HUMAN RESOURCE MANAGEMENT PRACTICES AND SERVICE DELIVERY IN LOCAL GOVERNMENTS: A CASE STUDY OF NAMAYINGO DISTRICT- UGANDA

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DECEMBER, 2018

DECLARATION

I, Hamara Rita, hereby declare that this dissertation entitled ***"Human Resource Management Practices and Service Delivery in Local Governments: A Case Study of Namayingo District-Uganda"*** is my original work and has never been presented/submitted nor published in any other institution for any award.

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APPROVAL

This is to certify that this dissertation titled ***"Human Resource Management Practices and Service Delivery in Local Governments: A Case Study of Namayingo District- Uganda"***, carried out by Hamara Rita is now ready for submission to the examination Board of Graduate School in partial fulfillment of the requirements for the award of Master's Degree in Business Administration with our approval as University Supervisors.

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SECOND SUPERVISOR

DEDICATION

I dedicate this research to my family for their tireless financial support throughout my studies. Thanks very much for your support and care.

May the Almighty God bless you.

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I am deeply indebted to many people without whose assistance; I would not have succeeded in completing my research.

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LIST OF ABBREVIATIONS

DSC	:	District Service Commission
HRM	:	Human Resource Management
HRP	:	Human Resource Planning
LGAs	:	Local Government Act
MFPED	:	Ministry of Finance Planning Economic Development
MoLG	:	Ministry of Local Government
MoPS	:	Ministry of Public Service
OAG	:	Office of the Auditor General
PSC	:	Public Service Commission
RBV	:	Resource Based View
UGX	:	Uganda shillings

ABSTRACT

The purpose of the study was "***to assess the effect of Human Resource Management practices on service delivery in Namayingo district***". The study was guided by the following specific objectives to: establish the effect of staff recruitment and selection on service delivery, examine the influence of training and development on service delivery in Namayingo district and determine the extent to which compensation enhances service delivery of Namayingo district. In this research a case study design with a triangulation of methods of data collection was used. A case study design was used data was collected by administering self-close ended questionnaires to 101 respondents who comprised of operatives and support staff. In addition interviews were conducted for 10 administrators. The quantitative data was coded and analysed using both the regression analysis while qualitative data was interpreted using thematic areas. The findings indicated that, recruitment as a predictor variable explains 37.5% of the variations in service delivery in Namayingo district. Recruitment has a significant effect on service delivery (r^2 = 0.275, β =0.732, t =12.994, p<0.000). Training has a significant effect on service delivery (r^2 = 0.595, β = 0.830, t= 27.536, t =27.536, p< 0.000) at Namayingo district. The study also revealed that there was a positive relationship between compensation and service delivery because the two move in the same direction, Pearson (r) = 0.405** significant at 0.005.The study concluded that Namayingo district experienced a poorly centralized human resource recruitment and selection system characterized by undesirable recruitment practices and procedures that bring about incompetent staff at the district. It was established that the principle of merit in personnel recruitment was not clearly understood and upheld in Namayingo district. As such recruitment in the district was based on the "sons and daughters of the soil" as many people think that personnel decentralization is all about indigenous recruitment. The study recommends that Namayingo district needs more financial leverage; more resources and continuous capacity building to enable staff skills development programmes and motivation for service beyond self. There is need for Namayingo district to adopt effective and efficient modern recruitment strategies like internet and use of employment agencies in order to get candidates with skills, knowledge and expertise in various areas of operation so as to improve on service delivery. The challenges facing the recruitment strategies by Namayingo district can be addressed by the now implemented Ministry of Public Service to ensure that right skills and expertise are embraced. There is also need for sensitization of local government staff to promote at all levels personnel development and service delivery in the decentralization governance as a whole.

CHAPTER ONE
INTRODUCTION

1.0 Introduction

Human Resource Management Practices (HRMP) refer to the systems and policies that influence the behaviours, performance and attitudes of employees (Saifalislam & Osman, Abdullah & Khaled AlQudah, Mohammadnoor, 2014). HRMP include selecting human resource needs, screening, recruiting, training and development, compensation, appraising as well as attending to labor relations, safety and health, and fairness concerns (Armstrong, 2016).

The relevance of HR practices on service delivery cannot be underestimated. In past HRM practices were linked to lower employee turnover, better employees' organizational commitment, improved work skills and behaviors of the workers (Armstrong & Taylor, 2015). In Local Government (LG) setting, HRMP is a strategic integrated and coherent approach to the employment, development and well-being of the people working in districts as well as the community expectant of the service from the districts (Boxall & Purcell, 2016). Furthermore, HRMP goals are identified as to: Support the LGs in achieving her objectives by developing and implementing HR strategies that are integrated with business strategy, Contribute to the development of a high-performance culture, Ensure that the organization has the talented, skilled and engaged people it needs, Create a positive employment relationship between management and employees and a climate of mutual trust, Encourage the application of an ethical approach to people management (Armstrong & Taylor, 2015).

Despite the enormous breadth of literature on the relevance of HRMP practices to service delivery in LGs generally, Namayingo district in particular, studies of HRMP practices and service delivery are not well integrated. Hence, the need to undertake a study to offer insights into the influence on service delivery such as improving the quality of health care, education standards, Adequate water, sanitation, electricity, waste/garbage removal, roads, standard of living for Namayingo community among others . In addition, most prior researches focused on cases in Western countries, while very few researches on HRM practices have focused on emerging economies such as Malaysia, hence, it will be interesting to see the much different research results on HRM practices on service delivery due to the huge differences in the market environment and the management practices between Western and African counties, across industries and sectors. Therefore, this chapter presents the background to the study, statement of the problem, purpose of the study, objectives of the study, research questions, and scope of the study, significance of the study, the conceptual framework and definition of key terms used in the study.

1.1 Background to the Study

1.1.1 Historical Perspective

The Evolution of Human Resource Management practices evolved from many terms and functions such as human capital, laborers, personnel and currently human resources (Chimoga, 2014). People who worked during the 1600s to 1700s were guided by a craft system. Under this system, the production of goods and services was generated by small groups of workers in relatively small workplaces, usually in a home. The origin of Human Resource Management is dated back to the 18th century in Western Europe and United States of America when the industrial Revolution laid the basis for a new and complete industrial society. They noted that workers were important resources in an organization and expressed concern for their personnel welfare.

The history of human resource management and its practices is reflected in prevailing beliefs and attitudes held in society about employees, the response of employers to public policy and reactions to trade union growth (Armstrong, 2008). In the 1840s common humanity and political pressure began to combine with enlightened self-interest among a few of the larger employers to make them aware of alternative ways of managing their workforce, other than coercion, sanctions, or monetary reward (Koontze & Weighrich, 1998).

In the 19th century, companies such as Cadbury in Britain and Jacob in Ireland appointed welfare officers to improve working conditions and to set up schemes for sick pay and subsidized housing. This is reflected in the role of the HR manager in drawing up organizational policies on harassment and sick pay for example were introduced (Leblebici, 2012). However, several problems occurred with this increased production. Since the machines required several people to operate them, the number of workers increased dramatically. This forced managers to develop rules, regulations and procedures to control the workers. Some of the regulations required an increase in job specialization, which led to boring, monotonous jobs (Anthony, Perrrewe and Kacmar, 2006). At that time, with the effect of scientific management, workers were seen as a part of a machine without considering that they were social human beings. All the jobs were broken into specific tasks.

In the early stages of the Industrial Revolution in Britain, the extraordinary codes of discipline and fines imposed by factory owners were, in part, a response to the serious problem of imposing standards of discipline and regularity on an untrained workforce (Mathias, 1999). Human Resource

Management Practices (HRMP) are thought to have evolved in the 1920s when the first formal HRM function and department was initiated in America and Europe. The human resource management function, once responsible for record keeping and maintenance, has evolved into a strategic partner (Ferris, Hochwarter, Buckley, Harrell-Cook & Frink, 2009) in organizations thus causing many changes in the work place.

The development of human resources occurred in the late 1920s and early 1930s by Hawthorne Studies. As a result of these studies, the social side of workers was realized by managers and the effect of social factors on the performance was understood. Expanding on the human relations school of thought including academic findings from various disciplines such as psychology, political science, sociology and biology, the behavioral science era was born. This era focused more on the total organization and less on the individual. It examined how the workplace affected the individual worker and how the individual worker affected the workplace. Many believe that the modern day fields of organizational behavior and human resource management grew out of the behavioral science (Anthony *et al,* 2006).

In recent years, human resources management practices have been adopted as an alternative to personnel management. Personnel management is to be directed mainly at the organization's employees, recruiting, training and rewarding them, and is portrayed as a caring activity. It is concerned with satisfying employees' work-related needs and dealing with their problems (Torrington & Hall, 2007).

In Uganda over time the human resource management practices in the public sector are clearly documented but not properly applied. The Public Service Standing Orders Chapter (A-a) paragraph 15 (a) requires the Permanent Secretary, Ministry of Public Service to determine the terms and conditions of Service and the structures of the public service, in consultation with the Secretary to the Treasury. Human resource management (HRM) is a style of managing people in the workplace that emerged during the 1980s (Armstrong, 2006). Evidence of the progress made for workers can be seen in the employment legislation regarding equality, dismissal, young workers, minimum pay and health and safety. Today's Human Resource managers must keep up to date with these legal developments to ensure that their organization meets its obligations to employees.

1.1.2 Theoretical Perspective

The study was guided by the Resource Based View (RBV) and supported by human capital theory of motivation. RBV theory states that sustainable competitive advantage is attainable when firms have a human resource pool which cannot be imitated or substituted by rivals (Crook *et al.,* 2008). Accord8ing to RBV theory Human Resources can be used to create, sustain and provide a competitive advantage (Vidija & K'Obonyo, 2015). RBV theory is applicable to this study in that it aids local governments to identify the key potential human resources needed to fulfill the criteria of being valuable, rare, and imitable in a bid to realize quality service delivery.

Another guiding theory to this study is the Human Capital Theory (HCT). Human capital (HC) roots can be traced in the early 1960s, when Schultz (1961, p.140) proposed that HC consisted of the 'knowledge, skills and abilities of the people employed in an organization'. The theory of HC can trace it origins to macroeconomic development theory. The basic premise behind HC theory is that people's learning capacities are of comparable value with other resources involved in the production of goods and services (Lucas, 1990). HC theory suggests that individuals who invest in education and training will increase their skill level and be more productive than those with less skilled, and so can justify higher earnings as a result of their investment. The relevancy of HCT to this study is that it motivates staff to delivery of high quality output through raising earnings by providing knowledge, skills and a way of analyzing problems'. The essence of human capital theory is that investments are made in human resources so as to improve their productivity and therefore their earnings.

1.1.2 Conceptual Perspective

HRM practices can be classified as "control" or "commitment" practices. The control approach aims to increase efficiency and rely on strict rules and rewards which are based on outputs while the commitment approach aims at increasing effectiveness and rely on conditions that encourage employees to identify the goals of the organization and work hard to accomplish those goals. High commitment human resource strategies work well synergistically, reflective of a general commitment strategy by forging psychological links between organization and employee goals by developing committed workforce who can be trusted to use their discretion to carry out job tasks in ways that are consistent with organization goals (Brewer & Walker, 2013).

