATION ANALYSIS ON THE RELATIONSHIP BETWEEN PERFORMANCE MANAGEMENT AND JOB SATISFACTION.

Correlations

		Performance management The performance indicators used are suitable for the employee's job description	Job Satisfaction My job design is suitable for the performance of my duties
Performance management The performance indicators used are suitable for the employee's job description	Pearson Correlation	1	.105
	Sig. (2-tailed)		.374
	N	74	74
Job Satisfaction My job design is suitable for the performance of my duties	Pearson Correlation	.105	1
	Sig. (2-tailed)	.374	
	N	74	74

The results above in table 13, indicate a statistically low positive relationship between performance management and job satisfaction (p= 374, 105).

This therefore implies that performance management and job satisfaction have a minor impact on each other at the Gulu District Local Government. In other words, the performance management

practices like the performance indicators, performance appraisals and the performance feedbacks are availed and done with the majority of the respondents agreeing to it. However, it's noted that magnitude to which the Performance Management impacts on Job Satisfaction is low.

4.6   RESPONDENTS' VIEWS ON JOB SATISFACTION

This section covers responses received from various questions asked on job satisfaction at Gulu District Local Government. The details are presented in the table below:

TABLE 15: RESPONDENTS VIEWS ON JOB SATISFACTION ON GDLG

Category	SA	A	N	SD	D
1.I feel motivated with my job at the district.	6.8%	40.5%	16.2%	14.9%	21.6%
II. I am happy with my job title	16.2%	47.3%	14.9%	10.8%	10.8%
III. My job design is suitable for the performance of my duty.	18.9%	58.1%	14.9%	2.7%	5.4%
IV. The job am in satisfies my needs and desires.	4.1%	24.3%	24.3%	12.2%	35.1%
V. My job has improved my social relationship with other workmates.	35.1%	48.6%	9.5%	5.4%	1.4%
VI. I am satisfied with the style of management at my workplace	6.8%	36.5%	29.7%	14.9%	12.2%
VII. The working conditions are very favorable for the performance of my duties.	1.4%	25.7%	29.7%	18.9%	24.3%
VIII. I am always compensated for any loss during my service at my work place.	1.4%	12.2%	24.3%	21.6%	40.5%
IX. My beneficiaries are always compensated as a result of my work by my employers	2.7%	23.0%	21.6%	24.3%	28.4%
X. I am satisfied with the organization policies and guidelines.	13.5%	45.9%	23.0%	1.4%	16.2%

Source: Researcher's Primary data.

Key: SA= Strongly Agree, A= Agree, N= Neutral, SD= Strongly Disagree and D= Disagree

The respondents were asked to rate a total number of ten questions to find out about the satisfaction while at work. As in the table 18 above, 47.3% of the respondents agreed that they feel motivated with their job at the district, 16.2% were neutral and 36.5% disagreed. This statistical representation shows that the majority of the respondents who feel motivated by their job and with the HRM practices at work, however, a significant also disagrees with the question. This shows a mixed reaction from the employees at the district. A further inquiry into whether the employees are happy with their job titles revealed that 63.5% of the respondents agree with the statement, 14.9% were neutral and 21.6% were in disagreement. This indicated that most of the employees are happy with their job titles at the District. It should be noted that 77% of the respondents noted that their job designs is suitable for the performance of their duty, 14.9% were neutral while 8.1% of the respondents disagreed. All the above tested questions therefore illustrate that employees get motivated by the job roles, job titles and job designs that leading their satisfaction at work.

The table also shows views of the respondents on their satisfaction of their needs and desires by their job. 28.4% of the respondents agreed that their job satisfies their needs and desires, 24.3% of the respondents were neutral while 47.3% of them disagreed. In a interview with one of the respondents he note;

> *'I could rate the level of job satisfaction at low because most of the employees totally depend on their salaries and the pay/ remuneration at the district service are low compared to the high cost of living thus leaving many with unsatisfied needs.'*

The above shows that for an employee to get satisfied with his job, his or her needs and desires must also be met by the earnings. In this case therefore, most of the employees totally depend on their salaries which are not enough to cater for all their needs.

From the table above, respondents were asked whether their job has improved their social relationship with their workmates, 83.7% agreed, 9.5% of the respondents were neutral and 6.8% of the respondents disagreed. The respondents were further asked if they were satisfied with the style of management at their work place, 43.3% of the respondents agreed, 29.7% of the respondents were neutral while 27.1% disagreed.

