



**HUMAN RESOURCE PRACTICES AND EMPLOYEE PERFORMANCE AT THE  
AFRICAN COURT ON HUMAN AND PEOPLES' RIGHTS IN ARUSHA,  
TANZANIA**

**BY**

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## DECLARATION

I, Winfield Musiime, hereby declare that this dissertation is my own original work and has never been submitted for the award of a Degree or any other ward in any University / College / Institution in and outside Uganda.

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## **DEDICATION**

I wish to dedicate this piece of work to my parents Mr. Johnson Baikaire and the late Ms. Kate Kiriya, my beloved husband Mr. Julius Birungi, and my children; Desire F. Atugonza, Devine-Mary Birungi, and Davis Jason Birungi who all contributed to my success.

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## LIST OF ABBREVIATIONS

<b>AUC</b>	-	African Union Commission
<b>EU</b>	-	European Union
<b>HR Unit</b>	-	Human Resource Unit
<b>HR</b>	-	Human Resource
<b>HRM</b>	-	Human Resource Management
<b>OAU</b>	-	Organization of African Unity
<b>AfCHPR</b>	-	African Court on Human and Peoples' Rights
<b>GSA</b>		General Service Staff (category A)
<b>GSB</b>		General Service Staff (category B)
<b>SA</b>		Strongly Agree
<b>A</b>		Agree
<b>UD</b>		Undecided
<b>D</b>		Disagree
<b>SD</b>		Strongly Disagree

## **ABSTRACT**

This study analyzed the Human Resource practices influencing employee performance in the African Court on Human and Peoples' Rights in Arusha, Tanzania. The objectives of the study were; to find out how human resource planning, performance appraisal and staff training and development contribute to employee performance in the African Court on Human and Peoples' Rights in Arusha, Tanzania. The study used a cross-sectional survey research design adopting both quantitative and qualitative approaches. The researcher used a sample of 54 respondents. Simple random sampling and Purposive sampling were used. Methods of data collection were questionnaires and interviews guides. Pearson's correlation co-efficient was used to determine whether there is linear relationship between the independent (IV) and dependent variables (DV). Qualitative data was analyzed through content analysis. Findings of the study revealed that human resource planning, performance appraisal, staff training and development affect employee performance. The researcher concluded that human resource planning, performance appraisal; staff training and development had positive relationships with employee performance. The study recommends that: Managers should put in place all the initiatives that aim at promoting better human resource planning practices such as increase on the motivation which is fundamental in improving the performance of the Court employees, in addition Managers and Administrators should strengthen and raise the current performance measurement methods, for example increase on their salary, fringe benefits, non-financial rewards like giving them awards on accomplishing set targets, recognition letters, praises among others. In addition training needs should be identified at the confluence of the direction in which the African Court of Human Rights intends to move, the changes in technology that are occurring, and the career paths employees could be pursuing.

# **CHAPTER ONE**

## **INTRODUCTION**

### **1.1 Introduction**

Human resource practices are key factors for the success of service organizations. Human resource practices create the most effective and efficient method of achieving any objective or task for a business. When aligned with the organization mission and goals, human resource practices can address many of the personnel issues that affect organizations (Armstrong, 2006). It is far better for a company to move forward meeting goals as one unit, collectively working towards a common goal and having a plan to get there.

This study was about the relationship between Human Resource Practices and Employee Performance. Human resource practices were conceived as independent variables and Employee Performance as a dependent variable. Human resource practices were measured as; Human Resource Planning, Performance Appraisal, and Staff Training and Development while Employee Performance was measured in terms of timely measurable outputs, efficiency and effectiveness in the African Court on Human and Peoples' Rights in Arusha , Tanzania. This chapter presents the background to the study, statement of the problem, objectives of the study, research questions, hypotheses, and conceptual framework, scope of the study, significance and justification of the study.

### **1.2 Background to the study**

#### **1.2.1 Historical Background**

The historical analysis demonstrates the growing importance of employees from being just one of the means of production in the 20th-century industrial economy to being a key source of sustainable competitive advantage in the 21st-century knowledge economy (Armstrong, 2001).

In the early 20th century and prior to World War II, the personnel function (the precursor of

the term human resource management) was primarily involved in record keeping of employee information, in other words, it fulfilled a “caretaker” function. During this period of time, the prevailing management philosophy was called “scientific management.”The central thrust of scientific management was to maximize employee performance (Armstrong, 2006). The Human Resource Management (HRM) philosophy was however criticized in the 1990’s by academics, but this criticism has subsided, perhaps because it became increasingly evident that the term ‘HRM’ was being used as a synonym for what used to be called Personnel Management”. HRM practice is no longer governed by the original philosophy, if it ever was. Today HRM is simply what HR people and line managers do.

HR practices centers on the HRM functions such as planning, staffing, employee development, employee maintenance and its related common sub-functions including Performance Appraisal, HR Planning, and Staff Training (Armstrong, 2006).

Despite the great relevance of employee performance and the widespread use of job performance as an outcome measure in empirical research, relatively little effort has been spent on clarifying the performance concept. Still, Campbell (2000) described the literature on the structure and content of performance as “a virtual desert”. Employee Performance is a core concept within work and organizational psychology. During the past 10 or 15 years, researchers have made progress in clarifying and extending the performance concept (Campbell, 2000). Moreover, advances have been made in specifying major predictors and processes associated with employee performance. With the on-going changes that we are witnessing within organizations today, the performance concepts and performance requirements are undergoing changes as well (Ilgen & Pulakos, 1999). In recent years, researchers paid attention to specific aspects of performance. For example, innovation and customer-oriented behaviour become increasingly important as organizations put greater emphasis on customer service (Anderson & King, 2003; Bowen & Waldman, 2009).



At present, organizations and work as a whole are undergoing dramatic changes (Cooper& Jackson, 2007) which have implications for conceptualizing and understanding performance (Ilgen & Pulakos, 1999).

In 1994, the OAU decided to establish a working group of government experts to look at ways of strengthening the African human rights systems and to consider creating an African Court on Human Rights. After a number of failed attempts to approve a draft instrument establishing a Court, in 1998 the OAU approved and adopted a Protocol to the African Charter establishing the African Court on Human and Peoples' Rights (the 'Court Protocol'). It is legally binding on all States that have ratified it. The Protocol came into force in January 2004. In January 2006, Judges of the Court were elected by the AU. The Court was officially installed in July 2006 with headquarters in Arusha, Tanzania. Various technical and administrative matters are still continuously being worked out.

Although HR practices and employee performance have been widely studied, their distinct relationship has received limited empirical scrutiny, especially in the case of service organizations. To fully understand, explain, and predict employee performance, it is very important to analyze how HR practices influence on employee performance. The attempt to embrace HR practices' influence on employee performance is undertaken because it is deemed that more precise conclusions concerning the effective use of HR practices could be a factor for effective employee performance. Therefore this study was of more value, theoretically, and empirically.

### **1.2.2 Theoretical background**

The study was guided by the Path-goal theory. According to House (1968) in the Path-goal theory, the manager does the following: he/she clarifies and sets goals together with the subordinates and properly communicates to them. Besides, he/she delegates duties to employees according to their abilities, skills, knowledge and experience. The leader further

helps the subordinates to find the best path for achieving the desired goals. He/She defines positions and task roles by removing barriers to performance and promotes group cohesiveness and team effort. The leader finally increases personal opportunities for satisfaction and improved work performance by reducing stress, making external controls and people's expectations clearer. Basing on these, the researcher believes that following the path-goal theory as stipulated by House (1968) could help human resource managers involve employees in decision-making, appraisals and offer training. This study however, concentrated on evaluating the role played by performance appraisal, staff training and HR planning on the employees' performance.

### **1.2.3 Conceptual background**

Good human resources practices create the most effective and efficient method of achieving any objective or task for a business. When HR practices are aligned with the company mission and goals, they can address many of the personnel issues that can come up for a business. It is far better for a company to move forward towards meeting its goals as one unit, collectively working towards a common goal and having a plan to get there.

As observed by Cole (1996), HR practices entail paying attention to performance levels by individual employees in a department and evaluating growth so that additional development or recruitment can take place. Human Resource Management (HRM) practices play an important role in achieving organizational goals through HR planning. In spite of the fact that the human resource department does not take part in daily operations, it supports the activities of other departments to achieve corporate success through systematic human resources planning and development. Employee performance is perceived as the ability of employees to meet organizational tasks, requirements and objectives through strategic investment into organizing, executing and accomplishing roles and duties in the minimum time possible (Adair (2005). Consequently, performance is operationally perceived as; timely measurable output, efficiency

and effectiveness. The above should lead to efficiency, specialization, effective feedback and good organizational relations (Armstrong, 2005). The cohesion of both management and performance should be evident through HRM practices by managers in the attempt to achieve efficiency which requires specific management approaches to unique performance challenges.

#### **1.2.4 Contextual background**

The African Court on Human and Peoples' Rights (the Court) is a continental Court established by Member States of the African Union to ensure the protection of human and peoples' rights in Africa. It complements and reinforces the functions of the African Commission on Human and Peoples' Rights (the African Commission - often referred to as the Banjul Commission), which is a quasi-judicial body charged with monitoring the implementation of the African Charter, which is the main African human rights instrument that sets out the rights and duties relating to human and people's rights in Africa, provides a framework within which the African Court on Human and People's Rights was created (African Court, 2013).

The Court was established by virtue of Article 1 of the Protocol to the African Charter on Human and Peoples' Rights on the Establishment of an African Court on Human and Peoples' Rights, (the Protocol June 9,1998) which was adopted by Member States of the then Organization of African Unity (OAU) in Ouagadougou, Burkina Faso, in June 1998. The Protocol came into force on 25 January 2004 after it was ratified by more than 15 countries. The Court has its permanent seat in Arusha, the United Republic of Tanzania (African Court, 2013). The Court has 11 Judges (elected officials) and is headed by the President who is the accounting officer and is elected from among the 11 Judges by the other Judges. The Registry of the Court is headed by the Court Registrar who is recruited and appointed just like other staff members. The Registrar of the Court is a technical adviser to the Court and is also charged with the responsibility of overseeing the activities/functions of the registry among which include human resource planning, performance appraisal, recruitment, staff training and

development. He is assisted by the Deputy Registrar. The Registrar is also charged with ensuring that all Registry functions are implemented and practiced under governance of the African Union Staff Regulations and Rules.

Rules 27 up to 35 of the Staff Regulations and Rules provide conditions for recruitment, appointment, promotion and re-deployment. Rules 36 and 37 on the other hand provide for staff performance appraisal and career development respectively (AU, 2010).

Within the Court employees perform different functions with deadlines and numerous performance targets. However due to bureaucracy, organizational politics and the use of Administrative approaches to management (AfCHPR report 2012), this hinders the integration of appropriate human resource management practices. Consequently, performance is hindered by poor organizational structures and systems which cause slow adoption to the strategic performance based requirements for an improvement in the human resource management practices, for example completion of set agreed targets, use of balance score card as a performance tool, among others.

### **1.3 Statement of the Problem**

Human resource practices are key factors for the success of service organizations. Human resource practices create the most effective and efficient method of achieving any objective or task for a business (Armstrong, 2006). The African Court on Human and Peoples' Rights has plans with clear strategies and targets to realize its mission at a specific period in time usually a year as it operates on an annual budget. Over time the Court has developed and established strategies and mechanisms that would improve the performance of its employees. Some of such strategies include skills improvement through a training plan on a yearly basis, new staff members are attached to peer and senior supervisors for on job training, coaching and mentoring, as a continuous process of learning. The Court also has an attachment program with AUC for bench-marking purposes of its staff. The Court has also established a library, and

developed an internship policy within the Court. In 2010, more than 30 staff members of all categories benefited from the training programs. Despite the fact that human resources practices are in place, the levels of employee performance at the Court have remained wanting as evidenced by the fact that in most departments, employee performance is below the set performance target of 80% (Finance and Administrative Report, 2012). This is coupled with the low rates of execution of the Court's budget over its few years of existence. (AfCHPR Report, 2010). This state in future can lead to very low levels of productivity, loss of skilled and experienced employees to other companies (high staff turnover), loss of clients and bad image of the organization. Consequently this may affect the quality of the services offered by the staff, the efficiency and effectiveness of employee performance. It is in light of the above that, the study sought to explore the relationship between human resource practices and employee performance in the African Court on Human and Peoples' Rights in Arusha, Tanzania.

#### **1.4 General Objective**

The main objective of the study was to analyze the Human Resource Practices influencing Employee's Performance at the African Court on Human and Peoples' Rights in Arusha, Tanzania.

#### **1.5 Specific Objectives**

- i. To establish the relationship between Human Resource Planning and Employee's performance at the African Court on Human and Peoples' Rights in Arusha, Tanzania.
- ii. To establish the relationship between Performance Appraisal and Employee's performance at the African Court on Human and Peoples' Rights in Arusha, Tanzania.

- iii. To find out how Staff Training and Development influences Employee's performance at the African Court on Human and Peoples' Rights in Arusha, Tanzania.

## **1.6 Research Questions**

The following the research questions guided the study:

- i. How does human resource planning at the African Court on Human and Peoples' Rights in Arusha, Tanzania influence the employee's performance?
- ii. To what extend does performance appraisal influence employee's performance at the African Court on Human and Peoples' Rights in Arusha, Tanzania?
- iii. How does staff training and development influence employee's performance at the African Court on Human and Peoples' Rights in Arusha, Tanzania?

## **1.7 Hypotheses of the Study**

The following research hypotheses guided the study:

- i. There is a relationship between human resource planning and employee's performance at the African Court on Human and Peoples' Rights in Arusha, Tanzania.
- ii. There is a relationship between performance appraisal and employee's performance at the African Court on Human and Peoples' Rights in Arusha, Tanzania.
- iii. There is a relationship between staff training and development and employee performance at the African Court on Human and Peoples' Rights in Arusha, Tanzania.