HRMP entail: recruitment, selection, compensation, bonus determination, career development, training, development, performance appraisal, discipline management, grievance handling, communication systems among others (Oyeniyi, Afolabi, Olayanju & Mufutau, 2014). Human resource management practices (De Saa´ Pe´rez and Garcı´a Falco´n, 2004; Kidwell and Fish, 2007) are policies and practices that govern the organization's human resources and some of these include recruitment and selection, training and development, and reward systems with business strategies (Petrescu and Simmons, 2008; Verano-Tacoronte and Melia´n-Gonza´lez, 2008). HRM practices may also include internal career opportunities, formal training systems, results-oriented appraisals, employment security, participation, job descriptions among others.

Pfeffer (1998) cited in Edgar and Geare, (2005) suggested that soft or high commitment human resource management practices are those that generate trust in employees and these practices include involvement in decision making; extensive communication about functioning and performance of the employees service; designing training for skills and personal development of employees; selective hiring; team-working where ideas are pooled and creative solutions are encouraged, reward systems that are commensurate with effort; reduction of status between the management and staff whereby all workers are valued regardless of their roles. These prescribed bundle of HR practices results in greater employee commitment and productivity (Madhesh, 2014).

This is supported by Williams (2004) that eight out of ten high commitment practices examined such as training, team working, reduced status, communication and involving employees in decision making had significant effects on workers attitudes based on the logic of normative theories of HRM. The selection and recruitment of workers best suited to meeting the needs of the organization ought to form a core activity upon which other HRM policies geared towards development and motivation could be built (Armstrong, 2010).

Among the main approaches to develop HRMP: 'universal' or 'best practice' approach (Huselid, 1995). Schuler, (1989) configures that HRM practices relate to organizational innovation, mainly focusing on universal or best practice approach. Above all literature demonstrates five common practices that are consistent with innovation, encompassing performance appraisal, career management, reward system, training, and recruitment (Cheng, Aizzat & Nasurdin 2011). It is practically logical to categorically propagate that not all the existing HRMP cited by the above

scholars apply to Namayingo district as a case study. The most suitably applicable three basic HRMP that influence service delivery gearing the study include; recruitment and selection, recruitment and selection, training and development as well as compensation. Hence these can be further and specifically conceptualized in the proceeding paragraphs to provide linkage to the study.

Recruitment is the process of gathering qualified applicants for available positions within an organization (Mathis, 2004), and deciding whether to employ the qualified applicants or to reject them. Selection involves choosing the most suitable applicants who satisfy the requirements for a particular job. The practice of selection is a decision-making activity or a psychological calculation of appropriateness (Price, 2004) Organizations that adopt appropriate selection processes are guaranteed to hire employees with the right skills and levels of confidence for a particular job. Training and development is an important element of HRM (Vlachos, 2009). Organizational Performance may benefit from training and development in several ways (Subramaniam et al., 2011). Training is a marshaled activity that aims to impart instructions or information to improve the performance, knowledge, or skills of the trainee (Saed & Asgher, 2012). Development refers to the activities that help individuals attain new knowledge or skills that are necessary for their personal growth. All-inclusive training and development programs help trainees to focus on the skills, attitudes, and knowledge that are necessary to achieve goals and to generate competitive advantages for an organization (Peteraf, 1993). Apospori, Nikandrou, Brewster, and Papalexandris (2008) found that training has a significant effect on organizational performance. Subramaniam et al. (2011) argued that training and development could influence the performance of an organization because the skills, knowledge, and abilities of employees could be improved continuously. AL-Qudah, Osman, Ab Halim, and Al-Shatanawi (2014) stated that a significant relationship exists between training and development and organizational performance. Blair (2007) found that investment on training and development could produce huge benefits for an organization. Several researchers have reported that training can positively affect productivity, and employees and employers can receive mutual benefits from training (Conti, 2005; Ballot et al., 2006). A significant relationship between training, development and organizational performance was also established in several studies (Dimba, 2010; Subramaniam et al., 2011; Apospori et al., 2008; Kundu, 2007, AL-Qudah et al., 2014).

Employee compensation refers to anything that extrinsically or intrinsically reinforced, maintain and improve the employees' behavior in an organization (Zhou et al, 2009). Reward is the compensation

which an employee receives from an organization for exchange of the service offered by the employee or as the return for the work done (Bau & Dowling, 2007). Luthans (2010) highlights two types of rewards which are financial (extrinsic) and non-financial (intrinsic) reward and both can be utilized positively to enhance employees performance hence service delivery. Financial rewards means pay-for performance such as performance bonus, job promotion, commission, tips, gratuities and gifts etc. Non-financial rewards are non-monetary or non-cash and it is a social recognition, praise and genuine appreciation (Zulfqar, Bowra & Kabir, 2011).

Service delivery in modern day life is a responsibility of Districts to deliver basic services to its local communities in a faster, easier and more efficient manner. It requires increasing access and enhancing the quality of public services as one of the requirements for achieving the 17 Sustainable Development Goals including ending poverty, fighting inequality and injustice, change by 2030 (BMAU, 2015).

There are four basic broad models of public service delivery arrangements that governments everywhere have adopted: Direct Service Delivery Model - The central government brings out legislation enforces it, hires staff, produces and distributes services, invests, either directly operating from the headquarters or through de-concentrated line agencies, assumes full responsibility, and is accountable not only for provisioning but also for providing services. Privatization Service Delivery Model - The central government transfer the delivery of public services to the private companies. In this case it assumes no responsibility except for monitoring the company's compliance to legal codes. In many countries transportation and communication services are privatized (Pradeep, 2010). The basic rational of privatization is to gain advantages of allocative efficiency of the market mechanism and to meet resource gaps by mobilizing private sector investment in the public service sector. Decentralization Service Delivery Model - Decentralization of service delivery functions to local government bodies is the most popular service delivery model in the world. Decentralization is based on subsidiary principals of governance; a rule where provision, production and delivery of services are to be devolved to the lowest layer of the government, local bodies, subject to economics of scale and capacity. By virtue of being closest to the public, local bodies are better positioned to match supply of a given service to citizens" demands, transforming citizens from service recipient client, and ensuring citizens greater accountability for service quality. Alternative Service Delivery Model- In the public service delivery arena „Alternative Service Delivery Model" is a relatively new phenomenon. It simulates a marriage between the government and private sector (Public-private

Partnership) with different contractual arrangements. However, the ultimate ownership is generally vested to the government, and it retains the power to provide public services, whereas the private parties make the actual delivery (Pradeep, 2010).

The improving service delivery means that the lower levels of government could deliver services such as education, water, health, sanitation among others effectively and efficiently than the central government. Also at the lower levels of government, politicians and civil servants are more aware of the needs of their community making them more responsive in delivering such services. The productive efficiency means that local governments can produce the same goods and services at lower costs then the central government. Because local governments are closer to the local communities, cost of producing goods and services will be minimal (Nonkululeko & Mazibuko, 2016).

As one of the major decisive variable of efficiency and effectiveness of services provided by sub-national governments is the human resource or staff which it has. In this way, sufficiency and competency of that staff is very important. Where shortages of qualified and experienced persons exist, the training, retraining and opportunities for higher education must be given in order to develop professional and technical expertise that would be of help to enhance the efficiency and effectiveness of the service delivery at the sub-national levels (Ekpo, 2008).

1.1.4 Contextual perspective

Namayingo District is a District in Eastern Uganda. The district was established by Act of Parliament and began functioning on 1st July 2010. It's one of the new Local Governments of Uganda undergoing several reforms to help improve service delivery through performance improvement strategy (MoLG, 2016). Some of the noteworthy reforms include; results based management which is meant to help transform the capacity of the Public Service into a contributor of national wealth and prosperity.

The public sector plays a very key role in the realization of vision 2040, in terms of implementation of flagship projects to help bring about transformation of Uganda into a Middle income economy. However, there are still concerns being raised as to why there is poor service delivery among civil servants in Namayingo District. Namayingo as a district is required to provide quality roads, provide rural electrification which now standards at 29% of the initial target of 3,300 MW for 2015, provide quality education where the outcomes are not improving at a commensurate rate, more specifically in primary schools; weak procurement and contract Management including delay by institutions to

initiate procurements; poor supervision and management of contracts; the award of contracts to proven incompetent contractors unable to complete work in time; and unexplained delays in processing contractors' payments which further affects Programme implementation and makes them quote high for future jobs, health and works are still facing shortage of human resources to deliver keys services. For instance, in health, there is a critical gap in the number of health workers at a lower level such as midwives and dental personnel. In works and transport this Local Government is failing to attract registered engineers. Hence this has compelled the researcher to conduct a study to focus on examining the effect of human resource management practices on service delivery, taking a case study of Namayingo district.

1.2 Statement of the Problem

Effective HRMP are successfully adopted in order to attain goals and achieve competitive advantage, by having highly performing employees. Nevertheless, Namayingo District is characterized by poor service delivery suspected to be arising as a result of poor HRMP indicated by ineffective recruitment and absence of training and development. Low service delivery is evidenced from 52 percent out of the 7.3million households living without lighting, only 20% have access electricity, poor hygiene and Sanitation with only thirty percent of the households having pit latrines and about 600,000 households do not have any toilet facility at all. The total revenue of Ugx. 11,998,459,090 constituted 92.9% of its approved budget estimates of Ugx.12,914,234,242 but it was difficult to account for funds utilized (OAG,2016). One in every nine households (11%) were having only one meal per day (for adults). A sum of Ugx.165, 807,925 meant for human resource development lacked supporting documents was other misappropriated or diverted. This has caused a human resource crisis in the district making recruitment and selection difficult, training and development practically impossible and compensations unrealistic. The District establishment structure has 516 posts. However, only 193 (37%) were filled, leaving 323 (63%) vacant posts (OAG, 2016). Hence failure to recruit staff to full capacity, failure to train and develop the few employees to fill the gap and failure to compensate workers for extra load and time accorded in delivering services to the entire district negatively affects service delivery. Staff at Namayingo cannot deliver to satisfaction of client, they don't account to the community, health services and inaccessible and are not innovative. Consequently, persistent low service compromised life expectancy among Namayingo community, high death rate both mortality and mobility, high literacy level and poverty (Ministry of Local Government Service Delivery Report,

2017) . The study sought to fill this gap by assessing the effect of HRMP on service delivery at Namayingo District.

1.3 Purpose of the Study

The general objective of the study was to assess the effect of Human Resource Management practices on service delivery at Namayingo district.

1.4 Objectives of the Study were

i) To establish the effect of staff recruitment and selection on service delivery in Namayingo District.
ii) To examine the influence of training and development on service delivery in Namayingo district.
iii) To determine the extent to which Compensation enhances service delivery of Namayingo district.

1.5 Research Questions

i) What is the effect of staff recruitment and selection on service delivery in Namayingo District?
ii) What is the influence of training and development on service delivery of Namayingo District?
iii) To what extent does Compensation affect service delivery at Namayingo District?

1.6 Scope of the Study

1.6.1 Subject Scope

The study focused on examining the effect human resource management practices on service delivery at Namayingo District.

1.6.2 Geographical Scope

Namayingo District is located along the Equator. It is bordered by Bugiri District to the northwest, Busia District to the northeast, the Republic of Kenya to the east and southeast, the Republic of Tanzania to the south and Mayuge District to the west and southwest. Namayingo, where the District Headquarters are located, is approximately 95 kilometres (59 mi), by road, Southeast of Jinja, the largest city in the Busoga sub-region. This location lies approximately 38

kilometres (24 mi), by road, south of Bugiri, the nearest large town the coordinates of the District are: 00 17N, 33 51E.

Namayingo District was chosen because it was where persistent poor performance of Civil Servants and this had ruined its public image ans caused poor service delivery.