In regards to the working conditions being favorable for the performance on ones duty, 27.1% of the respondents agreed, 29.7% of them were neutral while 43.2% disagreed. This analysis clearly shows us that most of the respondents / employees are not satisfied with the working conditions of their work place.

The respondents were asked to indicate whether they are always compensated for any loss during their service at the workplace. From the table therefore, only 13.6% of the respondents agreed at they are compensated, 24.3% were neutral and 62.1% of the respondents disagreed. Compensation for any loss or work hazard causes trust and attachment of employees to their work places. It also clearly shows that the employer is very mindful of the employees' safety while at work. However, from the above findings, most of the employees noted no compensation for losses incurred while at work therefore leading to un-satisfaction.

Still from table 18 above, respondents were asked if their beneficiaries are also compensated as result of their service with the district. 25.7% agreed to this, 21.6% of the respondents were neutral and 62.1% of them disagreed. This clearly illustrates that the compensation at GDLG is still a challenge

as many of the respondents disagree to have been given any form of compensation both to them as employees or even to their families who are the immediate or rather secondary beneficiaries.

In addition, the researcher also discovered whether the employees were satisfied with the organizations policies and guidelines. From table 18 above, 59.4% of the respondents agreed that they are satisfied with the policies and guidelines of GDLG, 23.0% were neutral while 17.6% of the respondents disagreed.

The above findings give a mix reaction of how the employees at the GDLG achieve their job satisfaction while at work.

4.7 CONCLUSION

This chapter has presented a thorough analysis of the study's main findings. The findings indicate that all the three factors; Human Resources Development, Rewards Management and Performance Management have a positive impact and relationship to Job Satisfaction at GDLG although their influence is are at a low scale. The findings also have shown practices or different elements that make employees satisfied and those that do not contribute to the employees' satisfaction while at the GDLG. However, the researcher also found out that well and effectively managed Human Resources Management Practices like the three discussed in this research study impact on the work of the employees at the GDLG thus causing job satisfaction. Forinstance the employees benefit and feel motivated from the trainings and development programs, the reward offered and the way performance is managed at the district.

CHAPTER FIVE

SUMMARY, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.0   INTRODUCTION

This chapter presents a summary of the study's findings and sets forth conclusions and recommendations for the effects of the findings and also prompts further research.

5.1   SUMMARY OF THE STUDY

This study was aimed at examining the impact of Human Resources Management practices on job satisfaction among the employees in Public Services in Uganda; A case study of Gulu District Local Government. The study examined only three of the Human Resources Management practice out of the many practices at the district. The study was then guided by a set of three research objectives that covered the independent variables as; Human Resources Development, Rewards Management and Performance Management while the dependent variable was job satisfaction.

The study was also based on a total number of 112 respondents who were approached both by use of questionnaires and interviews as methods of data collection. Only 74 responses were obtained and analyzed using percentages and correlations to determine the relationship between the dependent and independent variables.

5.2   DISCUSSIONS OF FINDINGS

In this section, the key findings were discussed following the order of the research objectives.

5.2.1 HUMAN RESOURCES DEVELOPMENT AND JOB SATISFACTION

Objective one sought to investigate the impacts of HRD on Job satisfaction among employees at the GDLG. Haslinda-a (2009) stated that the process of HRD are centered on learning and performance perspectives that benefits both the individuals and the interests of shareholders.

Training and Development was one of the tested component of HRD in the study 82.5% of the respondents stated that there are trainings offered to them in order to enhance their performances and also a 75.6% of the respondents noted that the trainings offered provide hands on skills that help to improve that quality of the employee's work. These findings are therefore in agreement with Yussof and Kasim (2003) who asserted that the quality of human resources will determine the success or failure of any development effort. The researcher therefore believes that a good practice of HRD in any organization helps to build both the capacities of the individual employees and also the competence of the organization. When the capacities of the employees are built through HRD practice in an organization, their competences are enhanced and skills built for not only their current jobs but also future use. In this way they derive satisfaction from such practices of HRD from their jobs.