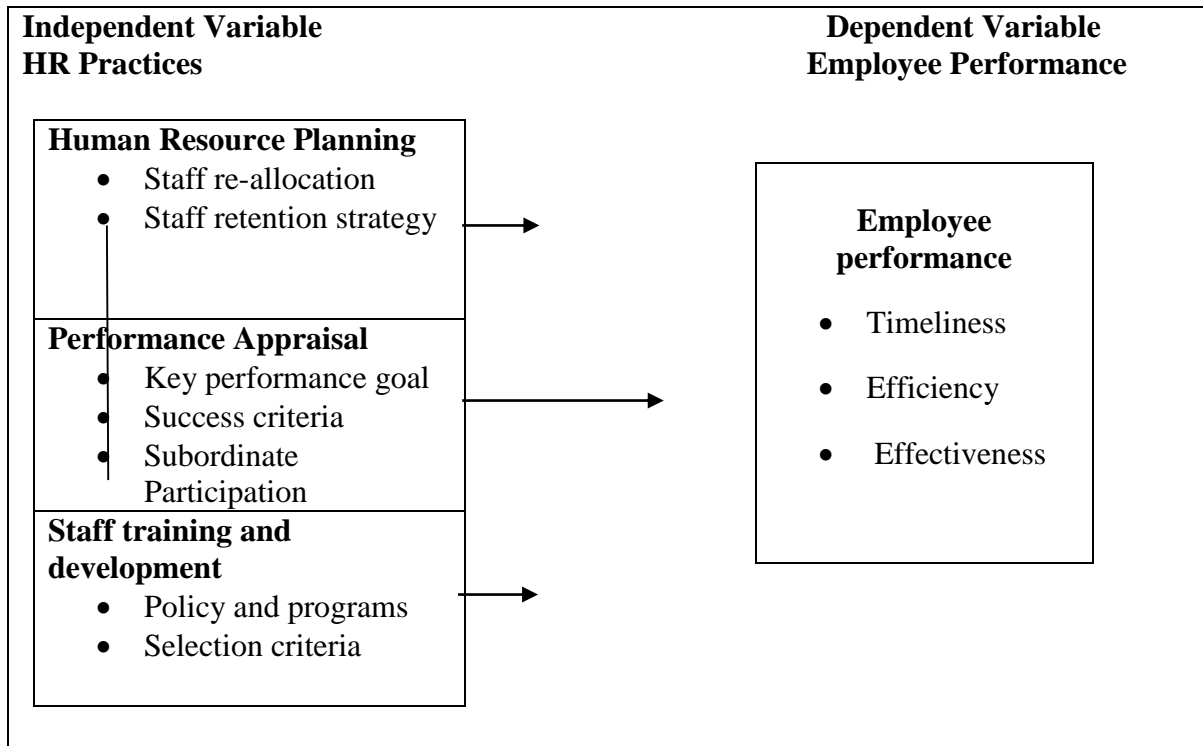
## **1.8 Conceptual frame work**

This study sought to establish whether there was a relationship between human resource planning, staff performance appraisals, staff training and development and how they influenced

employee's performance in African Court of Human and Peoples' Rights. The study's conceptual framework was based on the model shown in figure 1.1

**Figure 1. 1:Human Resource Practices that influence Employee's Performance**

**Conceptual Model**



**Source: Adopted from Armstrong (2009) and modified by researcher**

The conceptual frame work in Figure 1.1 shows the relationship between human resource practices and employee performance. The study was conceptualized to consist of independent variables as human resource practices (human resource planning, staff performance appraisals and staff training and development) and consequently, employee performance as a dependent variable was operationally perceived as; Timeliness, efficiency and effectiveness. As pointed by Armstrong (2005), the above should lead to specialization, effective feedback and good organizational relations. It was conceptualized that the independent variables would work to improve or worsen employee performance at the African Court on Human and Peoples' Rights,

for example possession of good human resource planning, performance appraisal and staff training and development would improve employee performance and vice versa.

## **1.9 Scope of the Study**

### **1.9.1 Geographical Scope**

The study was geographically done at the African Court of Human and Peoples' Rights in Arusha, Tanzania with the President, Project coordinator and the Court staff as the study respondents. The researcher chose this study because of its proximity and access to information concerning the operations of this court.

### **1.9.2 Content Scope**

The study was limited to the influence of human resource practices on employee performance at the African Court of Human and Peoples' Rights. The researcher mainly concentrated on different types of human resource practices such as Human resource planning, staff performance appraisals, staff training and development on one hand and employee performance such as timely measurable output, efficiency and effectiveness on the other as the only variables for the study.

### **1.9.3 Time Scope**

The study utilized data for 3 years from 2009-2012. This period was preferred because it is within this period when the performance particularly the rates of execution of the Court's budget, was below the target of 75% (AfCHPR Report, 2011).

## **1.10 Significance of the Study**

The study findings would help the Management of the African Court as they reveal the importance of the key role played by proper implementation of human resource practices, specifically performance evaluation, employee's training and human resource planning, towards the Court's performance.



The policy makers of the African Court would further be highly informed of the importance of acceptable ways of selecting trainees and the need for Top Management to support the staff training. This would enable, the African Court to design some policies and strategies in line with good human resource practices for the purposes of ensuring that the African Court achieves its objectives.

The findings of this study would be useful for the African Court employees in realizing their performance gaps and seek to address them from an informed point of view which in turn would lead to increased organizational performance. The staff would further get to address their effort towards their rights for entitlements including job assignments, training and development. The findings of the study would also empower the employees to notify their employers on which areas need more attention.

Although this research is for academic purposes, the findings of this study would provide empirical evidence concerning the reported effect of malpractices in human resource practice in the International Public Organizations.

The findings of this study would also be used in future for other related studies as empirical findings, especially those findings that deal with ineffective human resource practice in International Public Organizations. Findings of the study would contribute to the stock of knowledge on effective human resource practices in African Union Organs and other organizations.

### **1.11 Justification of the study**

Whilst organizations have not acknowledged the link between internal organizational capacities and their program performance, there is a growing realization among them that management is a key determinant of program success (Campbell, 1987). Nearly half (42 percent) of employees who quit their jobs do so because of disagreements with the human

resource practices that they see as outdated and unhelpful (Nakanwagi, 2010). Many researchers have carried out studies on human resource practices but no study of this nature has ever been conducted at the African Court on Human and Peoples' Rights before. The study therefore, was justified as it would help to establish how Human resource planning, staff performance appraisals and staff training and development relate with employee performance to draw recommendations for improving the below target performance of staff in the Court.

### **1.12 Operational Definitions**

The following are definitions of key terms used in this study:

**Budget execution:** Budget execution was used to mean the process of utilization of funds in line with set targets, monitoring, adjusting, and reporting on the current year's budget.

**Employee's performance:** Employee's performance referred to the output of an employee in his/her given duties. When employees are effectively performing their duties, they accomplish more in a given amount of time. In turn, their efficiency saves their company money in terms of time and labor. When employees are unproductive, they take longer to complete projects, which cost employer's more money due to the lost time.

**Employee's training:** Employee's training was used interchangeably with staff training. It referred to programs that provide workers with information, knowledge and new skills, or professional development opportunities.

**Human Resource planning:** Human resource planning referred to the process of ensuring that the human resource requirements of an organization are identified and plans are made for satisfying those requirements.

**Human Resources practices:** HR practices were used to mean the factors in the human resource functions which are performed by the organization to enhance the employee's performance. Specifically these practices are performance evaluation, employee's training and HR planning.

**Performance appraisal:** The term performance appraisal was used interchangeably with performance evaluation. Performance appraisal referred to a method and process by which the job performance of an employee is measured. It is a part of career development and consists of regular reviews of employee's performance within organizations.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter reviewed a selection of existing literature as presented in textbooks, journals, magazines, newspaper articles and the internet in relation to human resource practices and employee performance in public organizations. It was structured under the respective study

objectives: Human Resource Planning, Performance Appraisal and Staff training and Development.

## **2.2 Theoretical Review**

The theory adopted in this study was Path-goal theory advanced by House (1968). The theory asserts that management enhances subordinates job performance by clarifying and setting goals with the subordinates. The management shows the employees a clear path to follow and how to remove barriers to goal achievement. House (1968) stipulates that path-goal approach helps in improving the performance of employees thus enhancing goal achievement as follows; when employees are confused, the management tells them what to do and shows them a clear path to follow. When the path is shown, the employees become satisfied and motivated, so they accept management behavior thus performing effectively. The manager's behavior further enhances the employee work environment through directing, controlling, supervising, rewarding, proper communication, delegation of duties and joint decision making between managers and employees thus enhancing good performance among the workers. The manager defines role tasks and positions of employees thus reducing stress among the employees. By doing these, workers expectations become high, thus their performance is improved.

According to Okumbe (1998), as reported in Oyetunyi (2006), the fundamental principle of this model is that leadership behavior should be motivating and satisfying to the extent that it increases goal attainment by subordinates and clarifies the behavior that will lead to these goals/rewards. The authors of this model, House and Mitchel (1974), use it to explain how a leader's behavior influences the performance and satisfaction of the subordinates. Unlike some contingency leadership models, this model does not have a leader trait and behavior variable. It therefore, allows for the possibility of adapting leadership to the situation.

Basing on these, the researcher believes the path-goal theory as advanced by House (1968) helps managers involve employees in decision-making, appraisal process, communicate to employees, proper delegation of duties and training of employees.

### **2.2.1 Human Resource Planning and Employee Performance**

Implementation of effective HRM practice directly or indirectly affects organizational performance. Good HRM practices help the organizations to achieve competitive advantage. According to the resource based view of the firm (Huselid, 2012), competitive advantage can be developed and sustained by creating value in a way that is rare and difficult for competitors to imitate, and the quality the human resource within is difficult to imitate.

Human resource planning refers to classic human resource administrative functions, and the evaluation and identification of human resources requirements for meeting organizational goals. It also requires an assessment of the availability of the qualified resources that will be needed (Armstrong, 2006).

Enhancing Employee-employer relations in the organization leads to implementation of effective HRM practices. Delaney and Huselid (2010) conducted a survey to find out the consequences of effective human resource management practices on employees trust. The result indicated a positive and significant influence of empowerment, organizational communication, and procedural justice as determinants of employees trust in their managers. Cole (2006) considered HRM planning as a communication channel between employer and employees. Bloom and Van (2010) on the other hand proposed HRM planning as contract-shaping events.

Human resources planning should be a key component of nearly every corporation's strategic business planning. To ensure their competitive advantage in the marketplace, organizations must implement innovative strategies that are designed to enhance their employee retention rate and recruit fresh talent into their companies (Cole, 2006).

Human resource planning is an integral part of a business plan and therefore some organizations have moved towards having a completely integrative linkage between business planning and human resource planning. In these organizations, effectiveness is facilitated by a human resource executive who is a fully participating member of the top management team and, with this; business results can be substantially improved. For example, Don Rush, Vice-President and Chief Executive Officer of Weyerhaeuser Forest Product Company's Washington division, believes that "by integrating HR and business planning, they can have 500 salaried people doing more than 1,200 people did; they can have improved team work, morale, commitment and profitability" (Jackson and Schuler 2010). However, it is the belief of the researcher that this is not common to all organizations.

However it is not easy to have effective human resource planning and, it is difficult to reject out of hand the fact that some attempt should be made to forecast future human resource requirements as a basis for planning and action towards organizational performance.

Huselid (2012) studied comprehensively and evaluated the link between systems of high performance work practices and firm performance. The study reveals that HR practices have both economically and statistically, significantly impacted on intermediate employees' outcome.

Batt, (2012) examined the relationship between HR practices, employee quit rates and organizational performance in the service sector. The study reveals that quit rates were lower and sales growth was high in establishments that emphasized high skills, employee participation in decision making and in teams, and human resource incentives such as high relative pay and employee security. In 590 profit and non-profit firms from National organizations survey, Delaney and Huselid (2010) found positive associations between HRM practices such as training and staff selectivity and perceptual firm performance measures. The

study also reveals methodological issues for consideration in examinations of the relationship between HRM systems and firm performance. The methods used in assessing performance seemed not to be every appropriate and therefore the need for further research to establish the effect of human resource practices and employee performance. Hence the need for this study.

Bloom and Van (2010) examine the relationship between HRM and performance. HRM includes incentive pay to individuals and groups as well as many non-pay aspects of the employment relationship such as matching on hiring and firing and work organization. They place HRM more generally within the literature on management practices and performance. They start with some facts on levels and trends of both HRM and performance and the main economic theories of HRM. They look at some of the determinants of HRM such as risk, competition, ownership and regulation.

### **2.2.2 Performance Appraisal and Employee Performance**

Performance appraisal is defined by Derven (2011) as a structured formal interaction between a subordinate and supervisor, that usually takes the form of a periodic interview (annual or semi-annual), in which the work performance of the subordinate is examined and discussed, with a view to identifying weaknesses and strengths as well as opportunities for improvement and skills development.

Historically, performance appraisals have played four different roles in human resources management. These roles include communication/information tool, behavior modification tool, personnel decision-making tool and legal document. Research reflects that performance Appraisals serve as a two-way communication tool between employers and employees. As part of this communication, employers provide specific feedback on employee performance. The feedback is viewed as a central element of the communication process in which the sender conveys a message to the recipient. The extent to which feedback is accepted depends on a number of factors: the credibility of the source of the feedback; the nature of the message

conveyed; and the characteristics of the employee who is receiving an appraisal (Anderson, 1993).