1.6.3 Time Scope

The study covered the financial period from January 2017 to November, 2017. It was this period within which the District had experienced many service delivery problems and therefore reliable data for this particular study was obtained.

1.7 Significance of the Study

The study is significant for a number of reasons:

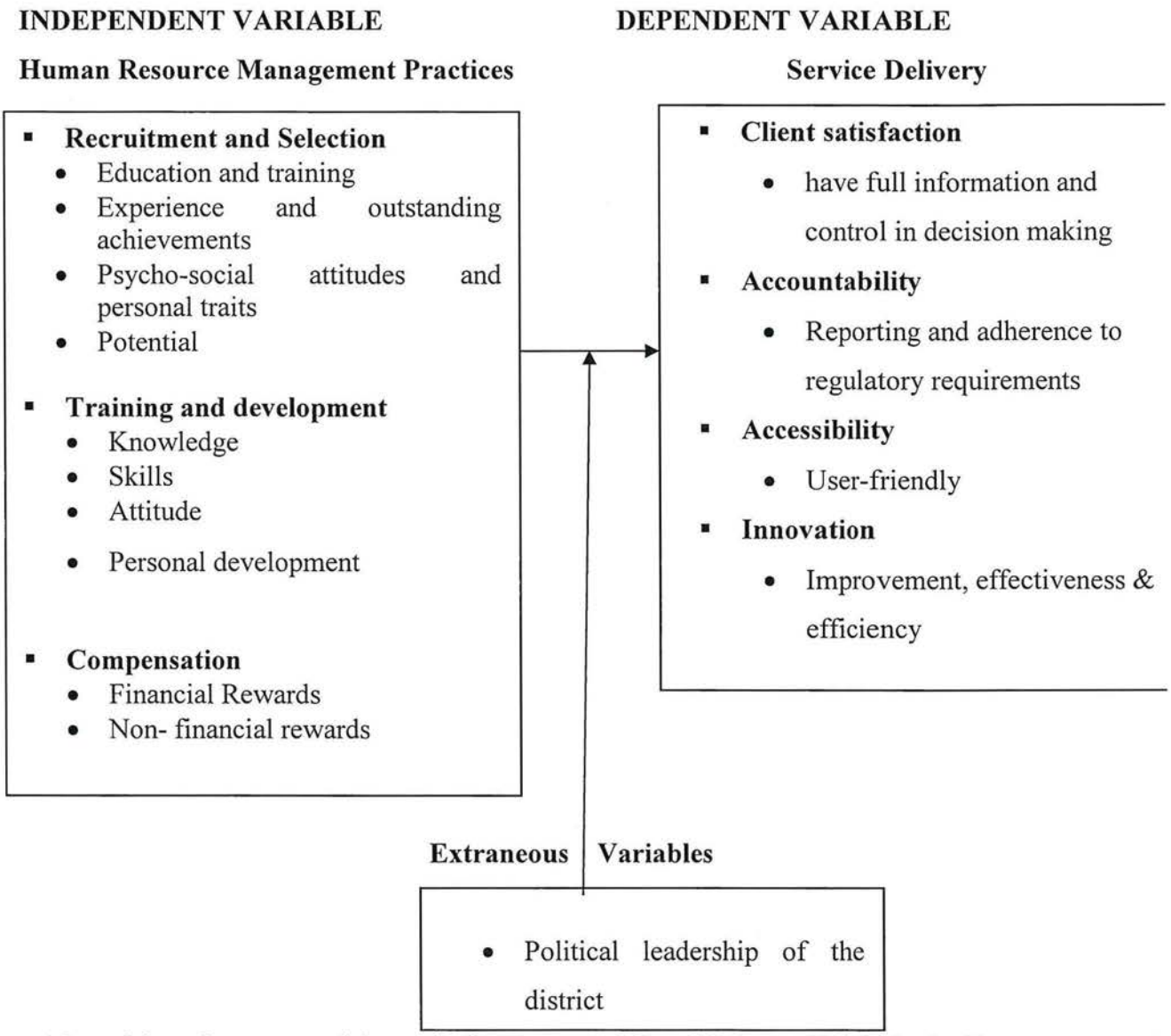
The results of the study may benefit management and staff of Namayingo District and other Local Governments by providing information on how to improve their methods of applicability of Human Resource Management Practices, in order to achieve effective service delivery. It will bring to their understanding as to why they are failing to utilize the human resources availed to them more effectively.

The findings of this study will benefit the Ministry of Local Government, which is responsible for the implementation of the policy in Uganda. MoL will be able to better identify the constraints in the recruitment system in the District. The study results could also be used by Government when designing future staff Human Resource Practices strategies that enhance productivity.

The study findings are expected to assist policy makers especially in the Ministry of Public service to come up with informed policies on how to motivate public servants appropriately for effective service delivery. The study findings may further help employers to draw up proper performance reward systems to transform on the employee performance and service delivery.

Finally, the study findings are expected to constitute knowledge and literature in the area of human resource management practices.

1.8 Conceptual framework



Source: *Adopted from International Journal of Business and Social Science, Vol. 2 No. 1; (Amstrong, 2011) and Modified by the Researcher.*

Figure 1: Conceptual Framework illustrating the relationship between human resource practices and Employee Performance

Figure 1 indicates that the Independent Variable which is human resource management practices directly affects the Dependent Variable that is service delivery. It indicates that human resource practices such as; recruitment and selection, Training and development as well as compensation affect service delivery, measured in terms of client satisfaction, innovativeness, accountability, and accessibility. Extraneous variables that affect both HRM practices and service delivery is the political

leadership at the district. This was controlled by using a case study design and restricting our tools to within the scope of the specific objectives of the study.

1.9 Definition of Key Terms and Concepts

Human Resource: Are the people who make up the work force of the organization business sector or economy human resource management practices typically include recruitment, training and development among others:

Human Resource Management (HRM) or sometimes abbreviated to HR is concerned with all aspects of how people are employed and managed in organizations (Syed, 2012).

Human Resource Management Practices are the means through which human resource personnel can develop the leadership of staff and ensure improved service delivery (Zulfqar & Kabir, 2011).

Recruitment is the process of searching for candidates for employment and stimulating them to apply for jobs in the organization". The process of finding and hiring the best- qualified candidate (from within or outside of an organization) for a job opening, in a timely and cost effective manner (Madhesh, 2014).

Service delivery: This is the extent to which staff meets expected set targets and accomplish goals and objectives of the organization (Gberevbie,2010).

Bohlander *et al.* (2001) defines **human capital** as "knowledge, skills, and capabilities of individuals that have economic value to an organization." The Organization for Economic Cooperation and Development (OECD, 2001) describes human capital as "the knowledge, skills, competencies, and attributes embodied in individuals that facilitate the creation of personal, social and economic well-being." Dess and Pickens (1999) also define human capital as "capabilities, knowledge, skills, and experience, all of them embodied in and inseparable from the individual."

1.10 Conclusion

Despite various positive attempts to improve service delivery in Local Government, service delivery particularly at Namayingo District is still very poor. It is on the basis of this observation that the researcher seeks to examine the influence of human resource management practices on current state of service delivery in Namayingo District. This chapter has introduced the study, identified and provided a framework within which to explore recruitment policies and practices at the District. The next chapter provides a more extensive background for the following chapters and reviews the range of core theoretical foundations, concepts, characteristics, theories, approaches and classifications necessary to understand and evaluate HRM practices and Service delivery of Namayingo District.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter reviewed the related literature by different authors available on the problem under study. The information is a combination of extracts, paraphrased statements from textbooks, pamphlets, journals, magazines, websites, publications and other official reports related to HRM practices and service delivery in the Public Sector. The literature review focused on the human resource practices that affect service delivery in the public sector.

2.1 Theoretical Review

This study rests on Resource Based View Theory and Human Capital Theory.

2.1.1 Resource Based View Theory

Resource Based View (RBV) of Barney (1991) suggests that sustainable competitive advantage is attainable when firms have a human resource pool which cannot be imitated or substituted by rivals. According to the Resource-Based view, firms should constantly evaluate their workforce to ensure that they have the right people with the right skills in the right places to ensure sustained competitive advantage (Barney, 2001) and when this is not the case, firms should make-up for the shortfall by employing appropriate recruitment and selection criteria. The theory maintained that the major part of any firm's strength or weakness stem from the caliber of the people employed and the quality of their working relationships. To this end, Boxall (1998) revealed that firms which recruit and retain exceptional individuals have the capability of generating human capital advantage. According to Sparrow *et al.,* (2002), technology and capital can be acquired by most firms any time, for a price, but it is not easy to acquire a ready pool of highly qualified and motivated employees. Thus, it was not clear as to whether Namayingo district needed to be very careful with the recruitment and selection process of human resources with the right skills in the right places to ensure sustained competitive advantage which necessitated the need for the study.

2.1.2 Human Capital Theory

Human Capital theory as proposed Adam Smith (1723-1790) in Teixeira (2002) has the central idea that people are fixed capitals just like machine because they have skills and useful abilities that has genuine cost and yields profits. The premise in the human capital theory, according to Armstrong (2006) is that people and their collective skills, abilities and experience, coupled with their ability to

deploy these in the interests of the employing organization, are now recognized as making a significant contribution to organizational success and also constituting a significant source of competitive advantage. Moreover, Becker's ideas play an important role in contemporary employee development and learning literature, as HC theory fuels the idea that employees' knowledge and skills can be developed through investment in education or training, that is, learning (Grant 1996a, Hatch and Dyer 2004). It was not clear as to whether Namayingo district had staff with the right skills in the right places to ensure sustained competitive advantage.

As Marginson (1989, 1993) described, the line of assumptions in HCT goes as follows: the individual acquires knowledge and skills through education and training, that is, human capital. These knowledge and skills will increase his or her productivity in the workplace. This increased productivity will bring a higher salary to the individual since the wage of a person, in the ideal labor market, is determined by the person's productivity. Therefore, people would invest in education up to the point where the private benefits from education are equal to the private costs. In light of this set of assumptions, the logic of HCT becomes clear that education and training increase human capital and this leads to a higher productivity rate, which in turn brings a higher wage for the individual. Based on this train of reasoning, it can be claimed that education and earnings are positively correlated and thus education/training should be promoted. There was need to investigate the extent to which training and development influenced staff productivity in Namayingo district.

2.2 Conceptual Review

2.2.1 HRM Practices

HRM practices as a concept have been defined by different scholars in many ways. Schuler and Jackson (1987) defined HRM practices as the organizational activities directed at managing the employees and ensuring that these resources (employees) are utilized towards the attaining organizational goals. Similarly, Delery and Doty (1996) conceptualized HRM practices as set of policies and practices specifically designed and executed to ensure that organizations' employees (human capital) contribute toward the attainment of organizational objectives. Simply put, building on the above definitions, HRM practices comprises set of specific practices, philosophies and formal policies, designed by organizations to attract, motivate, develop, and retain human resource (employees) for effective functioning of the organization.

HRM practices refer to organizational activities directed at managing the pool of human resources and ensuring that the resources are employed towards the fulfillment of organizational goals, (Tiwari, 2012). According to Khatri (1999), people are one of the most important factors providing flexibility and adaptability to organizations, because they are the ones who convert all the other resources into useful output. As such HR practices play a key role on the labour productivity of each individual employee (AMIN, Saeed & Lodhi, 2013).

According to Tiwari (2012) theories on best practices or high commitment theories suggest that universally, certain HRM practices, either separately or in combination are associated with improved service delivery. Researchers have also found workers who are paid well, are motivated and work in a supportive environment, generate higher productivity gains and lower unit costs. However, there was need to conduct a study to ascertain the extent to which this applied to Namayingo district.