Organizational development was yet another of the aspects of HRD that was tested during the study. With 66.2% of the respondents agreeing to having been involved in strategic planning processes and also 56.7% also agreeing that they are involved in the operational planning at the GDLG. From the researchers' view therefore, the findings above show that the more employees are involved in the organizations development process of the organization, they own the all process and see to its success and actually the researcher believes that most employees derive satisfaction when they are involved in every process in the organization.

5.2.2   REWARDS MANAGEMENT AND JOB SATISFACTION

The second research objective in the study was to find out how rewards management influences job satisfaction among employees in GDLG. Rewards Management was categorized into two dimensions of: intrinsic rewards and extrinsic rewards for the purpose of the study.

The study among the sample population found out that intrinsic rewards are critical to the job satisfaction of the employees at the GDLG, with 64.8% of the respondents agreed they are always

recognized for the performance of their jobs 60.8% of the respondents agreed to exhibiting autonomy while at their jobs and also bigger percentage of the respondents- 80.3% also agreed that their jobs contributions is considered significant to the organization. This is consistent with (James 1991) who said that intrinsic rewards are major predictors of job satisfaction in a work place. A study conducted by Clifford (1985) showed that people are more satisfied with intrinsic rewards than extrinsic rewards. The researcher also concurs with the above scholars in a way that if the inner wants/desires of an employee are met, then his/ her actions toward work are also changed for the best. The study findings also show that the intrinsic rewards such as; exhibition of job autonomy, recognition of service and great work, are provided for at the GDLG since a bigger percentage of the respondents agree to it. However, there were views from the minority percentage who also shared inadequacy in the redistribution of intrinsic rewards which leaves them unsatisfied.

The other test was on the influence of the extrinsic rewards on job satisfaction. And as shown by the study findings; 62.1% agreed that promotions are done fairly, 66.8% agreed that there is good working relationship maintained at the GDLG, and however, 68.9% of the respondents disagreed to the pay structure being adequate for the work done. The extrinsic factors being most attached to the financial or physical gains, however, needs to critically be handled by institutions for its dependence is on how fairly they are managed. The researcher therefore agrees that if the pay structures are not adequate to provide for the employees needs then it lead to dissatisfaction. Especially the financial aspect that is the pay/ remunerations, wages, salaries, allowances and bonuses if not well administered, may shutter all other rewards that bring about job satisfaction to an employee.

 This clearly shows that both intrinsic and extrinsic rewards are important factors to job satisfaction for an employee. It also concurs with Rafikul and Ahmad (2008) and Milne (2007) who implied that rewards offered by employers significantly improves an employee's motivation towards their work

and subsequently builds job satisfaction. Prof. MAICIBI Nok Alhas (2007) also noted that employees need to be rewards for the value they create to any entity. When this added value or contribution by an employee is appreciated, then he/she derives satisfaction.

5.2.3   PERFORMANCE MANAGEMENT AND JOB SATISFACTION

The third and final objective sought to establish the impact of Performance Management on Job Satisfaction at GDLG. The results show that the Performance Management aspects that were used during the study such: performance indicators, appraisal process, performance feedbacks are known by the employees and being implemented in the district. However, the findings from the study also show there is a low positive impact of Performance Management on Job Satisfaction. In the researcher's view this could be stemming right from the implementation and management of the employee performance at the district. Forinstance, the performance appraisals are done but their feed backs are not given to the employees who may need to benefit and be motivated by such outcomes/ feedbacks.

From the researcher's view, the impact of Performance Management on Job Satisfaction at the GDLG is also less significant due to the attitude, values and perceptions that both the employees and employers attach to the processes of performance management. Both the employees and employers at GDLG seem not to attach any importance to performance management but rather do it as a requirement of the work place policies.

Laffaldano & Muchinsky, (1985); Locke, (1976) also concluded that job satisfaction shows a negligible relationship with job performance and this is in agreement with the research findings.

5.2.4 CONCLUSIONS

From the data collected as well as the discussions above, the following conclusion were derived at for each of the three objectives that focused to examine the impact of HRM practices on job satisfaction among employees in GDLG.