In addition to providing feedback, performance appraisals provide the opportunity to ensure employers and employees have a mutual understanding of effective performance. Performance appraisals also provide the means for employees to understand how their performance is evaluated. "Research reflects that more than half the professional and clerical employees working today do not understand how their work is evaluated" (Boudreau, et al 2005). Bloom and Van (2010) found out that positive feedback from the appraisal systems increases the employees' participation at the work place in the various departments of an organization. In addition, Bloom and Van (2010) contended that in order for performance to be effective, employees require close and frequent supervision in the performance of all their responsibilities. Onzoma (2002) found out that feedback from the appraisal systems have helped managers to effectively supervise their employees hence improving performance, and thus aiming at scoring high during appraisals.

According to Derven (2011) many organizations' appraisal results are used, either directly or indirectly, to help determine performance parameters in relation to reward outcomes. That is, the appraisal results are used to identify the better performing employees who should get the majority of available merit pay increases, bonuses, and promotions. On the contrary, Krein (2010) argued that, appraisal results are used to identify the poorest performers who may require some form of counseling, or in extreme cases, demotion, dismissal or decreases in pay. Whether this is an appropriate use of performance appraisal, the assignment and justification of rewards and penalties is a very uncertain and controversial matter.

In spite of the inherent flaws of the performance appraisal process, the most significant benefit of appraisal as proposed by Cash (2013) is that, it offers a rare chance for a supervisor and subordinate to have a one-on-one discussion of important work issues that might not otherwise



be addressed. Almost universally, where performance appraisal is conducted properly, both supervisors and subordinates have reported the experience as beneficial and positive.

Larson (2009) expressed that performance appraisal provides employees with recognition for their work efforts. Performance appraisal stands to provide power of social recognition as an incentive. According to Larson (2009), there is evidence that human beings will even prefer negative recognition in performance to no recognition at all. Larson (2009) added that, if nothing else, the existence of an appraisal program indicates to an employee that the organization is genuinely interested in their individual performance and development. This alone can have a positive influence on the individual's sense of worth, commitment and belonging. However, Gabris and Mitchell (2011) emphasize that the strength and prevalence of natural human desire for individual recognition should not be overlooked. Absenteeism and turnover rates in some organizations might be greatly reduced if more attention were paid to it. Regular performance appraisal, at least, is a good start.

Another advantage of performance appraisal as described by Heneman (2009) is that it offers an excellent opportunity for a supervisor and subordinate to recognize and agree upon individual training and development needs.

From the point of view of the organization as a whole, consolidated appraisal data can form a picture of the overall demand for training. In this respect, performance appraisal can provide a regular and efficient training needs audit for the entire organization (Heneman, 2009).

Appraisal data can be used to monitor the success of the organization's recruitment and induction practices. For example, on how well are the employees who were hired in the past two years performing (Gabris and Mitchell, 2011).

Appraisal data can also be used to monitor the effectiveness of changes in recruitment strategies. By following the yearly data related to new hires (and given sufficient numbers on which to base the analysis) it is possible to assess whether the general quality of the workforce is improving, staying steady, or declining (Heneman, 2009).

Performance appraisal is one of the major functions of HRM since it forms a basis for other HRM functions to be implemented effectively in the work organization. This is to say a proper performance appraisal will enhance the work organization to effectively plan for HR, job redesign and analysis, HR recruitment, HR orientation and placement, employment supervision, HR training and development, quality of work life initiative, HR compensation, HR discipline, management of termination of employment contract, and performance management (Ngirwa 2006).

There is, says Soomro et al. (2011), "... a basic human tendency to make judgments about those one is working with, as well as about oneself." Appraisal, it seems, is both inevitable and universal. In the absence of a carefully structured system of appraisal, people will tend to judge the work performance of others, including subordinates, naturally, informally and arbitrarily. There has been no structured appraisal system in place to establish the performance of employees by employers; this called for the study at the African Court on Human and Peoples' Rights in Arusha.

Furthermore, at the African Court on Human and Peoples' Rights in Arusha, no study had been concluded to show the relationship between performance appraisal and employee performance and there has been no structured appraisal system in place to establish the performance of employees by employers, which calls for this study at the African Court in Arusha, Tanzania. This study aimed to contribute to the understanding of how this factor relates to employee performance in the Court. Therefore this study found a positive relationship between

performance appraisal and performance at the African Court for People and Human Rights in Arusha, Tanzania.

### **2.2.3 Staff training and Development and Employee Performance**

Human resources are a crucial but expensive resource and therefore in order to sustain economic and effective performance of this resource, it is important to optimize their contribution to the achievement of the aims and objectives of the organization through training and development. Training is therefore necessary to ensure an adequate supply of employees that are technically and socially competent for both departmental and management positions (Mullins, 2007).

Staff training and development is the process of equipping employees with the right knowledge, skills, experience and attitudes to match their performance capabilities with the organization's performance demands. It also involves designing and implementing management and organization development programs, as well as building effective work teams within the organization's structure.

Finally Ivancevich (2010) says "training is an attempt to improve current or future performance of an employee and it is important for both new and current employees" He quotes Clifton & Fink (2005), as follows:

"Training is a systematic process of altering the behavior of employees in a direction that will achieve organization goals. Training is related to present job skills and abilities. It has a current orientation and helps employees master specific skills and abilities".

In order to ensure that staff members keep their skills and knowledge up-to-date and those who remain competent to perform their duties, it is vital for organizations to put in place comprehensive training program which will benefit not only the firm, but also members of staff and its customers (Haslinda, 2007). A training policy is one of the programs which were

suggested by Klink and Steumer (2008). It considers the following important areas: Staff who are trained and competent are a vital part of offering a good service to customers and meeting the expectations of a firm, a clear policy on ensuring competence of staff can play a part in attracting customers and winning contracts, offering training and chances for career development can help attract high quality staff to the firm and improve the retention of employees, and a comprehensive training policy helps the firm to meet the requirements for regulated firms.

Empirically, Delahoussaye, et al. (2009) show that skills of employees are broken down into two main headings, hard (technical) that allow them to perform the tasks that make up the role, and soft skills that encourage interactions with colleagues, peers and customers. According to Delahoussaye, et al. (2009) for organizations to be successful both skills need to be present to gain more from the customer relationship; although soft skills will increase the benefit of hard skills, they allow the communication of technical skills. Soft skills are the interaction between individuals, which includes communication and empowerment, autonomy and decision making. However, Delahoussaye, et al. (2009) shows that, soft skills are competitive edge organizations can possess, which add value.

According to Heathfield (2012), the right employee training, development and education at the right time, provides big payoffs for the organization and increases productivity, knowledge, loyalty and contribution.

The theorist during the early 1990's discussed soft skills from a management perspective; as the hidden value (or skill) that organizations could offer (Delahoussaye, et al. 2009). This perspective has now changed to one of the marketing theory, discussed in areas such as relationship marketing and customer value. This opinion by marketers is that by encouraging soft skills in employees it will add value to the product (Mangos and Arnold, 2008). The marketing theory discusses that customer loyalty can offer the organization repeat business.

This is valuable as it utilizes economies of scale, lowering marketing and production costs. It is a cost effective method to maintain and increase business, leading to a higher level of revenue, but it requires the organizations' understanding on what the customer requires from this relationship (Bassi and McMurrer, 2007).

Bassi (2009) measured how well employees are trained and developed. She concludes that organizations that make large investments in people typically have lower employee turnover, which is associated with higher customer satisfaction, which in turn is a driver of profitability. A second driver is manager proficiency. According to Bassi (2009) good managers determine if people stay or go, and this is also influenced by training and development. Bassi (2009) further describes that the education and training variable is the most significant predictor of an organization's success as compared to price-to-earnings ratios, price-to-book statistics, and measures of risk and volatility.

Companies that fail to invest in employee training jeopardize their own success and even survival. This practice has lingered for lack of alternatives. Until recently, there simply were no robust methods for measuring the bottom-line contributions of investments in human capital management including things like leadership development, job design, and knowledge sharing (Bassi and McMurrer, 2007). In the study by Bassi (2009), there was no efficient staff training and development that is very important for employee performance which called for this study to find out whether this was the case at the African Court on Human and People's Rights in Arusha

In the Human Equation, Jeffery Pfeffer quoted in Bassi & McMurrer (2007) that "Virtually all descriptions of high performance management practices emphasize training, and the amount of training provided by commitment as opposed to control-orientated management is substantial". In spite of the good work done by the above authorities/researchers, none of them had conducted a study on the effect of a staff training and development on employee performance at the

African Court of Human and People's Rights in Arusha, Tanzania. It was against this literature that this study was carried out to establish if managers at the African Court on Human and People's Rights in Arusha effectively trained and developed their employees and found out the nature of their relationship with employees as regards to training, however this is not the case because the findings indicated that there were no effective career development for employees in African Court through formal training.

### **2.3 Summary**

This chapter presents literature reviewed relating to human resource practices and employee performance. The review of the literature has illustrated that proper human resource practices enable, inform, inspire and enhance a shared vision among workers hence motivating subordinates by their leaders which improves employee performance. Although there are many human resource practices, this study focused on the three HR practices: Human resource planning, staff performance appraisals and staff training and development and their effect on employee performance. However, in view of the above observations, there had been no study that had directly assessed the contribution of performance evaluation, staff training and HR planning and its influence on employee performance within the context of employee performance in the African Court on Human and Peoples' Rights in Arusha, Tanzania. Therefore, this study evaluated HR practices influencing the employee's performance.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.1 Introduction**

This chapter presents the methodology that was used to collect and analyze data for the study. It is comprised of the research design, study population, sample size, sampling techniques, data collection methods and instruments, procedure of data collection, data processing and analysis, reliability and validity tests.

#### **3.2 Research Design**

A research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with research procedure (Kothari, 2004). The study used a cross sectional design. Kumar (2010) defines a cross-sectional design as one which does not involve continuous gathering of data from one

respondent. This was appropriate because of relating the two variables of the study and also it helped the researcher to visit respondents at once without repetitively going back to them. This type of design allowed one to save time and financial constraints as one could cover a big population within a minimum possible time (Amin 2005). It however, involved quantitative approach for easy analysis and qualitative approach to allowed deeper interaction with the respondents.

### 3.3 Study Population

Mugenda and Mugenda (2003) assert that study population refers to an entire group of individuals, elements or objects having common observable characteristics. The total population of this study was 59 respondents who included 2 top managers, 1 Project Coordinator, 10 Heads of units, and the 46 staff members.

### 3.4 Sample selection and size

In this study, the researcher stratified the accessible population by category (Top Management, Project Coordinator, Heads of Units and other Court staff). The determination of the sample was made in accordance with Amin (2005) who by the help of Krejcie and Morgan (1970) suggests the use of a sample table to determine the equivalent sample that would ensure representation as shown below:

**Table 3. 1: Sample size Determination**

<b>Category</b>	<b>Target Population</b>	<b>Sample size</b>	<b>Sampling technique</b>
Top management & Project coordinator	3	2	Purposive sampling
Heads of units	10	10	Purposive sampling
Other Court Staff	46	42	Simple Random sampling
<b>Total</b>	<b>59</b>	<b>54</b>	



**Source:** AfCHPR Human resource department, 2013.

For this study the sample size was 54 respondents.

### **3.5 Sampling Techniques**

In quantitative researches, it is believed that if the sample is carefully obtained, it is then possible to generalize the results to the whole population as suggested by Amin (2005). The researcher used both random sampling and non-random sampling techniques while conducting the study.

#### **3.5.1 Simple random sampling**

According to Adam and Kamuzora, (2008), simple random sampling is probability sampling used in a situation where each respondent has an equal chance of being selected to participate in the study. Simple random sampling was used to select Court Staff who were willing to offer information and the study constituted 54 respondents all of which were employees. The sample was derived from the table for determining sample size from a given population (Krejcie & Morgan, 1970). In this case, the accessible population was named in a piece of paper, put in ballot box and randomly selected. This technique was preferred because the researcher wanted to collect unbiased information from members of staff and each respondent had a chance of being chosen.

#### **3.5.2 Purposive sampling**

Purposive Sampling is a method whereby sample elements judged to be typical representative are chosen from the population (Kothari, 2004). The chance that a particular case was selected for the sample, depended on the subjective judgment of the researcher. For this study, purposive respondents were selected based on their availability, knowledge and experience in Court matters these comprised of Top Management, Project Coordinator and Heads of Units in the

Court. According to Amin (2005), purposive sampling was preferred in selecting people holding positions that allowed them to be more knowledgeable with issues going on in their areas.

### **3.6 Data Collection Methods**

The study employed both quantitative and qualitative data collection methods.

#### **3.6.1 Questionnaire Survey**

This method was used to collect data from the Court Staff. This method was preferred because considering the large sample size, it's a suitable method as it saved time, and responses generated were easy to quantify and analyze (Amin, 2005). The researcher designed closed ended questionnaires which were sent out to the employees for completion. The questionnaires were in line with the topic and the objectives of the study. This method was used for employees using closed ended questionnaires.

#### **3.6.2 Interview**

Interviewing is basically about asking questions and receiving answers. It is a way of accessing people's perception, meaning and definitions of situations and construction of reality (Amin, 2005). Interviews were done to key informants who were Top Management, Project Coordinator and Heads of Units. Through in-depth interviews, the researcher was able to ask questions related to HR practices that influenced the employee performance in the African Court on Human and Peoples' Right. The interview method was quite flexible and could be easily adapted to a variety of situations (Sekaran, 2003). This study employed unstructured and semi-structured interviews. Interviews were conducted face-to-face with the respondents (Sekaran, 2003).