Pfeffer (1994) identified HRM practices that were considered as best practices. These were; employment security, recruitment and selection, team working, reward management based on performance, extensive training, reduction in status differentials and sharing information. However, in another study, Guthrie, Flood and MacCurtain (2008) identified an "HRM bundle" of key practices which supports service organizations quality strategies. These bundle of HRM practices were; careful recruitment and selection, reward management based on performance appraisal, team working and flexible job design, training and learning and employee involvement.

A more recent study by Saxena and Tiwari (2009) identified Training and Development, Employer-Employee Relations, Recognition through Rewards, Culture building, Career Development, Compensation and Benefits as being the most HRM Practices. From the above empirical review it is clear that not all human resources practices have the same effect on organizational outcomes. Some HRM practices have greater impact on labour productivity than others, hence the debate on whether there are a single set of universally superior HRM practices that contribute to labour productivity is far from being over (Tiwari, 2012).

Khatri (2000) carried out an empirical study on HRM practices and found out that HRMP have direct effect on employee's sense of commitment, trust, and effective utilization, organizational performance, financial performance employee productivity and service delivery. He found that there are significant connections between HRM practices and service delivery.

Similarly more recently, Wattanasupachoke (2009) explored the relationship between HR strategies and service delivery of 124 Thai companies and found that the extra pay and profit sharing is the only factor group that had a statistically important correlation with the companies' financial performances such as sales, profits and liquidities. It is therefore safe to conclude that HRM practices greatly contribute to labour productivity.

2.2.2 Service Delivery

Service delivery is the main actor in the development process and in production and distribution of goods and services in most economies, especially those that embraced centrally planned economic policies (Honest, 2006).

Accountability can be described as a state of being answerable and is associated with dependability, honesty, equality, fairness and justice, innovations and accessibility to public services. Accountability can be described as a state of being associated with availability, when it comes to service delivery the main feature of accessibility is being reachable.

Innovation is one means of gaining an advantage in a highly competitive environment. Innovation is very crucial in the continued success of public entities and service delivery bringing new ideas on board and new methods of doing things can go a long way in improving service delivery.

2.3 Effect of recruitment and Selection on service delivery

Gberevbie (2010) reveals that, organizations exist to achieve goals therefore the human resource is seen as one of the most crucial factors, without which the goals are as good as dead (Gberevbie, 2010). A capable workforce is required, and such a workforce can only be obtained through correct recruitment and selection. The study was intended to establish if recruitment and selection were conducted in accordance with the PSC human resource policy.

According to Bratton and Gold (2007), recruitment is the process of generating a pool of capable people to apply to an organization for employment. Recruitment and selection primarily aims at

attracting maximum number of highly talented applicants and selecting the best to achieve competitiveness. The process entails concerted efforts by management to ensure implementation enduring success of organizational strategy (Khan, 2010). Public entities using a good recruitment in the hiring process ensure getting the right skilled and qualified people for the right job (Pfeffer, 1994; Huselid, 1995). Therefore, there exists a positive relationship between HR recruitment and selection and labour productivity. However, it was not clear as to whether Namayingo district recruited capable and qualified and highly talented staff to deliver services.

Schembri and Sandberg (2011) revealed that it is becoming more essential to secure and manage competent human resources as the most valuable resource of any organization, because of the need for effective and efficient delivery of goods and services by organizations, whether in public or private sector. Therefore, for an organization to realize its goals, appropriate strategies for employee recruitment and selection can result to increased labour productivity. Researchers have agreed that one of the fundamental challenges facing organizations in the area of performance is their inability to put in place strategies capable of recruiting competent employees and retaining them to achieve organizational goals (Gberevbie, 2008). It was not clear as whether some of the strategies that can help with recruitment include that attraction strategies were applied in Namyingo district.

According to Armstrong (2010) some of the attraction strategies include employer branding and employer of choice plans, this helps the organization in attracting the kind of employees that can significantly contribute to its success. Other recruitment strategies include the current trends of use of e-recruitment; e-recruitment or online recruitment involves use of web based tools to help in attracting, advertising, screening and tracking applicants, selecting, and offering jobs or rejecting candidates (Armstrong, 2010). The study was intended to ascertain whether Namayingo district recruitment strategies helped in targeting recruitment including use employee referral schemes, use of social sites and use of recruitment firms.

According to Gberevbie (2010), recruitment should be based on merit, appropriate educational qualifications, skills and experience even within the principal of equal regional and gender representation can act as a basis for enhanced labour productivity. In a study on organizational behavior, McOliver (2005) established a relationship between strategy for employee recruitment and performance in an organization. The studies identified problems such as nepotism, favoritism,

political consideration and national character principle in employee recruitment as basis for poor performance

According to Ayoade (2000), subjecting recruitment/appointment and/or promotion to national character discriminates against merit and is therefore unfair to certain sections of the country to the advantage of others (Onchari, Iravo & Munene, 2014). The study was pursued to determine whether the outcome of acquisition of incompetent workforce into resulted into poor public service delivery in Namayingo district.

According to the study by Ayoade (2000), predicating employee recruitment does not mean that such an employee cannot contribute meaningfully towards the enhancement of the goals of the organization. This is particularly so where appropriate recruitment strategies involving the screening of potential employees based on relevant skills, experience and educational qualifications are adopted. What is important therefore is the ability of the individual employed and his/her willingness to work for the enhancement of the organization. In addition, through proper staff training and development by organizations of their workforce, organizational productivity is enhanced even where incompetent employees would have been employed through inappropriate recruitment strategies (Gberevbie, 2008). The study sought to investigate whether staff training and development influenced workforce productivity through enhancing incompetent employees using appropriate recruitment strategies.

Selection is the process by which managers and others use specific instruments to choose from a pool of applicants the person(s) most likely to succeed in the job(s), given management goals and legal requirements (Bratton and Gold, 2007). Recruitment and selection primarily aims at attracting maximum number of highly talented applicants and selecting the best to achieve competitiveness. The process entails concerted efforts by management to ensure implementation enduring success of organizational strategy (Khan, 2010). The study sought to investigate the extent to which Namayingo district.

In addition Baloch, Alim Kiani, Assan and Mufty (2010) in their study found out that practicing an effective recruitment and selection process has positive relationship with organizational performance. The researchers further found a positive and statistically significant association between use of recruitment and selection procedure and employee productivity as well as improved service delivery.

Venkataiah (2014) also revealed that people function at about half of their true capacity, possible causes of poor performance could be incorrect job placement, resulting in a poor job fit which wastes valuable human talent and increases the cost of doing business. Job fit can be enhanced by closely matching a person's competence levels in various work and knowledge areas with specific job requirements. When individuals and groups are assigned to work tasks that each member is capable of doing, tasks can be focused and streamlined to make goals easier to attain. It was not clear as to application of poor human resource practices in Namayingo district mad staff to function at about half of their true capacity causing poor performance.

Demoortier, Delobbe and Akremi (2014) effective management means obtaining desirable organizational results through people, it would be prudent to follow the old adage: "place the right person in the right job". Some selection and staffing decisions turn out to be successful, but others do not. The problem arises because when a candidate is screened either for an entry-level position or a promotion, only some of the factors contributing to job performance may be checked and verified, this may lead to poor job fit or poor person fit. There was therefore need to conduct a study to establish the effectiveness of recruitment and selection procedure in ensuring high quality service delivery in Namayingo district.

In another study by Armstrong (2010), one of the ways of improving the recruitment and selection process is through the use of assessment centres which incorporate a range of assessment techniques that can better forecast the future performance of potential candidates. Other current methods that can help in making better selection decisions include the use of selection tests such as psychometric tests which are able to provide an objective means of measuring candidate's abilities or characteristics. This can help to ensure correct person job fit and person organization fit, which are very crucial ingredients for labour productivity. There was no clarity as to whether the recruitment process in Namayingo district aimed at obtaining skilled and capable workforce as an ingredient of quality service delivery in the Local government.

Similarly, Mansour (2010) revealed that there exists a positive relationship between HR recruitment and selection and labour productivity, this is because organizations using a good selectivity in the hiring process ensure getting the right skilled and qualified people for the right job. According to Gerhart (2007) proper recruitment and selection should result in person-job fit and person-

organization fit. This will help to ensure that there is a match between the abilities of a person and the demands of a job as well as a match between the person and the organization. These two fits play a key role in ensuring there is labour productivity. There was need to conduct a study to examine the extent to which HRMP aided Namyingo district to establish balance between staff characteristics/needs and district goals and objectives.

2.4 Effect of Training and Development on Service Delivery

Prior research has demonstrated the influence of training and development on service delivery (Jagero, Komba, &Mlingi, 2012; Nadarasa, 2013; Tabiu &Nura, 2013; Tiwari, 2011). Extant empirical research has shown that training had a significant positive relation with service delivery (Amin et al., 2013; Khan and Jabbar, 2013; Sultana et al., 2012). In addition, the study conducted by Dysvik and Kuvaas (2008), established that training opportunities are positively significant with both task performance and contextual performance.

Training is a systematic approach that enables employees to attain knowledge and skills in order to accomplish their tasks effectively with the resultant improvement in the behavior (Armstrong, 2008). Training and development contributes positively towards organizational growth. Training refers to the methods used to develop skills in the employees required to perform the job (Gurbuz, 2009). Most organizations considered training and development as an important factor of the human resource activity. There was need to elucidate the methods used to develop skills of public servants of Namayingo and evaluate their effectiveness in delivering service to the community.

Bunting (2007) noted that Training can be used as a tool to increase service delivery by developing knowledge and skills. Training can be described as an endeavor to develop additional competencies needed today or in future in order to increase the level of employee's performance and thus service delivery (Jackson & Schuler, 2000). Training can be used as a tool to increase efficiency and effectiveness of employees in order to increase organizational performance. There was need to conduct a study to re-assess training and development of staff in Namayingo district to create a desirable change in service delivery in Namayingo district.

Armstrong (2008) lamented that extensive training programs are conducted by employers to improve the employee's performance in order to achieve strategic position over competitors (Brown, 2005). Training programs play a significant role in achieving organizational goals (Dobson and Tosh, 1998).

A desired change can be attained in service delivery by providing employees with proper training (Huselid, 1995). There was need to conduct a study to assess whether performance of employees in Namayingo district provided a strategic position over other local governments in Uganda.

According to Armstrong (2009) training is a planned and systematic modification of behavior through learning events, programmes and instruction, which enable individuals to achieve the levels of knowledge, skill and competence needed to carry out their work effectively. Homayouni and Baqerkord (2012) examined the effect of implementing performance management on the productivity, efficiency and effectiveness of employees. Their result confirmed the hypotheses that employee skills, attitudes and behaviours play a mediating role between HR systems and firm outcomes. Entities intending to gain a sustained competitive advantage should help their employees raise their skills by receiving continuous training so that they can learn new things need to ensure quality improvement of the products and services. The study pursued to examine whether Namayingo as a district offered routine training of staff to guarantee consistent improved service delivery.

Training therefore leads to an increase in productivity, since it involves developing and enhancing the capacity of the Human Capital in an organization. The more an organization recognizes the intrinsic value of each employee; the more it recognizes that this value can be enhanced through training. Training enhances employee's skills, knowledge, attitude and competence and ultimately worker performance and productivity in organizations (Armstrong, 2009). There was need to conduct a survey to assess the training needs that enhance competences for both labour productivity and local government performance specifically Namayingo district.