Human Resources Development

From the first objective therefore, the researcher sought to investigate the impacts of HRD on Job Satisfaction among employees at GDLG. Basing on the findings of the data presented and analyzed in chapter four, the researcher found out that HRD through; Training and Development and Organizational Development have a low yet positive impact on Job Satisfaction at the GDLG. This means that the practices of HRD is done at the GDLG and fairly redistributed to enable employees derive their job satisfaction, however, the researcher also noted that not all the employees were able to benefit from this HRM practice as only the selected few were able to participate in the strategic and operational planning at the GDLG. This, therefore, has an impact on the implementation of any organization development process as those who may not be involved in the system may reject/resist such changes that may come along with initiatives for Organizational Development. Another observed impact was on the trainings and development which if are not done effectively may lead to less productivity of the teams because their skills and potentials are not empowered. As a researcher, I recommend that the district management should always involve all categories of staff during their strategic and operational planning activities and also provide them with the relevant trainings that enhance their skills.

The researcher then adds that any intervention seeking to build the capacity of employees in an organization should be done with total inclusion. Employees at all levels in the organization should have their skills enhanced so that they remain relevant to both the organization and in the employment

market. This can be done through cheap and cost friendly methods like; the in-house coaching and mentoring, consultations of the employees on organizational development.

Rewards Management

Findings from the second objective sought to find out how Rewards Management influences job satisfaction among employees in GDLG. This was in agreement with the literature reviewed especially those relating to both intrinsic and extrinsic rewards. This also concurs with the hypothetic statement, "Employees derive job satisfaction from reward management at GDLG". However, the findings show that rewards management had a minimal yet positive influence on job satisfaction on employees at GDLG. This therefore implies that if the rewards have minimal influence on job satisfaction then the factors such as promotions, work relationships, recognition, work autonomy, job significance have not been implemented to the fullest or with fairness to enable the employees derive satisfaction at the jobs. As a remedy to this, the researcher recommends the district to set principles/basis for reward management and this should be distributed equally and with fairness to those who deserve it.

Rewards to employees should be a constant that is every moment employees are recommended for great efforts; their inner being is motivated to perform their best. This may have a peer influence as every employee would like to be rewarded by their employers. Rewards to employees do not only need to be written in policies but can appear in the simplest form; like saying "thank you"

Performance Management

The last conclusion from the third objective noted that performance management is being practiced at the district. However, the research findings found that there was no significant importance is being attached to this practice by both the employees and the employers. Overall the hypothesis was

rejected basing on the Pearson Correlations value got explained that there was a low positive relationship between Performance Management and Job Satisfaction at GDLG. This therefore implies that the set performance management measures such as; performance indicators, appraisal tools and performance feedback are implemented at the district. However, some of the employees have never seen the appraisal tools; others have never got feedback in line with their performance. This therefore implies that the employees performances are not monitored thus are unable to know whether or not they are doing what is required of them. In the long run this may impact on the organization's general performance. This shows a performance management gap that also affects the job satisfaction level of the employees. The researcher's recommends the district management to design the best fit performance management system which is fairly administered to enable performance monitoring and also improved employee performances. In this way employees are able to show how their performance contributes to the overall organizational performance and achievements. In cases of low/under performances, measures are taken to support these employees so as to improve on their individual performances thus bring about job satisfaction.

5.3   RECOMMENDATIONS

In regards to the above research findings of the study, the following recommendations are presented to maximize the positive impacts of HRM practices of; HRD, Rewards Management and Performance Management in GDLG.

5.3.1 RECOMMENDATIONS TO HRD AND JOB SATISFACTION

The study finding show that HRD has an impact on Job Satisfaction among employees at GDLG. The researcher therefore recommends that the selection criteria for employees to benefit from training should be fairly administered and based on the Training Needs Analysis reports. This is because all employees in the organization regardless of their levels of employment need to enhance their skills and competences to effectively and efficiently perform their duties. This can be achieved by

effectively carrying out a Training Needs Analysis to identify capacity gaps for all categories of employees, develop training guide, implement it and monitor the outcomes. HRD can also be improved by assessing the employees' strengths, growth areas and their personal development plans during an appraisal exercise. In this way both the organization and the employee will greatly benefit.

5.3.2 REWARD MANAGEMENT AND JOB SATISFACTION

The Commissioner of Public Service ministry should know the prime reward motivator is the salary/ wage an employee gets after offering service. In this regards therefore, the study finding noted that the pay structure is inadequate. The researcher recommends that the districts' adapts a system of pay structures with salary scales that are awarded annually after performance appraisal feedbacks clearly spelling out the reward to be given. Forinstance if one belongs to a Salary Scale of GDLG: 5:1 of 500,000/ UgX, then on an annual basis there are up grades with uniform intervals of 10% increase within that scale. This system in a way motivates the employees and also makes them satisfied with their work.