### **3.6.3 Documentary Review**

In addition to interviews, data can be generated from documents and records which are non-human source made available, often at low cost, and being factual (Amin, 2005). Documentary data was obtained from office records and documentation including HR circulars, reports and the administrative files and other related records. Other data was obtained from African Union records and documents such as circulars, directives, policies, Regulations and Rules. Data from documentary search complemented the data and information generated through interviews and questionnaire. Data obtained by this method enabled the researcher to cross-check the consistency of the data generated through interviews. Sekaran (2003) adds that document search especially in qualitative research, is used by the researcher in order to gain insights into the context and social processes underlying the events.

### **3.7 Data collection Instruments**

The study employed a variety of instruments to facilitate the cross-checking of the accuracy of information collected from the field. The use of more than one instrument is aiming at obtaining adequate, original and relevant data about the study from a variety of respondents. The instruments included the following:

#### **3.7.1 Questionnaire**

One set of a structured questionnaire (Appendix A) prepared and pretested before being used as the main data collection instrument. The structured questions arranged per objective were used for the members of staff because this was the most appropriate instrument for a big sample. The questionnaire used a 5- point Likert scale ranging from 5 {strongly agree} to 1 {strongly disagree}. In order to provide consistent responses, the questionnaire was systematically organized to include demographic characteristics of the respondents, Human

resource planning, staff performance appraisals and staff training and development and employee performance in the African Court on Human and Peoples' Rights.

### **3.7.2 Interview Guide**

Semi structured interview guide organized per objective was used to obtain data from Top Management, Project Coordinator and Heads of Units. The guide was used to stimulate them into discussion of management issues related to the research questions. This helped to standardize the interview situation and to obtain data required to meet the specific objectives of the study. Interviews were opted because of seniority of the top management participation. An interview guide was used to supplement the questionnaire and get first hand narrative vital information while meeting top management, project coordinator and heads of units.

### **3.7.3 Documentary Review Checklist**

This was used for getting information and consisted of a list of all publications reviewed by the researcher ranging from earlier publications, the statutory documents such as the AU Staff Rules and Regulations, Court Rules of procedure, office records and HR circulars, reports and the administrative files and other related records containing relevant information on this research's interests. Document analysis involved reviewing existing publication and literature related to the study problem and cross reference with what the study discovered. Sarantakos (2005) asserts that reviewing documents gives an in depth study of the human resource practices and employee performance.

## **3.8 Validity and Reliability**

### **3.8.1 Validity**

Validity refers to the appropriateness of an instrument in measuring whatever it is intended to measure (Amin, 2005). In this study, the researcher used triangulation to ensure validity of the research findings, prior to commencement of the data collection exercise, the data collection

instruments was subjected to a pre-test with three members of staff at different levels within the African Court on Human and Peoples' Rights to check for validity of the instruments. The purpose of pre-testing the questionnaire is to test wording, sequencing, questionnaire layout, and fieldwork arrangement, test analysis procedure and estimate response rate (Kothari, 2004). According to Amin (2005), validity can be assured by use of the content validity index (C.V.I).The following formula was used to test validity index

$$CVI = \frac{37}{40} \times 100 = 93\%$$

40

The results indicated a content validity index of 0.925 showing that the questions were capable of capturing the data which was stated in the study objectives. Questionnaires were also examined and assessed by research experts and the supervisor.

### 3.8.2 Reliability

Joppe, (2000) defines reliability as the extent to which results are consistent over time and an accurate representation of the total population under study and if the results of a study can be reproduced under a similar methodology, then the research instrument would be considered to be reliable. This was done through analyzing using Cronbach's alpha reliability co-efficient. This coefficient measures internal consistence of a test and it generally increases when the correlation between the variables increases. It ranges from 0 to 1, the more the value is closer to 1, the more the reliability of the instrument is in measuring the variables. The reliability therefore should be tested to reach for a confident value of at least 0.70 which is acceptable (Amin, 2005).The reliability test value was analyzed by using Cronbach's Alpha reliability coefficient given by the following formula;

$$\alpha = \frac{n}{n-1} \left( 1 - \frac{\sum Vi}{V_{test}} \right)$$

Where;

$\alpha$  = Alpha coefficient

n = Number of items in the instrument

$\Sigma$  = Summation

$V_i$  = Variance of scores on each item

$V_{test}$  = Total variance of overall scores (not %'s) on the entire test

**Table 3. 2: Reliability Statistics Results**

	<b>Cronbach's Alpha</b>	<b>Number of Items</b>
Employee Performance	.842	9
Human resource planning	.784	10
Performance appraisal	.839	10
Staff training and development	.880	11

### **3.9 Data collection Procedure**

The researcher submitted her proposal to the School of Management Science for approval. Upon successful defense of the proposal, the researcher obtained a cover letter from Uganda Management Institute authorizing her to conduct the research. The researcher presented the cover letter to the Court Registrar who authorized the researcher to carry out the research at the Court, and also requested the staff of the Court to accord the researcher with the necessary assistance required. Questionnaires were hand delivered to the respondents assuring them of voluntary, confidentiality and anonymity, completed questionnaires were collected after 5 days. The researcher contacted key informants and provided them with the necessary details of

the study seeking their consent to participate in the study and requesting for a date on which the interview could be conducted.

### **3.10 Data Analysis**

Both quantitative and qualitative data was collected and analyzed.

#### **3.10.1 Quantitative Data Analysis**

Prior to data collection process, tentative themes and code categories were developed during the research design stage as guided by the research questions. Coding was undertaken to organize and group data into thematic concerns of the study before commencing the process of analysis.

Data was then entered into the computer and analyzed using the scientific program for social scientists (SPSS) data analysis package. This Statistical package was used to aid the processing and summarizing of information got from the questionnaires. This tool was user friendly which helped the researcher to generate frequencies, Pearson's correlation coefficient and helped in interpretation of data. The data was analyzed using descriptive statistics to frequencies and percentages, mean, mode and median and other data was presented using graphs, histograms and pie charts, According to Amin (2005) Descriptive statistics provide us with the techniques of numerically and graphically presenting information that gives an overall picture of the data collected. Relational statistics like correlations was used to establish the relationship between variables relating to Human resource practices and employee performance in the African Court of Human and Peoples' Rights. The information of the same category was gathered, analyzed and a report was written.

#### **3.10.2 Qualitative Data analysis**

Qualitative data was collected through the interviews and review of documents. Qualitative data responses were transcribed into themes and categories, in order to support the hypotheses

tested. Detailed information was collected, analyzed and presented in form of paraphrases or quoted up on permission of the respondents. The responses were summarized in a narrative form as a representation of the major findings of the study.

### **3.11 Measurement of variables**

An ordinal scale was used to measure the variables. This scale provides for variables which generate responses that could be ranked. Since this study used a five point Likert scale, the level of agreement was ranked as strongly agree, agree, undecided, disagree, and strongly disagree. The variables were measured using interval scale. Five Likert scale point was used where by 5-strongly agree, 4-agree, 3-undecided, 2-disagree, 1-strongly disagree. The respondents ticked in the box along the question to indicate their level of agreement or disagreement using the scale. This was preferred because it eases coding and analysis of the results. Besides it's the most frequently used summated scale in the study of social attitudes that is user friendly which makes units equal (Kothari, 2003).

### **3.12 Ethical Considerations**

In the course of the study, the researcher ensured privacy and confidentiality of the respondents by ensuring that information provided by respondents was delinked using identification codes rather than names. The researcher ensured that information presented was original and where information was got from scholar's findings, due recognition referencing was done. I now turn to presentation, analysis of data and interpretation of results.



## **CHAPTER FOUR**

### **DATA PRESENTATION, ANALYSIS AND INTERPRETATION**

#### **4.1 Introduction**

This chapter presents, analyzes and interprets the findings on the human resource practices affecting employee performance in African Court on Human and Peoples' Rights in Arusha, Tanzania. The presentation is made along the following themes; the relationship between Human resource planning and employee's performance, the relationship between Performance appraisal and employee's performance, and how Staff training and development influences employee's performance in African Court on Human and Peoples' Rights. The general objective of the study was to analyze the Human Resource Practices influencing Employee's Performance in the African Court on Human and Peoples' Right. The demographic factors of the respondents are presented first followed by the findings under the three research hypotheses. The study generated both qualitative and quantitative data. The findings are presented in the form of frequency counts, percentages in tables and figures such as bar graphs and pie charts. Analysis and interpretation are presented following the findings.

## 4.2 Response Rate

Out of a sample size of 54 people, 48 which are 89% managed to respond to the questionnaire while 6 respondents which were 11% were not in position. This lack of response from the Court staff may be attributed to factors like failure to get time due to their tight work schedules. This feedback from the respondents (89%) was enough to facilitate this study (Mugenda & Mugenda, 1999).

## 4.3 Background Variables

This section presents information about the demographic characteristics of the sample being studied. The demographic characteristics of the respondents analyzed include; gender, job category, age group, marital status, education level, years of service at the AfCHPR, unit of work of the respondents.

### 4.3.1 Gender of Respondents

The respondents were requested to indicate their gender to enable the researcher understand the gender distribution of the respondents. The gender composition is presented in Table 4.1

**Table 4. 1; Showing gender of respondents**

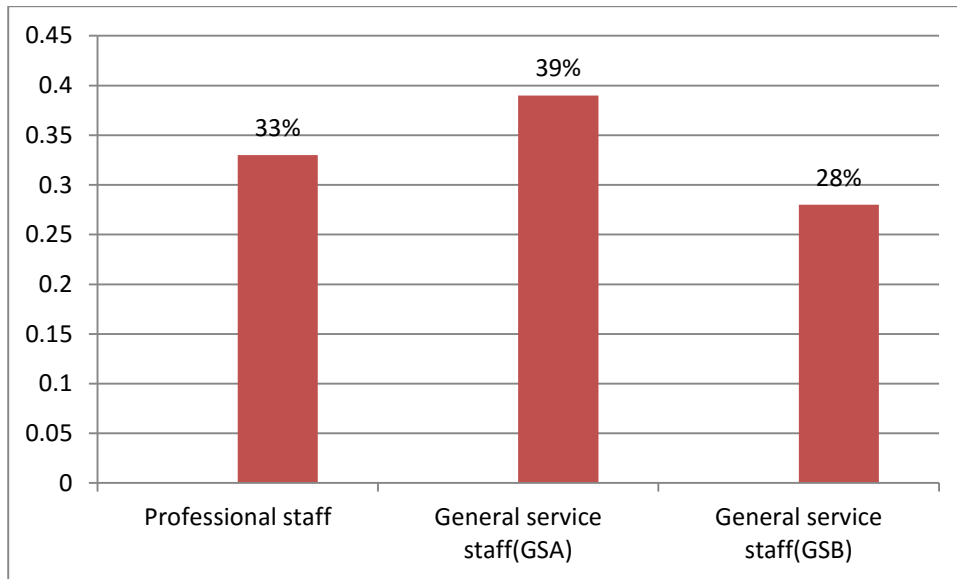
		Frequency	Percent
Valid	Male	22	61.1
	Female	14	38.9
	Total	36	100.0

**Source: Primary Data**

As observed from Table 4.1, it is clear that the majority of the respondents, 22 (61.1%) were male as opposed to females who were 14 (38.9%). This presupposes that generally, the margin between males and females is high. This implied that the low percentage of the females

probably suggests that there was a gender imbalance in the recruitment process at the Africa Court for Human Rights. This further implied that the African Court recruits and trains more males than females. This was further confirmed by the high margin between the males and female staff members at the African Court on Human and Peoples’ Rights.

#### 4.3.2 Job Category of Respondents



**Figure 4. 1; Showing Job category of the respondents**

**Source: Primary Data**

Majority of the respondents 39% were General Services staff (GSA), 33% were Professional staff while 28% General Service staff (GSB) as indicated in Figure 4.1 above. This shows that all staff categories participated in the study as it was anticipated; the majority participated thus making the outcomes of the study reliable.

#### 4.3.3 Age group of Respondents

The researcher took interest in establishing the age pattern of the respondents. This was intended to find out whether the sample was a fair representation of the population where the sample was selected from. The results were presented in Table 4.2.

**Table 4. 2: Showing age group of respondents**

	Frequency	Percent
Valid 31-40 years	14	38.9
41-50 years	21	58.3
above 50 years	1	2.8
Total	36	100.0

**Source: Primary Data**

The age of respondents in Table 4.2 was analyzed. The findings revealed that more than half of the respondents (58.3%) who participated in the study were between the ages of 41 and 50 years, followed by (38.9%) between the ages of 31 and 40 years, and a small percentage (2.8%) above 50 years. It is important to note that no employee was below 30 years of age. Though there was a difference in age distribution, it can be concluded that the sample was fairly selected since all the age distribution found in the population was captured in the sample thus making the outcomes of the study reliable. This also implies that the African Court has mature employees with excellent reasoning in terms of decision making for better performance.

#### **4.3.4 Marital status of Respondents**

The respondents were requested to indicate their marital status to enable the researcher understand the marital status of the respondents.