Scholars such as Haslinda (2009) and Scholz, (2007) suggest that human capital are the people in organizations whose assets are of value and can be enhanced through investment which involves the process of developing and retaining the existing knowledge, skills, abilities and competencies of employees. It helps to reconcile the gap between what should happen and what is happening between desired targets or standards and actual levels of work performance and to improve the performance potential of employees. Although many employers continue to have reservations about the cost and extent of tangible business returns from training, training still remains a major capacity enhancing tool that can ensure continuous improvement.

According to Koontze (2010) adoption of quality management practices as well as continuous improvement practices, has long been associated with an increase in provision of training. Employees require training so as to manage job enlargement and job enhancement. These helps to provide them with both technical and non-technical skills, to enable them be flexible to changing trends in the internal and external environment. According to researchers and scholars employee training is more effective when used in conjunction with other management practices so as to raise individual and organizational performance. Therefore, there was need to conduct a study to enable proper institutionalization of human resource management practices combined with training reinforce each other and to achieve desirable service delivery in Namayingo district.

A study of the effect of training on financial performance done on French firms by found that expenditure on training by firms was associated with immediate and permanent improvements in productivity and profitability (Brewer & Walker, 2013). Training should therefore be strategically targeted at improving operational and performance priorities such as cost, quality, and timeliness to mention a few. The responsibilities of employee training are influenced by top management, human resource development personnel, immediate supervisor and the employee themselves. There are few factors that contribute to training effectiveness, these include; trainer's capabilities, suitability of methods of delivery used by trainers, location of training, trainee's job characteristics, and appraisal and reward system. Hence there was need to conduct a study to evaluate the effectiveness of the training and development needs of Namayingo district in bid to realize efficient service delivery.

Before training is conducted, it is necessary for the organization to carry out Training Need Analysis (TNA) to determine whether a deficiency can be corrected through training (Blanchard and Thacker, 2004). According to Susanty, Miradipta and Jie (2013), a TNA provides a benchmark (pre-measure) of the skills trainee possess prior to training. This benchmark can be compared to a measure of the skills required in training (post-measure). With pre- and post- measures, it is possible to demonstrate the cost savings or value added as a result of training (Blanchard & Thacker, 2004). The TNA should help to identify what business functions or units need training and to determine if the company has the knowledge, skills, and abilities (KSAs) in the work force that are necessary to meet its strategy and be competitive in marketplace. The researcher was compelled to conduct a study to examine whether Training needs analysis had any value to Labor productivity and or was based on employee

training needs, Namayingo district needs and whether gaps identified that can help increase the level of service delivery as a performance indicator in the local government.

According to Armstrong (2009), individuals and organizations need to meet the demands and challenges of change Technology and globalization has led for the need for change adapt to any new and emerging trends. Other factors such as government policies, competition and organizational reengineering can also influence change in an organization. Through training, change can be managed and by imparting on the employees the knowledge, skills and attitude that will help them cope with the change, employee expertise itself can be expanded through effective programs of employee development (Suleiman, 2013). There was need to conduct a study to assess the extent to which training transformed knowledge, skills and attitude influenced service delivery in Namayingo district.

Training is necessary to ensure an adequate supply of staff that are technically and socially competent and capable of Employee Development into specialist departments or management positions. There is therefore a continual need for the process of staff development, and training fulfils an important part of this process. Training plays a vital role, improving performance as well as increasing productivity, and eventually putting companies in the best position to face competition and stay at the top. There was need to pursue a study to establish the significance of training district employees in comparison to failure to train them (Benedicta, 2010).

Development is defined as the growth or realization of a person's ability and potential through the provision of learning and educational experiences. It's a long term process. Training and development therefore greatly influence labor productivity (Armstrong, 2009). Training and development leads to learning. According to Armstrong (2009) Learning has also been defined as the process by which a person acquires new knowledge, skills and capabilities. Individuals learn for themselves and learn from other people. There was need to conduct a study to assess whether team members interacted with their district administrators, co-workers and Namayingo community to determine the level of output desired and expected from the district civil servants in Namayingo.

Yozgat, Yurtkoru and Bilginoglu (2013) reveal that training and development necessitates the "the systematic process of acquiring and development of the knowledge, skills, and attitudes that are required by the employees to adequately perform a given task or job or to improve performance in

their job environment". The study was carried out to examine the extent to which training enabled Namyingo district civil servants to initiate the development of new skills and behaviors coupled with the motivation to apply those skills and behaviors in their routine tasks and contextual activities at work.

According to Guest (1997) training and development program is one of the vital human resource management practices that affect the value of the workforce's knowledge, capability and skill positively. Ultimately, the effects are higher on employees' job performance and creating super companies. Tzafrir (2005) also asserted strongly that, Training is an important element in producing the human capital. Investing in training programs can make employees feel indebted to the company (ibid). The study was sought to determine whether training staff in Namayingo district was necessary for the employees to perform specific jobs that required particular skills and knowledge to acquire the set performance standards of the district's strategic goals and aims.

Qureshi *et al.* (2007) came to the conclusion that training as an HRM practice has a very positive impact on the performance of the employees since a highly positive correlation was found in that study. Danviladel Valle *et al.* (2009) intimated without mincing words the provisions training equips employees with in terms of skills, abilities and knowledge required by their various positions. This study sought to embolden Namayingo district on her commitment to staff training and development.

Cheng and Ho (2001) also discussed the relevance of training and its considerable effect on job performance. According to them while employee performance is one of the crucial measures emphasized by the top management, employees are more concerned about issues on their own output and are increasingly aware of the accelerated obsolescence of knowledge and skills in their turbulent environment. As the literature suggests, by continuously training and developing employees effectively, they will become more aligned for career growth and career potential enhances personal motivation. There was need to investigate linkage among training, career growth and career potential, personal motivation and district service delivery.

Farog and Aslam (2011), empirical research examined the impact of training and feedback on employees' performance. The authors also conducted a thorough literature review that illustrated the importance of both factors in influencing the employees' performance. The review further highlighted

the improved quality of performance of tasks and processes. The result of their research showed that training programs are effective tool for the enhancement of employees' performance. There was no clear picture of civil servants training and development on service delivery of Namayingo district, which necessitated the need for the study.

Fakhar *et al.* (2011) conducted a research on impact of training on employee's performance. Six dimensions of performance were analyzed, namely: job preparedness, work safety, physical maintenance of rooms, hotel hygiene, preparation for serving customers in several ways and communication with the guests. The results showed essential and strong relationship between employees'. Further still, those employees who have received higher number of trainings were found more capable while performing the assigned tasks as compared to those who received lower number of trainings. Per the discussions above, there was need to conduct a study to assess whether there was a clear positive relationship between Training & Development and service delivery at Namayingo district.

2.5 Effect of compensation on service delivery

Abdullah, Omar and Rashid (2013) note that compensation is a process of providing monetary value to employees for the work they performed. Compensation can be used to hire skilled employees, reward the performance, encourage company loyalty by reduce turnover. Compensation may include Basic Pay, Overtime, Bonuses, Travel/Accommodation Allowance, Stock Options, Medical Allowance, Commissions, and Profit Sharing. There was need to conduct a study to ascertain whether the above forms of compensation were accorded to Namayingo district civil servants to influence their service delivery model.

Compensation simply refers to total amount of rewards (both the financial and the nonfinancial) that organizations/companies give employees in return for work performed (Williams, 2008). Management and employee always views both financial and the nonfinancial rewards as motivator of performance improvement (Nadarajah *et al.*, 2012). There was need to assess the degree to which Namayingo district provided both monetary and Non-monetary rewards to employees to enhance service delivery.

A recent study conducted by Hay points out that 20% employees plan to switch their current positions in at least five years. Employee retention turnover has become a more prominent aspect of organizational life. The implementation of retention compensation strategies has seen significant growth over the last several years. A study conducted by Frye (2004) show positive relationship between compensation and organization performance. Frye (2004) reported that compensation strategies play an important role in recruiting and retaining skilled employees. Most of the firms used Performance-based compensation to reward employees (Collins and Clark, 2003). Performance-based compensation positively influences employee's performance (Brown *et al.*, 2003). The researcher sought to examine the degree of job switch and retentions by Namayingo district in bid to enhance quality service delivery among the people of the district.

A research study by Ahmed (2012) showed a significant relationship between compensations and employee performance. An effective HRM strategy is to integrate performance and compensation system that enhance employee's will to work effectively and efficiently. Anita, (2014) indicates a significant correlation between compensation and employee's performance. It was patient to conduct a study to assess the employers' views on compensation practices in a favorable light as an influence of employee recruitment and service delivery at Namayingo district.

Shahzad et al. (2008) supported that good compensation scheme that comprises both financial and non-financial rewards motivate employees to work harder and show high competencies towards achieving organizational objectives. Compensation is also considered to be one of the key factors that could influence the performance of employee (Vlachos, 2009). However there was need to study the extent of applicability of the statement to Namayingo District Local Government.

Empirical studies on the relationship between compensation and employee performance revealed that compensation positively relates with employee performance (Baloch *et al.,* 2010; Marwat *et al.*, 2006; Shahzad *et al.,* 2008). They supported that adequate compensation package encourage employees towards higher task, contextual and adaptive performance.

Many researchers (Arthur, 1994; Huselid, 1995; Delaney and Huselid, 1996; Huselid et al., 1997; McMahan et al., 1999; Fey et al., 2000; Huang, 2001; Stavrou and Brewster, 2005; Christiansen and Higgs, 2008) have suggested that company's HRM practices contribute to increase its performance

and service delivery and thus help it to grow and gain sustainable competitive advantage. These studies attempted to answer the question of whether or not human resource management practices have a crucial role in the creating a high service delivery and sustaining a competitive advantage for improved in a fast changing environment (Mansour, 2009).

HRM practices are a process of attracting, motivating, and retaining employees to ensure the survival of the organization (Schuler and Jackson, 1987). HRM practices are designed and implemented in such a way that human capital plays a significant role in achieving the goals of the organization (Delery & Doty, 1996). The appropriate use of HRM practices positively influence the level of employer and employee commitment (Purcell, 2003). HRM practices such as, training and development; recruitment and compensation encourage the employees to work better in order to increase the service delivery (Snell and Dean, 1992; Pfeffer, 1998).

2.6 Research gaps

Basing on the above literature, some scholars concluded that not all human resources practices have the same effect on organizational outcomes. The authors attested that while some practices have a significant effect, others have a marginal effect. All the empirical studies that have been done so far have not managed to point out the most critical HRM practices, which when bundled together have the greatest impact on service delivery more specifically in the public sector. Further still there is a set of universally accepted bundle of HRM practices that can guarantee labor service delivery. Extensive research on HRM practices has been conducted in the past but none of the researchers however studied the moderating effect of HRM practices on service delivery. This research was intended to strive and show the effect of HRM practices on service delivery with Political leadership of the district acting as a moderating factor, would add value to the existing literature available on this topic. This research aims to bridge this gap, by carrying out an empirical study that will help to identify the most critical HRM practices that are crucial in ensuring realization of adequate service delivery. Most of the research has not before been conducted in Namayingo district in Uganda.

CHAPTER THREE
METHODOLOGY

3.0 Introduction

This chapter covers the methodology that was used during the study. It involves the Research design, study population, sample size and selection, sampling techniques, data collection methods, Data collection instruments, procedure of data collection, Reliability and validity of instruments, Data analysis, measurement of variables, data presentation and analysis and the limitations to the study.