5.3.3 PERFORMANCE MANAGEMENT AND JOB SATISFACTION

 Since the perceptions, values and attributes that both the employees and employers attach to the HRM practice of Performance Management greatly contributes to the benefit it brings to both parties then the respective implementers should educate the employees on the benefits of Performance Management. The researcher therefore, recommends that the Personnel and Administration Department take lead in informing the employees about the significance of carry out Performance Management through appraisals and this can be done during meetings or even through organizing continuous professional education programs at the district to inform the employees about some of the policies that could have been taken for granted.

5.3.4 LIMITATIONS

It should be noted that the researcher had limited time to carry out the research thus affecting the

sample size. The research had a sample population of 112; however, it was only able to obtain

responses of only 74. The district Chief Administrative Officer only gave the researcher two weeks

to carry out the research in the district. However, due to the very busy schedules of the district

employees, most of the unreached sample population were a way in the field, others on the leave,

some of them had gone for studies and all these factors made it impossible to reach all the sample

population.

5.3.5 AREA FOR FUTURE RESEARCH

Future research should be done in the following areas;

1. The impact of Pay Structures on the employee motivation at the Public Service.

2. The management practices factors affecting job satisfaction of Public Servants.

3. Influence of Performance Management on Job Satisfaction of Employees at Public Service.

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APPENDIX 1

1. QUESTIONNAIRE

Introduction

My name is Evelynn Angeyo pursuing a Masters in Management Studies- Human Resource Management from Uganda Management Institution. I am conducting a research on the impact of Human Resources Management practices on Job Satisfaction among employees at Gulu District Local Government that will lead to the award of the above master's degree. You are kindly requested to participate in this study by completing this questionnaire, your participation in this process is voluntary and you can withdraw at any time without any penalty. All data will be kept confidential and your identity is not required, by completing this questionnaire your voluntary participation is implied.

Job satisfaction is defined as the extent to which the employees like their work, by understanding the factors that affect their satisfaction while at work.

PART I: DEMOGRAPHICS

In this section tick the circle the appropriate response as indicated below

1. AGE

A.	20 – 25
B.	26 – 35

C.	36 – 49
D.	50 +

2. GENDER

A.	MALE
B.	FEMALE

3. EDUCATIONAL LEVEL

A.	CERTIFICATE LEVEL
B.	DIPLOMA LEVEL

C.	DEGREE LEVEL
D.	POST GRDUATE LEVEL

C.	TECHNICAL STAFF

4. EMPLOYEMENT LEVEL

| D. | SUPPORT STAFF |

| A. | SENIOR LEVEL |
| B. | LINE MANAGER |

5. YEARS OF SERVICE

| A. | 6MTHS -1YR |
| B. | 2YRS - 3YRS |

| C. | 4YRS – 5YRS |
| D. | 6YS + |

PART II: INDEPENDENT VARIABLES

Tick the appropriate response in your view in the scale of 1-5, the rating is as follows;

1- Strongly agree, **2-** Agree, **3-** neutral, **4-** strongly disagree, **5-** disagree

A. Human Resources Development

	Training and Development	1	2	3	4	5
I.	There are trainings offered to staff in order to enhance their performance at work.					
II.	The selection criteria for the staff to benefit from the trainings are done on merit.					
III.	The trainings offered provide hands on skills that help to improve the quality of the employee's work.					
	Organization Development					
I.	The employees are always involved in the strategic planning of the district.					
II.	The employees always involved in the operational planning of the district					

B. Rewards Management

	Intrinsic factors	1	2	3	4	5
I.	You are always recognized for the performance of your job					
II.	You exhibit autonomy while executing your job					
III.	Your job contribution is considered significant to the organization.					
	Extrinsic Factors.	1	2	3	4	5

IV.	Promotions are done with of fairness.					
V.	There is a good work relationship among the staff and their supervisor.					
VI.	The pay structure is adequate for the work done.					