**Table 4. 3: Showing Marital status of respondents**

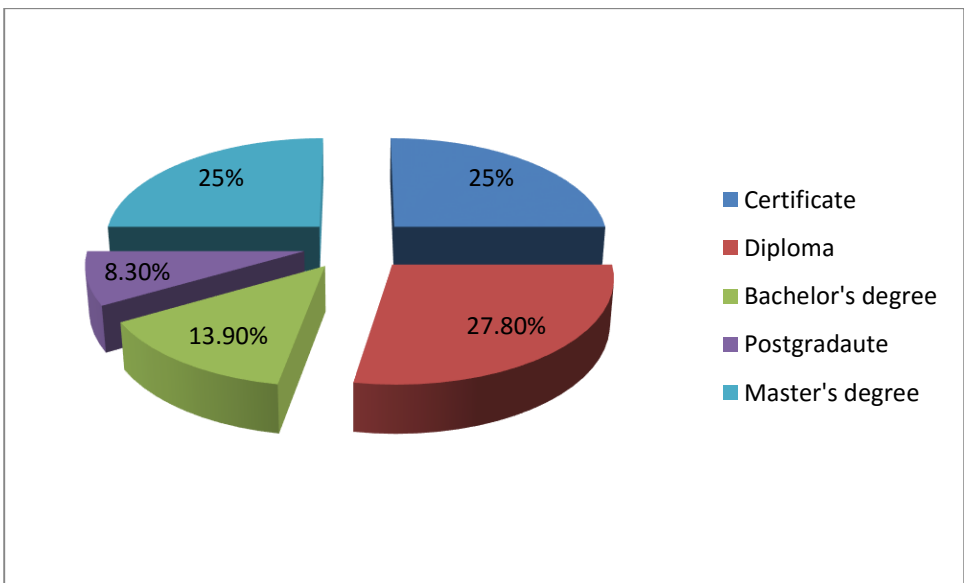
		Frequency	Percent
Valid	Single	7	19.4
	Married	27	75.0
	Widow/widower	2	5.6
	Total	36	100.0

**Source: Primary Data**

According to the findings in table 4.3, the majority 27 (75%) of the respondents were married, 7(19.4%) were single, while 2(5.6%) were widowed. The findings revealed no divorced or separated respondents. This suggests that most respondents in the study had high levels of maturity and integrity used in the execution of duties at the Court and hence improving their performance.

**4.3.5 Educational level of Respondents**

Levels of education obtained by the respondents included certificate, diploma, Bachelor’s degree, post graduate diploma and master’s degree. It was relevant to find out this information in order to establish the credibility of the information given by the respondents.



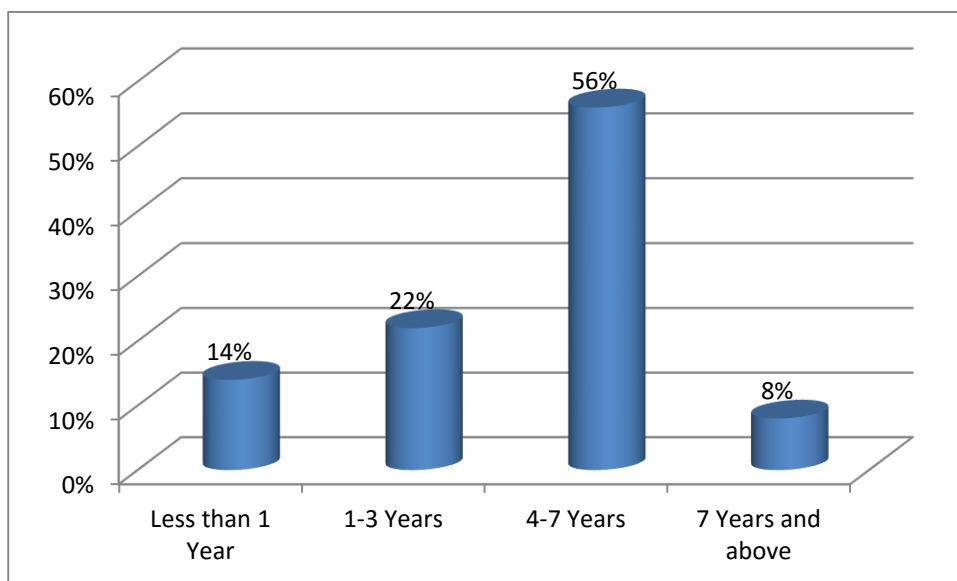
**Figure 4. 2: Showing education level of the respondents**

**Source: Primary Data**

Research findings in Figure 4.2 showed that 25% of the respondents had certificates as their academic qualifications, 27.8 % had diplomas, 13.9% had bachelors' degrees and 8.3% had post graduate diplomas while 25% had Master's degrees. It is important to note that no respondent had A PhD as an academic qualification. This observation shows that the sample was fairly selected since the sample contains all levels of education found in the population, an indicator that the sample was fairly selected thus making the outcomes of the study reliable. This may also imply that the majority of the Court staff are well trained and are able to interpret, understand and implement Court decisions.

#### 4.3.6 Years of Service of Respondents

This was included to establish the length of service of the respondents.



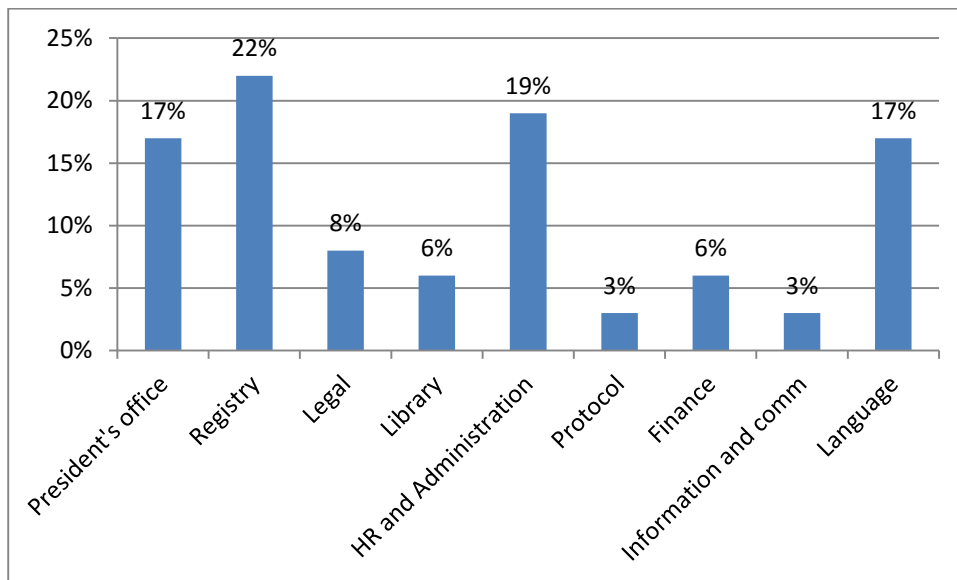
**Figure 4. 3: Showing Year of service of the respondents**

**Source: Primary Data**

Findings have revealed that majority of the respondents 56% of the respondents had worked between 4-7 years, followed by 22% who had worked for 1 to 3 years, 14% had worked for less than 1 year, the least were 8% had worked for 7 and above years. This could imply that the majority of the respondents had proper knowledge about the Court and satisfactory

background about the study variables. The observation also shows that the sample was fairly selected since the sample contains all levels of service of the staff.

#### 4.3.7 Unit of work of Respondents



**Figure 4. 4: Showing unit of work of the respondents**

**Source: Primary Data**

According to the results in Figure 4.4, majority of the respondents 8 (22.2%) in registry, 7 (19.4%) from Human resource and administration department, 6(16.7%) from the president’s office, 6 (16.7%) from the language department, 3 (8.3%) worked in the legal department, 2 (5.6%) worked in the finance, 2(5.6%) in the library department while only 1 (2.8%) and 1 (2.8%) worked in the protocol and information department respectively. All the units of the Court were represented and this implies a fair and representative selection of the respondents.

#### 4.4 Empirical Findings as per objectives of the study

##### 4.4.1 Employee Performance

Employee performance was conceptualized as the dependent variable. The views of the respondents were rated on a 5-Likert scale as Strongly Agree, Agree, Undecided, Disagree and

strongly disagree. In this study, Mean and Standard deviation were also used to analyze the data. The mean values above 3.00 reveal most respondents being in agreement with the items posed, while the values below 3.00 reflect disagreement. The standard deviation values above 1.00 show divergence or diversity in respondents` views, while values below 1.00 indicate communalities. The results were presented in Table 4.4.

**Table 4. 4: Showing responses from Respondents to statements Employee performance.**

Statements on employee performance	Percentage Response (%)					Mean	Stddev
	SA	A	UD	D	SD		
Out puts of my work are within the set objectives	31% (11)	61% (22)	3% (1)	0% (0)	5% (2)	4.11	.919
I am always available at work	50% (18)	42% (15)	5% (2)	0% (0)	3% (1)	4.39	.728
I have an approved performance work plan	39% (14)	52% (19)	3% (1)	3% (1)	3% (1)	4.22	.866
I always report at work in time	36% (13)	47% (17)	8% (3)	6% (2)	3% (1)	4.08	.967
My colleagues encourage me to perform	19% (7)	50% (18)	11% (4)	14% (5)	6% (2)	3.64	1.125
I am given the needed support by my supervisor to meet my duties.	25% (9)	55% (20)	3% (1)	11% (4)	6% (2)	3.83	1.108
I finish my work in time	39% (14)	42% (15)	11% (4)	8% (3)	0% (0)	4.11	.919
My performance is accessed daily by my supervisor.	17% (6)	36% (13)	17% (6)	25% (9)	5% (2)	3.33	1.195
I am motivated to work	19% (7)	53% (19)	17% (6)	5% (2)	5% (2)	3.75	1.025

**Source: primary data**

It was established in Table 4.4 that 33(92%) agreed that out puts of my work are within the set objectives yet 2(5%) disagreed to the statement and 1 (3%) remained undecided. This shows that majority of the respondents had work out puts in line with set objectives; this is likely to lead to high performance.

Findings also indicated that majority of the respondents 33(92%) agreed that they are always available at work while only 1(3%) and only 2(5%) were undecided. This implies that



employees were always available at work. This may result into more time at work, hence likely to lead to better work results. From an interview with one of the respondents reported that *“Many of our officers are always available at work from Monday to Friday”*

Majority of the respondents 33(91%) agreed that they had an approved performance work plan while only 2(6%) disagreed to the statement whether they had an approved work plan and only 1 (3%) remained undecided. This shows that majority of the employees had approved performance work plans. This kind of order implies that the employees would have interest in doing the work since the target were clearly known, this is likely to yield better performance.

The study showed that 30(83%) agreed that they always report at work in time, 3 (9%) disagreed and only 1 (3%) were undecided. This implies that employees were always kept time. This may result into more time at work, hence likely to lead to better work results.

It was established that 25(69%) agreed that their colleagues encourage them to perform yet 7(20%) disagreed to the statement and only 4(11%) remained undecided. This implies that majority of the employees supported each other to perform better.

The study found out that majority of the respondents 29 (80%) agreed are given the needed support by their supervisors to meet their duties while 7 (17%) disagreed. This shows that most the supervisors at the Court were team players.

The study showed that majority of the respondents 29(81%) agreed to the statement whether they finished their work in time, 3(8%) disagreed to the statement while 4(11%) were undecided. One respondent interviewed responded *“Majority of my subordinates meet their targets on time, though there are some exceptional cases during court sessions when I get challenges with some of them.”*This implies that there still a number of employees at the Court who never completed their work in time. This is likely to result into poor performance.

Findings indicated that majority of employees 19(53%) agreed to the statement whether their performance is accessed daily by their supervisors while 11 (30%) agreed and only 6(17%) remained undecided. This implies that majority of the employees in most of the departments at the Court were not supervised on a daily basis. This is likely lead to poor court performance. 26(72%) of the employees agreed that they were motivated to work while 2(5%) disagreed and 6(17%) were undecided. This shows that majority of the employees were motivated to work.

#### 4.5 Human resource planning and Employee performance

The views of the respondents were rated on a 5-Likert scale as Strongly Agree, Agree, Undecided, Disagree and strongly disagree. In this study, Mean and Standard deviation were also used to analyze the data. The mean values above 3.00 reveal most respondents being in agreement with the items posed, while the values below 3.00 reflect disagreement. The standard deviation values above 1.00 show divergence or diversity in respondents` views, while values below 1.00 indicate communalities. The results were presented in Table 4.5.

**Table 4. 5: Showing responses from Respondents to statements on Human resource planning.**

Statements on human resource planning	Percentage Response (%)					Mean	Stddev
	SA	A	UD	D	SD		
Hiring practices focus on how well the individual fits with the culture of the court.	3% (1)	50% (18)	22% (8)	22% (8)	3% (1)	3.28	.944
Interviewing of applicants primarily assesses their ability to work with current employees.	8% (3)	50% (18)	22% (8)	20% (7)	0% (0)	3.47	.910
Selection of new employees primarily assesses their overall fit with the court`s values.	8% (3)	62% (22)	22% (8)	8% (3)	0% (0)	3.69	.749
The practices used for selection focus on the potential long-term contribution of applicants.	6% (2)	47% (17)	33% (12)	11% (4)	3% (1)	3.42	.874
The salary I get influences me to work for the court	6% (2)	52% (19)	22% (8)	17% (6)	3% (1)	3.42	.937
My salary is fair compared to staff doing similar work in other Organisations.	14% (5)	53% (19)	19% (7)	11% (4)	3% (1)	3.64	.961

My work load matches my salary	6% (2)	25% (9)	28% (10)	33% (12)	8% (3)	2.86	1.073
Promotions are fair and regular	3% (1)	28% (10)	33% (12)	25% (9)	11% (4)	2.86	1.046
Performing employees are always recognized	6% (2)	25% (9)	28% (10)	30% (11)	11% (4)	2.83	1.108
Promotion of court staff is based on merit	6% (2)	28% (10)	41% (15)	14% (5)	11% (4)	3.03	1.055

**Source: primary data**

As shown in Table 4.5, the majority of the respondents 19(53%) agreed that hiring practices focus on how well the individual fits with the culture of the court while only 9(25%) disagreed and 8(22%) remained undecided implying that the hiring practices at the Court are likely to support individual employee performance.

It was further established that 21 (58%) respondents agreed that interviewing of applicants primarily assesses their ability to work with current employees while 7(20%) disagreed yet only 8(22%) were undecided. One officer interviewed responded *“We conduct a rigorous recruitment process here at AfCHPR. This has helped us to recruit only the best employees. For sure we have a capable team”*. This implied that the most able employees were recruited in most departments; this was more likely to result in to better performance in the different departments.