3.1 Research Design

The study adopted a case study design whose focus was on a single entity being Namayingo District. The case study approach was adopted in order to place more emphasis on an in-depth contextual analysis of events and their interrelationship, (Yin, 2009). According to Cooper & Schindler (2008), a case study research design bases on a practical, logical and structured manner of the organization relating to the area of study. The study used structured questionnaires having both open-ended and closed ended questions to obtain quantitative data Yin (2012). While qualitative data was obtained using interview guide to achieve the desired results.

3.2 Study Population

The population for this study comprised of 90 staff subdivided into 10 District Administrators, 60 operational staff and 20 human resource department and district service commission staff working in Namayingo District. The main reason for using this category of people was that their activities directly or indirectly had a bearing on which was the scope for the study.

3.3 Sampling size and design

The sample size of 81 participants was selected from a population of 90 employees using Krejcie and Morgan (1970) sample size determination table. The results were illustrated in the table below:

Table 3.1: Sample selection and Sampling Size of the respondents

Category of respondents	Staff Number	Sample size	Tool	Data
District Administrators	10	10	Interview	Qualitative
Operatives staff (LCV& councilors)	60	52	Questionnaire	Quantitative
Human Resource and District Service Commission	20	19	Interview	Qualitative
Total	**90**	**81**		

Source: **Namayingo District Human Resource Manual (2017)**

3.4 Sampling Technique and Procedure

According to Shahrokh, Dougherty and Edward (2014) stratification is the process of dividing members of the population into homogeneous subgroups before sampling. The study adopted stratified sampling technique where the population of Namayingo Districtwas divided into strata, stratified samplying was because the measurements within strata had lower standard deviation, stratification gave a smaller error in estimation and measurements become more manageable and/or cheaper when the population was grouped into strata. The researcher used purposive sampling to sample proportionately from administrators categories shown in table 3.1 above. This was because it was believed that all the target respondents engaged in Programs function at Namayingo district who were in a better position to respond to the research questions effectively.

3.5 Sources of Data

The study was based on both primary and secondary data.

3.5.1 Primary data

Both the questionnaires and interview guide were used to obtain primary data. While the questionare gathers alot of data from many people in a relatively short time, interview guides help researchers to get indepth data.

3.5.1.1 Questionnaire Forms

A self-administered questionnaire was the major instrument that was used in data collection. Questionnaires were administered to 52 operational staff in Namayingo district. This helped to gather

quantitative information regarding the human resource management practices and how they affect service delivery in local governments. Mugenda & Mugenda (2005) stated that questionnaires were used to obtain vital information about the population and ensure a wide coverage of the population in a short time. In addition, Kothari, (2004) states that questionnaires are efficient data collection mechanisms where the researcher knows exactly what is required and how to measure the variables of interest, they are also less expensive and save time and they do not need much skills to administer them. The questionnaires comprised of closed questions formulated by the researcher. Rensis Likert's scale statement having five category response continuums of 5-1 were used. Responses of the questionnaire are anchored on a 5 point Likert Scale ranging from strongly disagree (1), Disagree (2), Not sure (3), Agree (4), Strongly agree (5) with assertion. Closed ended questions are easy to administer and analyse, they are also economical in terms of time and money. Questionnaires are relatively cheap, simple and clear, and if well designed and made anonymous will encourage respondents to give sincere responses. Questionnaires were because they are easy to administer to larger population and are as well cost effective (Sekaran 2003). Questionnaires were used because they give chance to respondents to provide their own opinions.

3.5.1.2 Interview Guide

The researcher involved one-on-one interviews with the administrators of Namayingo district. They also allowed the researcher to clarify ambiguous answers and obtain in-depth information through probing. Semi-structured interviews, the most widely was interviewing formats for qualitative research (Amin, 2005). In this study, the probing interviewing tactic was extensively to obtain a deeper explanation of the issue at hand from the respondents, (Saunder et al., 2012). Face to face interviews were also conducted on selected principals and bursars according to convenience, this gave in depth information that the questionnaires may not be to give

3.5.2 Secondary data

The study also involved collecting data from documents such as human resource reports of Namayingo district, service delivery reports, Audited books of accounts of Namayingo district, budget reports, newspapers and public standing orders, procurement plans, strategic plan, research where secondary sources about the research questions were considered. The researcher thoroughly reviewed these documents to obtain supplementary data to that provided by the respondents.

3.6 Data Collection Methods

Both qualitative and quantitative methods were used to collect data. The study basically employed three methods of data collection namely; the questionnaire method, interviewing and documentary review.

3.6.1 Questionnaire

The researcher used the questionnaire survey because it was practical, large amounts of information was collected from a large number of people in a short period of time and in a relatively cost effective way. Numerical or statistical data was obtained using this method. The results of the questionnaires were quickly and easily quantified by the researcher through the use of a software package and was analyzed more 'scientifically' and objectively than other forms of research. A questionnaire was used because it was cheap, it also allows in-depth research, to gain firsthand information (Bryman, 2013).

3.6.2 Interview Method

An interview is a conversation between two or more people where questions are asked by the interviewer to obtain facts or statements from the interviewee. Interviews were used because they have the advantage of ensuring probing for more information, clarification and capturing facial expression of the interviewees (Babbie, 2010). Interviews were personal interviews or face to face and were conducted with a selected few of the total number of respondents. Interview aided to collect descriptive data or qualitative data to complement data obtained using questionnaires.

3.6.3 Documentary Review

The study also made use of some documents at the district including annual district reports, minutes of the departmental meetings and books from the libraries. The documents were thoroughly reviewed by the researcher for secondary data. These provided supplementary data to that earlier obtained from key informants and questionnaires. The secondary literature reviewed was used for cross- referencing the findings of the study.

3.7 Data Collection Instruments

Research instruments or measurement scales simply mean devices for measuring the variables of interest (Bowling, 2002). In this study, both questionnaires and interview guides were as explained below;

3.7.1 Questionnaire Forms

The researcher used close ended questionnaires (appendix 1) for operational staff. The use of questionnaires enabled the researcher to collect sensitive data without fear as their personal identities were not required. This is supported by Amin (2005) who argues that questionnaires offer greater assurance of anonymity thus enabling respondents to give sensitive information without fear. Mugenda and Mugenda (2009) stated that questionnaires are used to obtain vital information about the population and ensure a wide coverage of the population in a short time. In addition Sekaran (2003) states that questionnaires are efficient data collection mechanisms where the researcher knows exactly what is required and how to measure the variables of interest. They are also less expensive, save time and they do not need much skills to administer them.

3.7.2 Interview Guide

An interview guide (Appendix: II) was used to collect qualitative data from District service commission, Local Council V Representative, Heads of Department, Personnel Officers and Chief Administrative Officer who was in position to provide in-depth information through probing during the face-to-face interview, (Mugenda & Mugenda, 1999). The researcher presented questions to the respondents and their views were written down. Data was obtained during the interview to supplement that obtained through the questionnaires. This helped the researcher to obtain first hand information through the use of the interview guide.

3.7.3 Documentary review

The study will also involve carrying out library and office research where secondary sources about the research questions will be considered these will include literature of quarterly District records offices, audit reports, newspapers, guidelines, internet, circulars and public standing orders. Document analysis of the various human resource documents covering the study period and analysis of departmental reports on the performance of the services.

3.8 Procedure for Data Collection

The researcher was availed with an introductory letter from Grdauate school Kyambogo University, for presentation to the CAO, Namayingo District, who, in turn, introduced her to the chairman service commision who assisted her to get access to the staff list from which the sampling frame was drawn. For smooth access to the respondents, Heads of Department were contacted for further authority to interact with the respondents. Questionnaires were distributed to the respective respondents in the different Departments and a period of one week was given to answer the questions. Thereafter, the

researcher made a programme to meet the key informants; each was interviewed for at least one hour in his/her office. This exercise lasted approximately four weeks. The questionnaires were hand delivered to respondents and collected within an agreed time frame.

3.9 Validity and Reliability of the Instruments

As Orodho (2005) points out, piloting refers to the pre-testing of research instruments to a selected sample which is identical to the actual sample to be used in the study. He adds that piloting helps to detect deficiencies in the research instruments such as insufficient space and ambiguous questions, and helps to reveal if anticipated analytical techniques are appropriate. A pilot study was conducted in Mukono Municipality to validate the research instruments and test the reliability of the instruments.

3.9.1 Validity

Validity refers to the extent to which research results can be accurately interpreted and generated to other populations. Research tools were first prepared, and then presented to the supervisors who checked on their correctiveness the supervisors' comments were to improve the questionnaire by eliminating errors. This enabled the study to ensure that only relevant questions meaningful and reliable results represented by variables in the study, (Mugenda and Mugenda, 2005).The researcher also used the formula below to establish validity of the research tool;

$$\text{Content Validity Index (CVI)} = \frac{Agreeditemsbyalljudges}{TotalNumberofitemsjudged}$$

The overall CVI of the questionnaire was accepted if the result was over and above the average of 0.70; the instrument to be accepted as advanced by Amin, (2005).

Table 3. 2: Cronbach's Alpha coefficients and CVI values for the variables under study

Variable	Anchor	Cronbach Alpha Coefficient	Content Validity Index
Recruitment and selection	5 Point	.74	.77
Training and development	5 Point	.72	.78
Compensation	5 Point	.69	.85
Service delivery	5 Point	.76	.79
Source: Primary data			

3.9.2 Reliability

According to Bryman and Bell (2011), reliability in research is related to whether the results of the study would be consistent if the study would be repeated with the same data and method. Reliability

is of certain interest in quantitative researches as it is more noticeable if the measurements are stable or not. Reliability is the measure of the degree to which a research instrument yields consistent results after repeat. Cronbach's Alpha coefficient was to measure reliability of the instrument. Bryman and Bell (2011) states three key terms of what reliability in research consists of: stability, internal reliability and inter-observer consistency. Stability concerns how stable the measurement is over time. Internal reliability describes whether or not the indicators of the index are consistent. Inter-observer consistency relates to if observations of the data are affected by any subjective input. According to Amin (2005) an alpha of 0.5 or higher is sufficient to show reliability the closer it is to 1 the higher the internal consistency in reliability (Sekaran, 2003). The questionnaires were pretested using respondents within Namayingo District and reliability was computed using statistical Package for Social Scientists (SPSS). The results were as shown in table 3.2 above. The Cronbach Alpha and the Content Validity Index above 0.7 was accepted, showing that the research instrument was reliable. As such, it was fit for use to collect data on these study variables so as to address the research questions.

3.10 Data Presentation and Analysis

The aim of the data analysis was to interpret data and draw meaning from it (Saunders et al., 2012). Data presentation and analysis was used to answer the research questions presented in this thesis and formulate conclusions. In this thesis, two types of data were analyzed separately and simultaneously. According to Merriam, (2009) and (Saunders et al., 2012), this procedure is a way of acquiring more reliable data. Hence both quantitative and qualitative approaches were as explained below;

3.10.1 Quantitative Data Analysis

Prior to data analysis, researcher reviewed the survey data for missing, incomplete, or unusual information. In the event of missing or erroneous data, researcher employed data cleaning which is important in statistical analyses, especially in regression analysis. Quantitative data was analysed using linear regression analysis. Multiple regression is the appropriate method of statistical analysis when one dependent variable (service delivery) and three predictor variables (recruitment and selection, training and development as well as compensation) were examined (Seng, 2016 & Schofield, 2015). However linear regression analysis was used for each objective to predict the effect of one independent variable on the dependent variable (Bedford & Malmi, 2015). Multicollinearity exists when two or more predictor variables linearly correlate, indicating the lack of independence between variables (Kristensen & Israelsen, 2014). The most common test for multicollinearity is a

check for a high R^2 value where $p < .05$ is as an acceptable level of statistical significance (Luft & Shields, 2014). Results were interpreted using descriptive statistics to interpret inferential statistics of the regression analysis such as measures of central tendency like mean and standard deviation and variability of variables (Verbeke & Yuan, 2013).