C. Performance Management

	Performance Indicators	1	2	3	4	5
I.	Every employee is availed with a copy of their performance indicators.					
II.	The performance indicators used are suitable for the employees' job description.					
III.	The performance indicators are realistic with measurable targets.					
	Appraisals	1	2	4	5	6
I.	There is a standardized process in measuring performance of employees at the Gulu District.					
II.	The appraisal process is conducted based on performance basis.					
III.	The appraisal tool is adequate to measure employee's annual performance.					
	Performance feedback	1	2	3	4	5
I.	Performance feedbacks are always given to employees after an appraisal is done.					
II.	Your growth areas are always highlighted in the performance feed back.					
III.	Performance based rewards are always given as stated based on ones performance.					

PART III: DEPENDENT VARIABLES

In a scale of 1-5 indicate by ticking the schedule number, the factors that indicate job satisfaction in the organization,

1- Strongly agree, **2-** Agree, **3-** neutral, **4-** strongly disagree, **5-** disagree

	JOB SATISFACTION	1	2	3	4	5
I.	I feel motivated with my job at the district.					
II.	I am happy with my job title					
III.	My job design is suitable for the performance of my duty					
IV.	The job am in satisfies my needs and desires.					
V.	My job has improved my social relationship with other workmates.					
VI.	I am satisfied with the style of management at my workplace.					
VII.	The working conditions are very favorable for the performance of my duties.					
VIII.	I am always compensated for the any lose during my service at my work place.					
IX.	My beneficiaries are always compensated as a result of my work by my employer.					
X.	I am satisfied with the organization policies and guidelines.					

PART IV: MODERATOR VARIABLES

In a scale of 1-5 indicate by ticking the schedule number, the factors that indicate job satisfaction in the organization,

1- Strongly agree, **2-** Agree, **3-** neutral, **4-** strongly disagree, **5-** disagree

	MODERATOR VARIABLES	1	2	3	4	5
I.	The organizational policies are favorable for your work at the district.					
II.	I have a positive attitude towards my work.					

APPENDIX 2

INTERVIEW GUIDE

Introduction

My name is Evelynn Angeyo pursuing a Masters in Management Studies- Human Resource Management from Uganda Management Institution. I am conducting a research on the impact of Human Resources Management practices on Job Satisfaction among employees at Gulu District Local Government. This will lead to the award of the above master's degree. You are kindly requested to participate in this study by completing this questionnaire, your participation in this process is voluntary and you can withdraw at any time without any penalty. All data will be kept confidential and your identity is not required, by completing this questionnaire your voluntary participation is implied.

Job satisfaction is defined as the extent to which the employees like their work, by understanding the factors that affect their satisfaction while at work.

SECTION ONE.

BIO-DATA

1. What is your title/position in the district?

2. How long have you served in this position at the district

3. How long have you worked for this Organization?

4. What is your highest level of education?

5. Do you participate in the decision making process especial Human Resources planning for the district?

SECTION TWO

HUMAN RESOURCES MANAGEMENT PRACTICES

General Information;

1. In your organization which term is mainly used?

   a) Human Resources Management(HRM)   b) Personnel Management(PM)

2. Who is the responsible person for planning the HRM/PM in your organization?

3. What do you understand by the term Human Resources Management?

4. Which are some of the Human Resources Management Practices that are exercised at the district?

5. Do you always engage your employees in some of these Human Resources Management practices?

6. At what levels do you always engage the employees?

PERFORMANCE MANAGEMENT

1. Do you conduct performance appraisal process in the organization?

2. If so, how often is the appraisal process carried out?

3. Do you have an appraisal tool that is used to evaluate the performance of staff in the organization?

4. After the appraisal is done, are the employees given their performance feed backs?

HUMAN RESOURCES DEVELOPMENT

1. Do you conduct any training needs analysis process to recognize any need for further training and development in the organization?

2. What other means can be used for developing better skills and knowledge?

3. What other steps are taken to identify the right training requirements?

4. What are some of the benefits of providing training to the employees?

5. How are the employees involved in the organizations development?

REWARDS MANAGEMENT

1. Are the employee always rewarded in the organization?

2. What are some of the rewards that are offered in the organization?

3. Are the rewards always given only on performance merit?

JOB SATISFACTION

1. According to your organization, the level of employee's job satisfaction?
   a) Very high   b) high   c) low   d) very low.

2. Do employees are give feedback about their job satisfaction.

3. Does the organization recognize the accomplishment of its employees?