The finding also show that the majority of the respondents 25(70%) accepted that selection of new employees primarily assesses their overall fit with the court’s values while 3(8%) agreed to the statement and only 8(22%) of the respondents remained undecided. This implied that the recruited employees would easy fit in to the Court culture; this was more likely to result in to better employee performance.

Findings indicate that 19(53%) respondents accepted that the practices used for selection focus on the potential long-term contribution of applicants and 5(14%) disagreed to the statement while 12(33%) were undecided. This implied that the most able employees were recruited in

most departments, this was more likely to result in to better performance in the different departments.

The findings show that 21(58%) respondents agreed that the salary they get influences them to work for the Court, 7(20%) disagreed and only 8(22%) were undecided implying that the majority of employees were not motivated to perform.

The study findings also indicate that the majority 24(67%) of the respondents agreed that their salary is fair compared to staff doing similar work in other organizations while 5(14%) agreed and 7(19%) were undecided implying that the majority of employees were not motivated to perform.

Majority of the respondents 15(41%) disagreed to the statement whether work load matches their salary, 11(31%) agreed to the same statement yet 10(28%) were undecided. This strongly implies that most employees at the Court are likely to get demotivated to work hence likely to result into poor performance.

It was established that 15(36%) disagreed to the statement whether promotions are fair and regular, 12(33%) were undecided and 11(31%) accepted. One officer interviewed responded *“Given the fact that there are very few positions available, promotions at this court are very rear ”*This strongly implies that most employees at the Court are likely to get demotivated to work hence likely to result into poor performance.

The findings also indicated that 15(41%) disagreed that performing employees are always recognized while 11 (31%) accepted the statement and only 10(28%) were undecided. This shows that majority of the respondents were not satisfied with the rewards given to them by the Court. This lack of satisfaction may therefore lead low motivation hence likely to result into poor performance.

The study also shows that majority of the respondents 15(41%) were undecided on whether promotion of court staff is based on merit yet 12(34%) agreed and only 9(25%) disagreed.

### **Correlation results for Human resource planning and Employee performance**

The first hypothesis tested that, there is a positive relationship between human resource planning and employee performance. To verify this hypothesis, a null hypothesis was derived that there is no relationship between human resource planning and employee performance. To this, a Pearson’s product moment correlation coefficient was done by the study and the results are shown in Table 4.6.

**Table 4. 6: Correlation Results for Human resource planning and Employee performance**

	Employee performance	Human resource planning
Employee performance Pearson Correlation	1	.374*
Sig. (2-tailed)		.024
N	<b>36</b>	<b>36</b>
Human resource planning Pearson Correlation	.374*	1
Sig. (2-tailed)	.024	
N	<b>36</b>	<b>36</b>

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

### **Source: Primary data**

Table 4.6 above comprises of variables, significance (2-tailed) and N=number of respondents who returned the questionnaires. Pearson correlation (R=.374\* p < 0.024) reveals a weak positive relationship between Human resource planning and Employee performance in the Africa Court of Human Rights in Arusha, Tanzania. This means that good hiring practices, careful selection of new employees, proper job description, good and attractive rewards,

provision of extra incentives for employees are likely to motivate workers and therefore as a result improve employee performance.

The dimensions of the instrument were assessed using linear regression analysis to ascertain the extent to which human resource planning explains a change in employee performance. This is summarized in Table 4.7 below.

**Table 4. 7: Model Summary on human resource planning and employee performance**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.374 <sup>a</sup>	.140	.115	.61591

a. Predictors: (Constant), Human resource planning

**Source: Primary Data**

The model summary in Table 4.7 reveals the adjusted R square value of 0.115 which is the coefficient of determination. The R square tells how a set of independent variables explains variations of a dependent variable (Mugenda & Mugenda, 1999). This implies that 11.5% of variation in employee performance can be explained by human resource planning, meaning that the independent variable (human resource planning) accounts for 11.5% of the variation of the dependent variable (employee performance). The rest of the employee performance at the Africa Court of Human Rights in Arusha, Tanzania can be explained by other factors.

However, the testing is not conclusive thus the need to run Analysis of variance (ANOVA).

The result is presented in Table 4.8



**Table 4. 8: Showing Analysis of Variance (ANOVA) results**

ANOVA <sup>b</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.102	1	2.102	5.541	.024 <sup>a</sup>
	Residual	12.898	34	.379		
	Total	15.000	35			

a. Predictors: (Constant), Human resource planning

b. Dependent Variable: Employee performance

**Source: Primary data**

Table 4.8 shows that the relationship between Human resource planning and employee performance was significant ( $P = .024 < 0.05$ ). This led to the acceptance of the alternative hypothesis which states that there is a positive significant relationship between Human resource planning and Employee performance in the Africa Court of Human Rights in Arusha, Tanzania.

**4.6 Performance appraisals and Employee performance**

The views of the respondents were rated on a 5-Likert scale as Strongly Agree, Agree, Undecided, Disagree and strongly disagree. In this study, Mean and Standard deviation were also used to analyze the data. The mean values above 3.00 reveal most respondents being in agreement with the items posed, while the values below 3.00 reflect disagreement. The standard deviation values above 1.00 show divergence or diversity in respondents' views, while values below 1.00 indicate communalities. The results were presented in Table 4.9.



**Table 4. 9: Showing responses from Respondents to statements on performance appraisals**

Statements on performance appraisals	Percentage Response (%)					Mean	Stddev
	SA	A	UD	D	SD		
There is a formal process of performance appraisals to provide feedback to employees.	16% (6)	61% (22)	14% (5)	3% (1)	6% (2)	3.81	.951
There are formal job duties and descriptions so that employees know their roles and responsibilities.	14% (5)	58% (21)	17% (6)	11% (4)	0% (0)	3.75	.841
Performance appraisals are primarily used to help employees identify new skills to develop.	8% (3)	53% (19)	25% (9)	14% (5)	0% (0)	3.56	.843
Peers have a great deal of input into the performance evaluations of other employees.	0% (0)	50% (18)	22% (8)	22% (8)	6% (2)	3.17	.971
Employees are given a great deal of discretion to monitor their own performance.	6% (2)	66% (24)	8% (3)	14% (5)	6% (2)	3.53	1.000
Managers follow a regular schedule in providing feedback to employees.	3% (1)	33% (12)	33% (12)	28% (10)	3% (1)	3.06	.924
In general, employees are expected to provide feedback to one another on job performance.	0% (0)	42% (15)	25% (9)	33% (12)	0% (0)	3.08	.874
Employees in this Court are expected to track one another's work and effort.	3% (1)	30% (11)	28% (10)	33% (12)	6% (2)	2.92	.874
Every employee participates in the appraisal exercise	16% (6)	72% (26)	6% (2)	6% (2)	0% (0)	4.00	.676
Activities and outcomes are planned by both the appraiser and appraisee	14% (5)	67% (24)	8% (3)	11% (4)	0% (0)	3.83	.811

**Source: primary data**

The findings show that 28(77%) of the respondents agreed that there is a formal process of performance appraisals to provide feedback to employees while 3(9%) disagreed and only 5(14%) were undecided. This implies that Court employees' performance is formally appraised. This is likely to bring about improvement in employee performance results.

It was established that 26(72%) of the respondents agreed that there are formal job duties and descriptions so that employees know their roles and responsibilities while 4 (11%) disagreed and only 6(17%) remained undecided. One respondent interviewed said *“Here job duties are well defined and clearly indicated in our appointment letters though due to existence of unfilled*

*positions, some officers overlap especially when the court sessions are on and there is a lot of work*". This implies that since employees clearly know their roles and duties, this is likely to result into improved performance.

The study findings also indicate that 22(61%) of the respondents agreed that performance appraisals are primarily used to help employees identify new skills to develop yet 5(14%) disagreed and 9(25%) were undecided. This implies that since Court employee received feedback from the appraisal process, this was likely to bring about improvement in employee performance results.

Majority of the respondents 18(50%) agreed that peers have a great deal of input into the performance evaluations of other employees while only 5(14%) disagreed and 9(25%) were undecided. This implied that employees at the Court worked closely with one another. This if well practiced continuously and at all levels could yield to high employee performance.

The findings also revealed that 26(72%) of the respondents agreed that employees are given a great deal of discretion to monitor their own performance while only 10(28%) disagreed and 8(22%) were undecided. One respondent interviewed said *"Here our staff are professionals, therefore are allowed to work under minimal supervision. This shows that they are given a great deal of discretion to monitor their own performance"*. This implied that employees at the Court worked closely by themselves. This if well practiced continuously and at all levels could yield to high employee performance.

Findings show that 13(36%) of the respondents agreed that managers follow a regular schedule in providing feedback to employees yet 11 (31%) disagreed and 12(33%) were undecided. This implied that in some departments, managers did not follow a regular schedule in providing feedback to employees. This was likely to lead to poor employee performance.

Majority of the respondents 15(42%) agreed that in general, employees are expected to provide feedback to one another on job performance while 12(33%) disagreed and 9(25%) remained undecided. This implied that in some departments, employees did not provide feedback to one another on job performance. This is likely to lead to poor employee performance.

It was established that 14(39%) of the respondents disagreed that employees in this Court are expected to track one another's work and effort while 12(33%) agreed that employees in this Court are expected to track one another's work and effort and 10(28%) remained undecided. This still implied that employees did not provide feedback to one another on job performance.

Majority of the respondents 32(88%) agreed that every employee participates in the appraisal exercise while 2(6%) disagreed and 2(6%) were undecided. This clearly indicates that performance of employees is evaluated. Such a practice is likely to improve employee performance.

The findings also indicated that 29(81%) of the respondents agreed that activities and outcomes are planned by both the appraiser and appraisee while 4(11%) disagreed and only 3(8%) remained undecided. This implies that there is proper participatory planning of the appraisal process. This is likely to bring about improvement in employee performance results.

### **Correlation results for Performance appraisals and Employee performance**

The first hypothesis tested that, there is a positive relationship between performance appraisals and employee performance. To verify this hypothesis, a null hypothesis was derived that there is no relationship between performance appraisals and employee performance. To this, a Pearson's product moment correlation coefficient was done by the study and the results are shown in Table 4.10.

### **Table 4. 10: Correlation Results for performance appraisals and Employee performance**

	Employee performance	Performance appraisals
Employee performance Pearson Correlation	1	.396*
Sig. (2-tailed)		.017
N	<b>36</b>	<b>36</b>
Performance appraisals Pearson Correlation	.396*	1
Sig. (2-tailed)	.017	
N	<b>36</b>	<b>36</b>

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

#### **Source: Primary data**

Table 4.10 above comprises of variables, significance (2-tailed) and N=number of respondents who returned the questionnaires. Pearson correlation ( $R=.396^*$   $p < 0.017$ ) reveals a weak positive relationship between Performance appraisals and Employee performance in the Africa Court of Human Rights in Arusha, Tanzania. This means that existence of a formal performance appraisal process, involvement of employees in evaluation, timely provision of feedback are likely to inspire worker's morale for results and therefore as a result improve employee performance.

The dimensions of the instrument were assessed using linear regression analysis to ascertain the extent to which performance appraisals explains a change in employee performance. This is summarized in Table 4.11 below.

**Table 4. 11:Model Summary on performance appraisals and employee performance**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.396 <sup>a</sup>	.157	.132	.60994

a. Predictors: (Constant), Performance appraisals

**Source: Primary Data**

The model summary in Table 4.11 reveals the adjusted R square value of 0.132 is the coefficient of determination. The R square tells how a set of independent variables explains variations of a dependent variable (Mugenda & Mugenda, 1999). This implies that 13.2% of variation in employee performance can be explained by performance appraisal, meaning that the independent variable (performance appraisal) accounts for 13.2% of the variation of the dependent variable (employee performance). The rest of the employee performance at the Africa Court of Human Rights in Arusha, Tanzania can be explained by other factors.

However, the testing is not conclusive thus the need to run Analysis of variance (ANOVA).

The result is presented in Table 4.12

**Table 4. 12: Showing Analysis of Variance (ANOVA) results**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.351	1	2.351	6.319	.017 <sup>a</sup>
	Residual	12.649	34	.372		
	Total	15.000	35			

a. Predictors: (Constant), Performance appraisals

b. Dependent Variable: Employee performance

**Source: Primary data**

Table 4.12 shows that the relationship between Performance appraisals and Employee performance was significant ( $P = .017 < 0.05$ ). This led to the acceptance of the alternative

hypothesis which states that there is a positive significant relationship between Performance appraisals and Employee performance in the Africa Court of Human Rights in Arusha, Tanzania.

#### 4.7 Staff training and development and Employee Performance

The views of the respondents were rated on a 5-Likert scale as Strongly Agree, Agree, Undecided, Disagree and strongly disagree. In this study, Mean and Standard deviation were also used to analyze the data. The mean values above 3.00 reveal most respondents being in agreement with the items posed, while the values below 3.00 reflect disagreement. The standard deviation values above 1.00 show divergence or diversity in respondents' views, while values below 1.00 indicate communalities. The results were presented in Table 4.13.