Table 3. 3: Showing numerical values and response modes used to interpret the means

Mean Range	Response mode	Interpretation
4.30-5.00	Strongly Agree	Very High
3.50-4.20	Agree	High
2.70-3.40	Not sure	Undecided
1.90-2.60	Disagree	Low
1.00-1.80	Strongly Disagree	Very Low

3.10.2 Qualitative Data Analysis

The researcher used content analysis, which is a scientific and systematic method for observing and analyzing information. Although content analysis is primarily a qualitative method of analysis, it has some advantages which allow a quantitative element to be included using techniques such as frequency analysis. Thus, content analysis can be considered superior to those purely qualitative methodologies, such as literary interpretation, which are mainly based on authors' perception (Cascio & Aguinis 2008). It is particularly suited to the formulation of a literature review in the HRMP area for several reasons. To begin with, content analysis is a replicable methodology (Cascio and Aguinis 2008). This helps to summarize the intrinsic value of information, without the disadvantage of bias. Qualitative data was collected using interview guide during the discussion with the administrators and documentary review. Descriptive statistics was categorized under different themes and sub-themes using critical judgmental approach and quotations to obtain meaningful inferences. The data was analyzed and organized based on pattern, repetitions and commonalities into themes based on study variables and information were recorded and summarised using an excel tally sheet and themes obtained.

3.11 Measurement of variables

The independent variable in the study was Human Resource Management Practices while the dependent variable was service delivery in Namayingo District. Employee recruitment was looked at in regard to sourcing public civil servants with appropriate knowledge, required abilities, innovative

skills and experience. Compensation was looked at in regard to; financial & non-financial aspects that involve satisfactory pay, satisfactory benefits, working conditions, incentives, recognition, value for and money rewards. Employee Training was looked at in regard to personnel development; appropriate knowledge, appropriate skills, focused training. The dependent variable service delivery was looked at in regard; accessibility and innovation. The nominal scale was used in the measurement of variables in a likert scale format to serve as its value in order to create a difference or similarity.

3.12 Ethical Considerations

The ethical considerations were initiated as early as January 2017, when applying to conduct a study at Namayingo District. Before, granted access two requirements set by the case study had to be fulfilled. Since Namayingo District manages classified documents and information on different classifications levels as well as on regular basis, cautiousness was upheld by the author at all times. All respondents were informed that they were anonymous if they preferred and that participation was voluntary. Namayingo District staff agreed on giving the author permission to use the institutional specific information. However, a few respondents were requested not to be referred to as name and therefore they were referred to as their working title. In order to overcome ethical issues, the author considered the code of ethics, along with the principles that followed such obligations as discussed in Sunders et al., (2012). Confidentiality and anonymity was adhered to and any data provided was entirely for academic purposes only. Lastly, the author had no previous experience or connection to Namayingo District or the respondents within this research.

3.13 Limitations of the study

Like any other research, the study was not without limitations and these were:

The research covered one local government. However, the analysis and findings were related to other local governments across the country. Selecting only Namayingo District was not a true representation of the views of all entities in Uganda.

The research used close-ended questionnaire for data collection and this had a weakness of limiting the amount of data collected. There was also likelihood that relevant data may not have been captured because of the use of close-ended questionnaire.

CHAPTER FOUR

DATA PRESENTATION, INTERPRETATION AND ANALYSIS OF RESULTS

4.0 Introduction

This chapter presents the findings of the study. It also analyses and discusses the findings as per study objectives. The chapter begins by presenting the descriptive findings, interprets results and provides a comprehensive analysis of the study.

4.1 Response Rate

Table 4. 1: Illustrating the response rate

Category of respondents	**Targeted Sample size**	**Actual sample**	**Percentage response**
District Administrators	10	07	70
Operatives staff (LCV & councilors)	52	45	86.5
Office of the HR & DSC	19	15	78.9
Total	**81**	**67**	**82.7%**

Source: *Primary Data (2017)*

From a total of 71 respondents whom questionnaires were distributed too, 60 were returned were answered and returned making a response rate of 84.5%. Unstructured interviews were also administered among 07 out of 10 respondents which gives a response rate of 86.5%. Overall response rate was 67 respondents out of 81 which is 82.7%. According to Mugenda and Mugenda (2003), a response rate of 50% and above is very good for the study views to be representative.

4.2 Bio-data of the respondents

This section aims at gathering basic information on the subject. The information sought includes gender, age, and education level. All these variables helped to sort out the influence of each category towards human resource management practices and service delivery. The researcher administered questions to find establish the demographic information of the respondents. The general information collected is tabulated as follows;

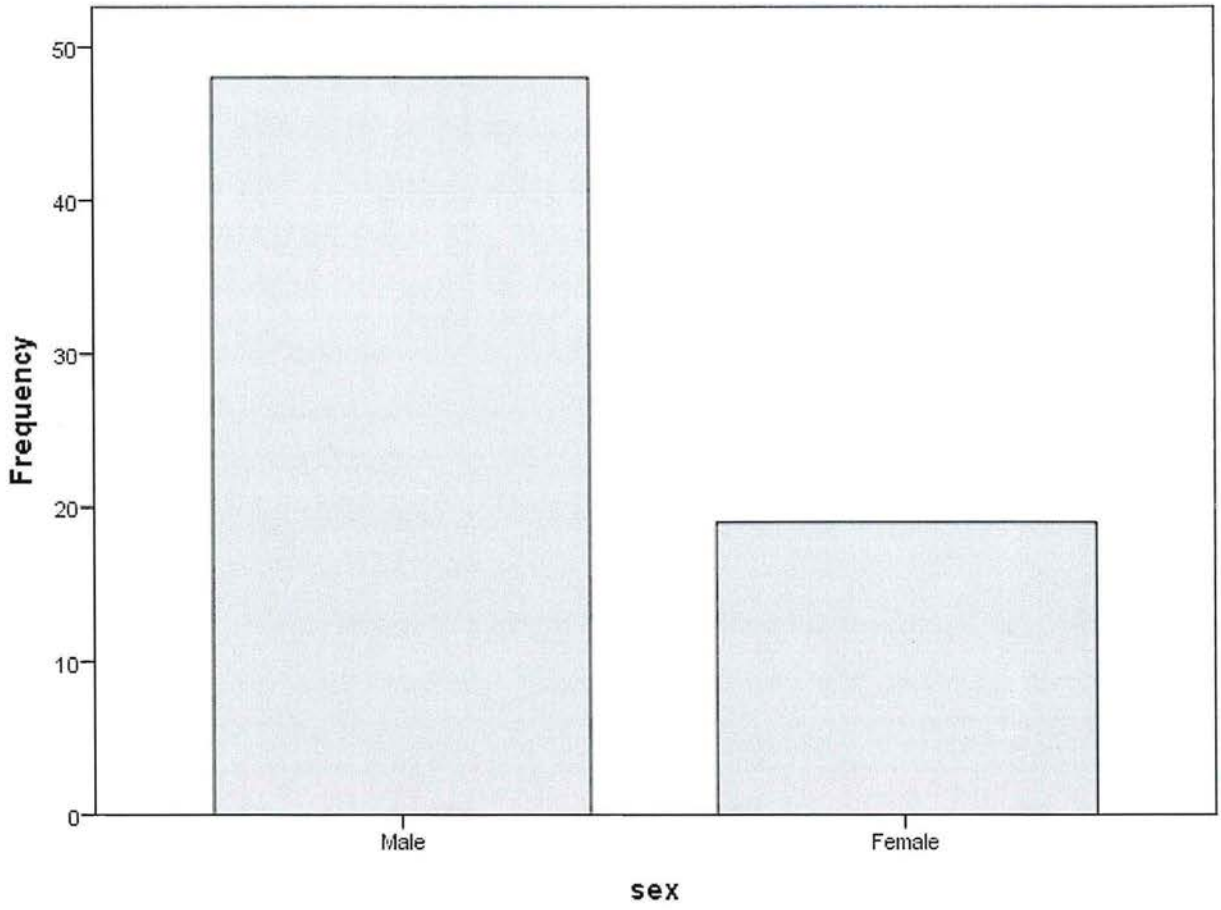
4.2.1 Position held by officer/ department

Majority of the respondents belonged to works departments, health sector, and education department

4.2.2 Gender of the Respondents

The results on gender categorization is presented as follows;

Figure 4. 1: Gender of the Respondents



Source: Field Data, (2017).

The findings presented in figure 4.1 above, more male employees compared to female counterparts, participated in the study. Nevertheless, the results are reliable and valid since, both gender were involved in the Namayingo District local government. The study involved 48 (71.6%) male respondents and 19(28.4%) female respondents as shown in figure 4.1 above.

4.2.3 Length at Namayingo District

In bid to establish the period for which employees had served at the district, the researcher administered research tools whose findings are tabulated below;

Table 4. 2: Length of Service at Namayingo District

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-5 years	22	32.8	32.8	32.8
	6-9 years	43	64.2	64.2	97.0
	10-14 years	1	1.5	1.5	98.5
	15 years and above	1	1.5	1.5	100.0
	Total	**67**	**100.0**	**100.0**	

Source: Field Data, (2017).

It was vital to find out the respondent's period of service in the organization. According to the findings indicated in table 4.2 above that 32.8% of the respondents had served at the district for a period of 1-5years, majority of the respondents 64.2% had served in Namayingo District for a period of 6-9years, 1.5% had served for the periods 10-14years and above 15years. This means that since the district was created in 2010, is when majority of the staff were recruited as public servants.

4.2.4 Level of Education

Table 4. 3: education levels of the respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Diploma	13	19.4	19.4	19.4
	Degree	37	55.2	55.2	74.6
	Masters	10	14.9	14.9	89.6
	PHD	5	7.5	7.5	97.0
	Professional certificate	2	3.0	3.0	100.0
	Total	67	100.0	100.0	

Source: Field Data, (2017).

The findings presented in table 4.3 above show that majority (55.2%) of the employees in Namayingo District local government are the Degree holders, 19% were diploma holders, 14.9% HAD Maters qualifications, 7.5% had PHD while 3% had professional certificates. The findings imply that majority of Namayingo District local government employees have sufficient qualifications to deliver desirable services to the community.

4.2.5 Age of the Respondents

The aspect of age was established during data collection where respondents were asked to indicate their age group. The findings are presented as below;

Table 4. 4: Age of respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	25-29	8	11.9	11.9	11.9
	30-35	10	14.9	14.9	26.9
	40-45	33	49.3	49.3	76.1
	46 and above	16	23.9	23.9	100.0
	Total	67	100.0	100.0	

Source: Field Data, (2017).

Table 4.4 above illustrates that 11.9% of the respondents were of the age 25-29years,14.9% were aged 30-35years old, 49.3% were of the age 40-45% and 23.9% stated that were aged 46years and above. The findings above indicate that majority of the employees in Namayingo District local government were adults with experience in their respective field.

4.2.6 The staffing level of Namayingo district

Table 4. 5: The staffing level of Namayingo district

		Frequency	**Percent**	**Valid Percent**	**Cumulative Percent**
Valid	10% and below	3	4.5	4.5	4.5
	10% -29%	6	9.0	9.0	13.4
	30% - 49%	55	82.1	82.1	95.5
	50% and above	3	4.5	4.5	100.0
	Total	**67**	**100.0**	**100.0**	

Source: Field Data, (2017).