**Table 4. 13: Showing responses from Respondents to statements on staff training and development.**

Statements on staff training and development	Percentage Response (%)					Mean	Stddev
	SA	A	UD	D	SD		
The court has atraining policy	33% (12)	44% (16)	17% (6)	6% (2)	0% (0)	4.06	.860
All court staff are considered in the training policy	14% (5)	25% (9)	28% (10)	25% (9)	8% (3)	3.11	1.190
Court trains newly promoted employees to management positions	3% (1)	17% (6)	42% (15)	19% (7)	19% (7)	2.64	1.073
The court supports staff who need to go for further studies	11% (4)	22% (8)	31% (11)	19% (7)	17% (6)	2.92	1.251
a training evaluation is done every year	19% (7)	39% (14)	17% (6)	17% (6)	8% (3)	3.44	1.229
I am satisfied with how African Court selects people for training	3% (1)	22% (8)	17% (6)	36% (13)	22% (8)	2.47	1.158
There are opportunities for further career development for employees in African Court through formal training	6% (2)	41% (15)	14% (5)	28% (10)	11% (4)	3.03	1.183
African Court training leads to change in behaviour of employees	8% (3)	42% (15)	28% (10)	14% (5)	8% (3)	3.28	1.085
A training budget is put in place.	14% (5)	50% (18)	22% (8)	11% (4)	3% (1)	3.61	.964

Employees are consulted to give feedback on implementing training programs in the court.	6% (2)	36% (13)	14% (5)	33% (12)	11% (4)	2.92	3.19
Training needs assessment is carried out every year in relation to court goals and employee competence gaps	6% (2)	48% (17)	16% (6)	22% (8)	8% (3)	1.180	1.117

**Source: primary data**

Findings from Table 4.13 show that majority of the respondents 28(77%) agreed that the court has a training policy while 2(6%) disagreed and 6(17%) were undecided. This shows that training of employees was a priority for the Court. One respondent interviewed said “*Generally there are a number of trainings given to staff at the AfCHPR, though due to tight schedules and under staffing, off job training in form of study leaves for staff is still a major challenge*”. This is likely to lead to an improvement in general employee performance.

Majority of the respondents 14(39%) agreed that all court staff are considered in the training policy while 11(33%) disagreed and only 10(28%) remained undecided. This implies the Court’s training policy is not effectively implemented. This is likely to lead to poor Court performance.

It was established that 14(38%) of the respondents disagreed to the statement that Court trains newly promoted employees to management positions while 7(20%) agreed that they were consulted before their employer took action and 15(42%) were undecided while the study findings also indicated that 13(36%) of the respondents disagreed that the court supports staff who need to go for further studies while 12(33%) agreed that they acted without consulting their supervisor and only 11(31%) were undecided. This shows that for majority of the employee, the administration had not offered them training on a number of occasions therefore as a result employees may opt to train on their own in areas which they feel are good for their personal development and not necessarily in the interest of the Court.

Findings indicated that 21(58%) of the respondents agreed that a training evaluation is done every year 9 (25%) disagreed and 6(17%) remained undecided. This still implies the Court's training policy is not effectively implemented. This is likely to lead to poor Court performance.

The study findings also indicated that 63 (60%) of the respondents disagreed that there are opportunities for further career development for employees in African Court through formal training while 36 (35%) agreed and only 5 (5%) were undecided. One officer interviewed said *“Due to tight schedules and under staffing, off job training in form of study leaves for staff is still a major challenge”*. Such findings still imply that the Court's training policy is not effectively implemented. This is likely lead to poor Court performance.

It was established that 65 (62%) of the respondents agreed that they were satisfied with how African Court selects people for training while 25 (24%) disagreed and 14 (14%) were undecided while majority of the respondents 69 (66%) agreed that there is a training budget is in place while 22 (22%) disagreed and only 13 (12%) remained undecided. This implies that employees may feel that they are being valued by management which is likely to lead to satisfaction which may also result into better job performance.

The findings from the table above indicate that 60 (57%) of the respondents disagreed that African Court training leads to change in behavior of employees while 24 (23%) agreed and 10 (10%) were undecided.

It was established that 66 (64%)of the respondents agreed that training needs assessment is carried out every year in relation to Court goals and employee competence gaps while 23 (22%) of the respondents disagreed and only 15 (14%) were undecided. This shows that management in the Court tried to plan for training.

### **Correlation results for Staff training and development and Employee performance**



The first hypothesis tested that, there is a positive relationship between staff training and development and employee performance. To verify this hypothesis, a null hypothesis was derived that there is no relationship between staff training and development and employee performance. To this, a Pearson's correlation coefficient was done by the study and the results are shown in Table 4.14.

**Table 4. 14: Correlation Results for staff training and development and Employee performance**

	Employee performance	Staff training & dev't
Employee performance Pearson Correlation	1	.424**
Sig. (2-tailed)		.010
N	<b>36</b>	<b>36</b>
Staff training & dev't Pearson Correlation	.424**	1
Sig. (2-tailed)	.010	
N	<b>36</b>	<b>36</b>

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

**Source: Primary data**

Table 4.14 above comprises of variables, significance (2-tailed) and N=number of respondents who returned the questionnaires. Pearson correlation ( $R=.424^{**}$   $p < 0.010$ ) reveals a positive relationship between staff training and development and Employee performance in the Africa Court of Human Rights in Arusha, Tanzania. This means that existence of a good training policy, proper training needs assessment, existence of a training budget and proper training evaluation are likely to improve employee knowledge, attitudes and skills and therefore as a result improve employee performance.

The dimensions of the instrument were assessed using linear regression analysis to ascertain the extent to which staff training and development explains a change in employee performance.

This is summarized in Table 4.15 below

**Table 4. 15: Model Summary on staff training and development and employee performance**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.434 <sup>a</sup>	.180	.156	.60147

a. Predictors: (Constant), Staff training and development

**Source: Primary Data**

The model summary in Table 4.15 reveals the adjusted R square value of 0.156 which is the coefficient of determination. The R square tells how a set of independent variables explains variations of a dependent variable (Mugenda & Mugenda, 1999). This implies that 15.6% of variation in employee performance can be explained by staff training and development, meaning that the independent variable (staff training and development) accounts for 15.6% of the variation of the dependent variable (employee performance). The rest of the employee performance at the African Court of Human Rights in Arusha, Tanzania can be explained by other factors.

However, the testing is not conclusive thus the need to run Analysis of variance (ANOVA).

The result is presented in Table 4.16

**Table 4. 16: Showing Analysis of Variance (ANOVA) results**

### ANOVA<sup>b</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.700	1	2.700	7.463	.010 <sup>a</sup>
	Residual	12.300	34	.362		
	Total	15.000	35			

a. Predictors: (Constant), Staff training and development

b. Dependent Variable: Employee performance

#### Source: Primary data

Table 4.16 shows that the relationship between Staff training and development and Employee performance was significant ( $P = .010 < 0.05$ ). This led to the acceptance of the alternative hypothesis which states that there is a positive significant relationship between Staff training and development Employee performance in the Africa Court of Human Rights in Arusha, Tanzania.

## CHAPTER FIVE

### SUMMARY, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

#### 5.1 Introduction

This section presents the discussions, conclusion and recommendations of the study. It is divided into two sections. The first section presents the discussions and conclusions from the

findings while the second section presents the recommendations to the study and research questions.

## **5.2 Summary of the findings**

This study analyzed the relationship between human resource planning, performance appraisals, staff training and development and employee performance in African Court on Human and Peoples' Rights in Arusha, Tanzania. The researcher developed three objectives and hypotheses to guide this research.

### **5.2.1 The relationship between Human resource Planning and Employee's Performance**

The correlations revealed that there was a positive relationship ( $R=.374 * p < 0.024$ ) between human resource planning and employee performance, therefore human resource planning was found to be critical in determining the performance of employees at the African Court on Human and Peoples' Rights in Arusha, Tanzania. The study still found out that employees valued good hiring practices, careful selection of new employees, proper job description, good and attractive rewards, provision of extra incentives for employees. It was deduced that human resource planning was an important factor explaining the variance in employee performance in African Court on Human and Peoples' Rights in Arusha, Tanzania. The study further found out that if there is good human resource planning and everybody is working without discontent staff morale is enhanced at their full potential.

### **5.2.2 The relationship between Performance Appraisal and Employee's Performance**

The correlations revealed that there was a weak positive relationship ( $R=.396 * p < 0.017$ ) between performance appraisal and employee performance. Therefore performance appraisal was found to be critical in determining the performance of employees at the African Court on Human and Peoples' Rights in Arusha, Tanzania. The study still found out that employees valued the existence of a formal performance appraisal process, involvement of employees in

evaluation, timely provision of feedback. It was deduced that performance appraisal was an important factor explaining the variance in employee performance in African Court on Human and Peoples' Rights in Arusha, Tanzania.

### **5.2.3 Staff Training and Development influences Employee's Performance**

The correlations revealed that there was a moderate positive relationship ( $R=.424^{**}p < 0.010$ ) between staff training and development and employee performance. Therefore Staff training and development was found to be crucial in determining the performance of employees at the African Court on Human and Peoples' Rights in Arusha, Tanzania. The study still found out that employees valued the existence of a good training policy; proper training needs assessment, existence of a training budget and proper training evaluation. It was deduced that Staff training and development was an important factor explaining the variance in employee performance in African Court on Human and Peoples' Rights in Arusha, Tanzania.

## **5.3 Discussion of the study findings**

In this Section the researcher discusses results that were obtained in the study.

### **5.3.1 Relationship between Human Resource Planning and Employee's Performance**

This study using Pearson's correlation coefficient revealed that there was a significant positive relationship between human resource planning and employee performance, therefore human resource planning was found to be critical in determining the performance of employees. In essence this implies that in case there are good hiring practices, careful selection of new employees, proper job description, good and attractive rewards, provision of extra incentives for employees there is likely to be motivation of workers and therefore as a result improve employee performance. This is in agreement with the findings of Cole (2006) who found out that recruitment of fresh talents into companies improved their competitive advantage in the market place.

However, still the findings concur with assertions of Jackson and Schuler (2010) that Human resources planning is an integral part of business plan and therefore some organizations have moved towards having a completely integrative linkage between business planning and human resource planning. In these organizations, effectiveness is facilitated by a human resource executive who is a fully participating member of the top management team and, with this; business results can be substantially improved. For example, Don Rush, Vice-President and Chief Executive Officer of Weyerhaeuser Forest Product Company's Washington division, believes that " by integrating HR and business planning, they can have 500 salaried people doing more than 1,200 people did; they can have improved team work, morale, commitment and profitability."

Huselid (2012) studied comprehensively and evaluated the link between systems of high performance work practices and firm performance. The study reveals that HR planning had both economically and statistically, significantly impacted on intermediate employees' outcome. Such findings are in line with the findings of this study that human resource planning was found to be critical in determining the performance of employees. The findings are supported by the Path goal theory advanced by House (1968), which explains that the manager defines role tasks and positions of employees thus reducing stress among the employees. By doing these, workers expectations become high, thus their performance is improved. Effective Human Resource Planning can also give staff enough rest and hence improving their performance. In essence this implies that in case there are good hiring practices, careful selection of new employees, proper job description, good and attractive rewards, enough rest for staff and provision of extra incentives for employees there is likely to be motivation of workers and therefore as a result improve employee performance. Effective Human Resource Planning can also give staff rest and hence improve on their performance.

### **5.3.2 Relationship between Performance Appraisal and Employee's Performance**

This study using Pearson's correlation coefficient revealed that there was a significant positive relationship between Performance appraisals and employee performance. Therefore Performance appraisal was found to be critical in determining the performance of employees. In essence this implies that in case there is a formal performance appraisal process, involvement of employees in evaluation, timely provision of feedback they are likely to inspire worker's morale for results and therefore improving employee performance. Such findings seem to concur with those of Derven (2011) that many organizations' appraisal results are used, either directly or indirectly, to help determine performance parameters in relation to reward outcomes. That is, the appraisal results are used to identify the better performing employees who should get the majority of available merit pay increases, bonuses, and promotions.

In the same line, Krein (2010) argued that, appraisal results are used to identify the poorest performers who may require some form of counseling, or in extreme cases, demotion, dismissal or decreases in pay agreeing with Larson (2009) who expressed that performance appraisal provides employees with recognition for their work efforts. Performance appraisal stands to provide power of social recognition as an incentive. According to Larson (2009), there is evidence that human beings will even prefer negative recognition in performance to no recognition at all. Larson (2009) added that, if nothing else, the existence of an appraisal program indicates to an employee that the organization is genuinely interested in their individual performance and development. This alone can have a positive influence on the individual's sense of worth, commitment and belonging.

Such findings are supported by the goal path theory advanced by House (1968), which stipulates that employee evaluations help in improving the performance of employees thus enhancing goal achievement as follows; when employees are confused, the management tells them what to do and shows them a clear path to follow. When the path is shown, the employees

become satisfied and motivated, so they accept management behaviour thus performing effectively.

### **5.3.3 Staff Training and Development influences Employee's Performance**

This study using Pearson's correlation coefficient revealed that there was a significant positive relationship between staff training and development and employee performance, therefore staff training and development was found to be crucial in determining the performance of employees. This therefore implies that in case there is a good training policy, proper training needs assessment, existence of a training budget and proper training evaluation, it is likely that employee knowledge, attitudes and skills will improve and therefore as a result improve employee performance, and this will further help to diversify the staff, hence improving their performance.

Delaney and Huselid (2010) also confirm that there are positive associations between HRM practices such as training, staff selectivity and perceptual firm performance measures, this concurs with Haslinda (2007) who concluded that in order to ensure that staff members keep their skills and knowledge up-to-date and those who remain competent to perform their duties, it is vital for organizations to put in place comprehensive training programs which will benefit not only the Organization, but also members of staff and its customers. Delahoussaye, et al. (2009) also confirm that for organizations to be successful both skills need to be present to gain more from the customer relationship; although soft skills will increase the benefit of hard skills, they allow the communication of technical skills. However, Delahoussaye, et al. (2009) shows that, soft skills are competitive edge organizations can possess, which add value.

Still in agreement with views from this study, findings by Bassi (2009) revealed that large investments in people typically lowers employee turnover, which is associated with higher customer satisfaction, which in turn is a driver of profitability. In the Human Equation, Jeffery Pfeffer quoted in Bassi & McMurrer (2007) that "Virtually all descriptions of high performance



management practices emphasize training, and the amount of training provided by commitment as opposed to control-orientated management is substantial".

The findings of this also concur with the theory adopted in this study(path-goal theory) advanced by House (1968) which asserts that management enhances subordinates job performance by clarifying and setting goals with the subordinates, this clearly underpins the need for Human resource managers to initiate trainings as far as performance improvement is concerned. Thus management shows the employees a clear path to follow and how to remove barriers to goal achievement.

## **5.4 Conclusions**

From the foregoing discussions, the following conclusions were drawn from the study

### **5.4.1 Human Resource Planning and Employee Performance, in African Court on Human and Peoples' Rights in Arusha, Tanzania**

There is a significant positive relationship between human resource planning and employee performance in African Court on Human and Peoples' Rights in Arusha, Tanzania, whereby a change in human resource planning was related to a meaningful change in employee performance in African Court on Human and Peoples' Rights, where good human resource planning was related to high employee performance, and vice versa. On the basis of study findings, it can be concluded that human resource planning activities such as staff re-allocation and staff retention strategy enhance their motivation thus raising high employee performance. This was concluded after conducting a regression analysis to assess how human resource planning affects employee performance in African Court on Human and Peoples' Rights in Arusha, Tanzania.

### **5.4.2 Performance Appraisal and Employee Performance, at African Court on Human and Peoples' Rights in Arusha, Tanzania.**

There is a significant positive relationship between performance appraisal and employee performance in African Court on Human and Peoples' Rights in Arusha, Tanzania, whereby a change in performance appraisals was related to a meaningful change in employee performance in African Court on Human and Peoples' Rights, where proper and timely performance appraisals was related to high employee performance, and vice versa. The study concludes that performance appraisal systems such as key performance goals, success criteria and subordinate participation raise the employee's morale leading to high employee performance. This was concluded after conducting a regression analysis to assess how performance appraisal affects employee performance in African Court on Human and Peoples' Rights in Arusha, Tanzania.

#### **5.4.3 Staff Training and Development influences Employee Performance in African Court on Human and Peoples' Rights in Arusha Tanzania.**

The study concludes that staff training and development systems such as good policies and programs for the employees, selection criteria make workers more comfortable on the job, give them power through promotions and enhance their motivation and performance.

There is a significant positive relationship between staff training and development and employee performance in African Court on Human and Peoples' Rights in Arusha, Tanzania, whereby a change in staff training and development was related to a meaningful change in employee performance in African Court on Human and Peoples' Rights, where timely and adequate staff training and development was related to high employee performance, and vice versa. The study concludes that staff training and development systems such as good policies and programs for the employees, selection criteria make workers more comfortable on the job, give them power through promotions and enhance their motivation and performance. This was concluded after conducting a regression analysis to assess how staff training and development affects employee performance in African Court on Human and Peoples' Rights in Arusha, Tanzania.

## **5.5 Recommendations**

### **5.5.1 Human Resource Planning and Employee Performance**

As a practical strategy for improving employee performance, managers should retain, but improve and reinforce the current staffing practices (recruitment, selection, orientation training, etc.) and uphold the existing style of performance measurement. Managers should avoid overworking some staff by recruiting enough staff to carry out Court functions and this will reduce discontent and exhaustion among staff. These practices were found to be important in improving employee performance in the African Court of Human Rights.

Managers should hire employees who display appropriate behavioral characteristics (i.e., the willingness to work as part of a team, or the ability to adapt behaviors based upon the Court's expectations) as the Court seeks to strengthen a service-oriented culture.

Managers should put in place all the initiatives that aim at boosting staff morale and promoting better human resource planning practices such as increase on the motivation such as non-financial rewards like giving them awards on accomplishment set targets, recognition letters, praises and financial rewards like increasing their monthly salaries and other fringe benefits.

Managers should also provide staff proper job descriptions, and extra incentives which are fundamental in improving the performance of the Court employees. Managers/leaders should adopt supportive and participative leadership behaviors which creates favorable organizational climate that improves employee's performance.

### **5.5.2 Performance Appraisal and Employee Performance**

The study recommends that managers and administrators should strengthen and revise the current performance measurement methods that promote and enhance employee efficiency and effectiveness on the job, by putting in place a formal performance appraisal process, which involves employees in evaluation process and have timely provision of feedback. Participation

of staff thus promotes and enhances employee efficiency and effectiveness on the job. This will enable and allow Court officers to feel and believe that the African Court on Human and Peoples' Rights believes in employee participation and involvement. The top management involved in implementing the performance appraisal process should also be adequately trained to effectively implement the system.

Managers and other stakeholders like the government should recognize the underlying value of performance appraisal towards the improving of employee performance. The African Court on Human and Peoples' Rights' employees should take interest in participation performance measurement programs to improve on their abilities so as to facilitate sustainable performance.

### **5.5.3 Staff Training and Development and Employee Performance**

This study recommends that training needs should be identified at the confluence of the direction in which the African Court of Human Rights intends to move, the changes in technology that are occurring, and the career paths employees could be pursuing. There is need for managers to strengthen and revise the staff development programs by putting in place a good training policy, proper training needs assessment, existence of a training budget and proper training evaluation, and this will encourage staff also through training and promotion to develop their potential and enhance their efficiency on the job. This will also enable Court employees feel and believe that the African Court of Human Rights believes in employee development through training and development and actually supports it.

### **5.6 Areas for further research**

The study findings revealed that human resource planning, performance appraisal and staff training and development work can influence the performance of employees at the African Court of Human Rights in Tanzania. This implies that the variance in employee performance of can be attributed to human resource practices and teamwork. It can therefore be suggested

that further research be done to establish those other factors that influence employee performance at the African Court of Human Rights.

Studies focussing on demographic factors may also unearth the contextual issues that might motivate and create sustainable employee performance at the African Court of Human Rights, what impact does training have on employee commitment and employee turnover at the African Court of Human Rights.

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**APPENDIX A: QUESTIONNAIRE FOR EMPLOYEES IN AFRICAN COURT ON  
HUMAN AND PEOPLES' RIGHTS IN ARUSHA, TANZANIA.**

Dear respondent,

I am a student at UMI pursuing a Master's degree in Management Studies (PAM). In order to complete the study, I am kindly requesting you to take a few minutes to participate in this research study. After your consent, please I am requesting you to fill out the questionnaire by kindly completing it at your most convenient time. This study is aimed at examining how Human Resource Practices influence Employee's productivity in AfCHPR.

All information provided will be treated with utmost confidentiality. To confirm this, kindly do not write your name or any identification marks on the questionnaire.

For any clarifications, please feel free to contact me on my mobile number +255 766 653 387 or email: [winjub@yahoo.com](mailto:winjub@yahoo.com), I will ably answer your questions, concerns comments or suggestions.

Your participation in this study is voluntary but I will be glad if you accept to participate in it.

Thank you for your cooperation.

Sincerely,

**Winfield Musiime**

**Student UMI, Kampala**

**SECTION: A**

**BACKGROUND INFORMATION OF THE RESPONDENT**

Please fill and tick (✓) where most appropriate

1. Sex

Male

Female

2. Job Category

Professional (P)

Technical (GSA)

General service (GSB)

Other (Specify).....

3. Age group

Below 20 years

21 -30 years

31-40 years

41-50 years

above 50 years

4. Educational level

Primary education level

Secondary education level

Technical level

Diploma education level

Graduate education level

Other (Specify).....

5. Work experience

Below three years

Three years to five years

6. Unit in which you are working:

President's office

Registry

Legal

Library

HR & Administration

Protocol

Finance

President Office

GIZ Project

EU Project

Information and Communication

Language

**SECTION: B**

**Employee Productivity in African Court on Human and Peoples' rights**

No.	Statement on Employee's productivity in AfCHPR	1 SD	2 D	3 U	4 A	5 SA
1	Outputs of my work are within the set objectives					
2	I am always available at work					
3	I have an approved performance work plan					

4	I always report at work in time					
5	My colleagues encourage me to perform					
6	I am given the needed support by my supervisor to meet my duties.					
7	I finish my work in time					
8	My performance is assessed daily by my supervisor.					
9	I am motivated to work					

### SECTION C:

i. To establish the relationship between Human resource planning and employee's productivity in African Court on Human and Peoples' rights in Arusha, Tanzania.

No.	Statement on Human resource planning	1 SD	2 D	3 U	4 A	5 SA
1	Hiring practices focus on how well the individual fits with the culture of the court.					
2	Interviewing of applicants primarily assesses their ability to work with current employees.					
3	Selection of new employees primarily assesses their overall fit with the court's values.					
4	The practices used for selection focus on the Potential long-term contribution of applicants.					
5	Formal job duties and descriptions so that Employees know their roles and responsibilities.					
6	The salary I get influences me to work for the court					
7	My salary is fair compared to staff doing similar work in other organisations.					
8	My work load matches my salary					
9	Promotions are fair and regular					
10	Performing employees are always recognized					
11	Promotion of court staff is based on merit					

ii. To establish the relationship between Performance appraisal and employee's productivity at African Court on Human and Peoples' rights in Arusha, Tanzania.

No.	Statement on Performance appraisal	1 SD	2 D	3 U	4 A	5 SA
1	There is a formal process of performance appraisals to provide feedback to employees.					
2	There are formal job duties and descriptions so that employees know their roles and responsibilities.					

3	Performance appraisals are primarily used to help employees identify new skills to develop.					
4	Peers have a great deal of input into the performance evaluations of other employees.					
5	Employees are given a great deal of discretion to monitor their own performance.					
6	Managers follow a regular schedule in providing Feedback to employees.					
7	In general, employees are expected to provide feedback to one another on job performance.					
8	Employees in this Court are expected to track one another's work and effort.					
9	Every employee participates in the appraisal exercise					
10	Activities and outcomes are planned by both the appraiser and appraise					

iii. To find out how Staff training influences employee's productivity in African Court on Human and Peoples' rights in Arusha, Tanzania.

No.	Statement on Staff Training and Development	1 SD	2 D	3 U	4 A	5 SA
1	There is a training policy					
2	All court staff are considered in the training policy					
3	Training needs assessment is carried out every year in relation to court goals and employee competence gaps.					
4	Staff who need to go for further studies are supported					
5	I am satisfied with how African Court selects people for training					
6	There are opportunities for further career development for employees in African Court through formal training					
7	African Court training leads to change in behaviour of employees					
8	A training budget is put in place.					
9	Employees are consulted to give feedback on implementing training programs in the court.					
10	A training evaluation is done every year.					

Thank you for your cooperation



## **APPENDIX B: INTERVIEW GUIDE**

### **Instructions**

Please answer the following statements as understood or practiced by you

1. What do you understand by Human resource practices?
2. How does human resource planning influence employee productivity in AfCHR?
3. What do you understand By Performance appraisal?
4. How do performance appraisals influence productivity in AfCHR?
5. What do you understand by Staff training and development?
6. How does staff training and development influence productivity in AfCHR?
7. What is employee productivity?
8. (a)Is AfCHR employee productivity based on Human resource practices?  
(b). Why
9. How can Human resource practices limit successful employee productivity in AfCHR?

Thank you for your cooperation



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24 January 2014

## TO WHOM IT MAY CONCERN

### MASTERS IN MANAGEMENT STUDIES DEGREE RESEARCH

Ms. Winfield Musiime is a student of the Masters in Management studies of Uganda Management Institute 29<sup>th</sup> Intake 2012/2013, **Reg. Number 12/MMSPAM/29/076**.

The purpose of this letter is to formally request you to allow this participant to access any information in your custody/organization, which is relevant to her research.

Her research Topic is: **"Human Resource Practices and Employee Performance in the African Court on Human and Peoples' Rights in Arusha, Tanzania"**

Gerald Karweija (PhD)  
**AG. DEAN, SCHOOL OF MANAGEMENT SCIENCE**



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24 January 2014

**Ms. Winfield Musiime**  
12/MMSPAM/29/076

Dear Ms. Winfield Musiime,

## **FIELD RESEARCH**

Following a successful defense of your proposal before a panel of Masters Defense Committee and the inclusion of suggested comments, I wish to recommend you to proceed for fieldwork.

Please note that the previous chapters 1, 2 and 3 will need to be continuously improved and updated as you progress in your research work.

Wishing you the best in the field.

Yours sincerely,

Gerald Karyeija (PhD)  
**AG. DEAN, SCHOOL OF MANAGEMENT SCIENCE**

**APPENDIX A: QUESTIONNAIRE FOR EMPLOYEES IN AFRICAN COURT ON  
HUMAN AND PEOPLES' RIGHTS IN ARUSHA, TANZANIA.**

Dear Respondent,

I am a student at the Uganda Management Institute pursuing a Master's degree in Management Studies (PAM). In order to complete the study, I am kindly requesting you to take a few minutes to participate in this research study. After your consent, please I am requesting you to fill out the questionnaire by kindly completing it at your most convenient time. This study is aimed at examining how Human Resource Practices influence Employee's performance in AfCHPR.

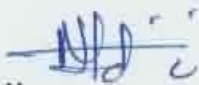
All information provided will be treated with utmost confidentiality. To confirm this, kindly do not write your name or any identification marks on the questionnaire.

For any clarifications, please feel free to contact me on my mobile number +255 766 653 387 or email: [winjub@yahoo.com](mailto:winjub@yahoo.com), I will ably answer your questions, concerns comments or suggestions.

Your participation in this study is voluntary but I will be glad if you accept to participate in it.

Thank you for your cooperation.

Sincerely,



**Winfield Musiime**

**Student UMI, Kampala, Uganda**