Table 4.5 above indicated that that the level of staffing was rates to be 10% and below as revealed by 4.5% of the respondents, 9% of the respondents stated that staffing levels was rated 10-29%, 82.1% revealed that Namayingo district staffing level was rated to be between 30-49% while 4.5% of the staff said that 50% and above. The implication is that Namayingo district is understaffed with less than 40% of the desired staff.

4.3 The effect of Recruitment and Selection on Service Delivery

The first objective of the study was to establish the effect of recruitment and selection on service delivery at Namayingo district. Respondents were asked to state the extent to which they strongly

agree (5), agree (4), not sure (3) disagree (2) and strongly disagree (1) and the findings are presented as below; The interpretation of the results is based on the mean and the standard Deviation (S.D.)

Table 4. 6: The effect of recruitment and selection on service delivery

Statements on recruitment and selection on service delivery		**Descriptive statistics**				
		N	Minimum	Maximum	Mean	Std. Deviation
1	Namayingo district employs the most qualified and competent workforce	67	**Min**	**Max**	**Mean**	**S .D**
2	Namayingo employees are knowledgeable and experienced	67	1	5	2.21	0.47
3	The district considers professional experience while sourcing workers	67	1	5	1.98	1.24
4	Employees innovative skills are considered as the highest priority	67	1	5	2.54	0.62
5	The district employs specialized skills in the recruitment process	67	1	5	1.21	0.34
6	It is essential to secure and manage competent human resources because of the need for effective and efficient delivery of goods and services at Namayingo	67	1	5	2.45	1.24
7	Recruitment and selection can help to ensure correct person job fit and person organization fit	67	1	5	1.14	0.42
8	Recruitment is based on merit, appropriate educational qualifications, skills and experience can act as a basis for enhanced labor productivity	67	1	5	1.11	0.47
	Overall Average mean				**1.81**	**0.69**

Source: *Analysis of Field Data, (November, 2017)*

Namayingo district employs the most qualified and competent workforce (mean = 2.21, SD = 0.47). Namayingo employees are knowledgeable and experienced (mean =1.98, SD =1.24). The district considers professional experience while sourcing workers (mean =2.54, SD = 0.62). Employees innovative skills are considered as the highest priority (mean =1.21, SD =0.34). The district employee specialized skills in the recruitment processes (mean =2.45, SD = 0.62). It is essential to secure and manage competent human resources of any organization, because of the need for effective and efficient delivery of goods and services by organizations (mean =1.14, SD = 0.42). Recruitment and selection can help to ensure correct person job fit and person organization fit (mean = 2.31, SD =0.50). Recruitment is based on merit, appropriate educational qualifications, skills and experience can act as a basis for enhanced labor productivity (mean = 2.04, SD =0.20).

Table 4.6 above illustrates that the overall mean = 1.81 and SD = 0.69. This implies that recruitment and selection on service delivery was based on absorbing competent workforce who had knowledge and experience to serve the community of Namayingo district but service delivery remained low. Namayingo district employees were not innovative to enable the community improve their health standards, have access to safe water among others.

Interview results

During interviews with the LCV chairman Mr. Waiswa Obondo, held on 31st October 2017, he had this to say,

> *"Our recruitment exercises seem to be experiencing a number of shortcoming and indicated that the Secretary District Service Commission had been tasked to expedite recruitment exercise".*

During interview with the head of works at Namyingo district held on 1st November, 2017, revealed that,

> *"Roads are in bad state not only because of insufficient funding but because of failure to recruit road overseers to supervise the works in bid to avoid shoddy work".*

Another interviewee (the DEO) also stated that,

> *"Poor performance and decline trend in quality education stems from the district inability to collaborate with the ministry of public service, ministry of finance to recruit, appraise and confirm more qualified teachers for both primary and secondary schools'.*

In addition, the inspector of schools said that,

> *"Poor staffing in most schools has retarded meetings the very use of public funds. This is due unfair calculation where 46611 pupils who are supposed to have 879 teachers are ever being given 549. He argued the ministry to uplift school staff ceiling to allow the district recruit more staff"*

Table 4.7: Showing Regression coefficient model for recruitment and selection on service delivery

Simple regression analysis was used to establish the prediction of training and development on service delivery;

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.704(a)	.496	.375	.121

a Predictors: (Constant), Recruitment

The table above shows that predictor variables of recruitment explain 37.5% of variations in service delivery in Namayingo district. Recruitment has a significant effect service delivery. This means that a unit change in recruitment attributes to 0.375 change in service delivery.

Coefficients (a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta	B	Std. Error
1	(Constant)	1.419	.174		8.154	.000
	Recruitment	.732	.056	.803	12.994	.000

a Dependent Variable: service delivery

Source: Primary data

Individual contribution by independent variable

Recruitment (independent variable) have a significant effect on service delivery. According to the table above the effect of recruitment at Namayingo District was established that (β=0.732, t=12.994, P<0.000) service delivery. This implies that provision of effective recruitment enhances provision of desirable service delivery.

4.4 The Influence of Training and Development on Service Delivery

In an attempt to establish findings on the influence of training and development on service delivery at Namayingo district, the researcher administered research tools to ascertain the extent to which respondents strongly agree (5), agree (4), not sure (3) disagree (2), strongly disagree (1). The interpretation of the results is based on the mean and the standard Deviation (S.D.). The results were presented and analyzed as follows;

Table 4. 8: Training and development on service delivery

Statements on training and development on service delivery		Descriptive statistics				
		N	Minimum	Maximum	Mean	Std. Deviation
1	Training can enable Namayingo staff to achieve the levels of knowledge, skill and competence needed to carry out their work effectively	67	1	5	2.44	0.56
2	Training involves developing and enhancing the capacity of the Human Capital at Namayingo district	67	1	5	2.49	1.49
3	Training helps to reconcile the gap between what should happen and what is happening between desired targets or standards and actual levels of service delivery in Namayingo district	67	1	5	2.62	0.64
4	Training conducted at Namayingo district to increase employee's performance through knowledge and skills	67	1	5	2.68	1.68
5	Training is necessary to ensure an adequate supply of staff to Namayingo that are technically and socially competent and capable of employee development into specialist in management positions	67	1	5	2.54	0.46
6	Training can help increase labor productivity by increasing the output per person at Namayingo	67	1	5	3.34	1.49
7	Namayingo Training and development program is one the vital HRMP that affect the value of workforce's knowledge, capability and skill positively	67	1	5	2.37	0.39
8	Namayingo staff training is strategically targeted at improving operational and performance priorities such as cost, quality, and timeliness	67	1	5	3.34	1.49
9	Training at Namayingo district improves the performance potential of employees	67	1	5	2.37	1.39
10	Extensive training programs are conducted by Namayingo district to improve the employees' performance	67	1	5	2.46	0.25
	Overall average mean				**2.67**	**0.98**

Source: *Analysis of Field Data, (November, 2017)*

Training can enable Namayingo staff to achieve the levels of knowledge, skill and competence needed to carry out their work effectively (mean =2.44, SD =0.56). Training involves developing and enhancing the capacity of the Human Capital at Namayingo district (mean =2.49, SD =1.49). Training helps to reconcile the gap between what should happen and what is happening between desired targets or standards and actual levels of service delivery in Namayingo district (mean =2.62, SD =0.64).

Training conducted at Namayingo district to increase employee's performance through knowledge and skills (mean =2.68, SD =1.68). Training is necessary to ensure an adequate supply of staff to Namayingo that are technically and socially competent and capable of employee development into specialist in management positions (mean =2.54, SD =0.46). Training can help increase labor productivity by increasing the output per person at Namayingo (mean = 2.68, SD =1.68). Namayingo Training and development program is one the vital HRMP that affect the value of workforce's knowledge, capability and skill positively (mean = 2.54, SD =0.46). Namayingo staff training is strategically targeted at improving operational and performance priorities such as cost, quality, and timeliness (mean =3.34, SD =1.49). Training at Namayingo district improves the performance potential of employees (mean =2.37, SD =1.39). Extensive training programs are conducted by Namayingo district to improve the employees' performance (mean = 2.46, SD = 0.25)

From table 4.8 above, the overall mean (2.67, SD = 0.98) explains the effect of Training and development on service delivery. This implies that the district obtained funding from the central government for meetings, conferences, workshops but the money was neither utilized, use for the purpose for which it was allocated and hence no capacity building was realized at Namayingo district.

Interview results

During interviews with the head human resources at Namyingo District held on 2nd November, 2017, had this to say,

> *"Training staff is an attractive strategy that enables we as employers to the district in attracting the kind of employees that can significantly contribute to its success.it improves productivity is enhanced even where incompetent employees would have been employed through inappropriate recruitment strategies to gain skills and competence to deliver. However, he argues that the vote allocated to training is so low to facilitate out door training, hiring consultants to train employees, equip them with skills, knowledge, attitude and competence and ultimately improve workers' productivity potential in district".*

According to the accounting officers of Namayingo district,

> *"Human capital are the people whose assets are of value and can be enhanced through investment which involves the process of developing and retaining the existing knowledge, skills, abilities and competencies of employees. It helps to reconcile the gap between what should happen and what is happening between desired targets or standards and actual levels of work performance and to improve the performance potential of employees. Although the district continues to have reservations about the cost and level of service delivery from trained staff, training*

still remains a major capacity enhancing tool that can ensure continuous improvement."

One of the politicians during interviews on November, 2nd 2017 at the district headquarters said that,

> *"Namayingo as a district is experiencing pressure from the community to make fundamental improvements in the way they operate in order to keep pace with the constantly changing technological, economic, social, political and other advances. Nevertheless Staff training has not played a leading role in assisting the district meet this challenge".*

According to the RDC- Namayingo district on the relevance of training district staff, he had say,

> *"Training improves performance by enhancing skills, improving attitudes, and increasing job satisfaction and motivation. This should be viewed in terms of implementing the current development initiatives like the Decentralisation process, Poverty Eradication Action Plan, plan for modernization of agriculture and other Sector Reforms, which call for new and renewed skills, knowledge and attitudinal orientation".*

According to the Chairman District Service Commission,

> *"The district is required to follow the guidelines embedded in the public service training policy, 2006, which provides a practical framework within which all Government officials will acquire the necessary competencies to perform their duties with creativity, efficiency, and effectiveness and due diligence, in accordance with Government's commitment to improve service delivery to its populace".*

The chairman DSC further argued that,

> *"The Policy introduced changes in the way Public Officials can be trained, and how the training function can be managed in the Public Service, with emphasis on a demand driven approach".*

During an interview with the Chairperson Namayingo District Council, he cited that,

> *"the district is characterized by numerous anomalies in regard to the management of the Namayingo staff training, these included: lack of planning and professionalism, Poor coordination, Lack of career training, failure to conduct needs assessment, lack of clear training objectives".*

Table 4.9: Showing Regression coefficient model between Training and development on service delivery

Coefficients (a)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.244(a)	.595	.575	.121

a. Predictors: (Constant), Training

The table above shows that predictor variables of Training explain 59.5% of variations in service delivery at Namayingo district as shown by R square value being 0.595. While the remaining 40.5% is explained by factors not include in the model such as limited funding from central government, local government bureaucracies among others.

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta	B	Std. Error
1	(Constant)	.105	.090		1.166	.247
		.830	.030	.944	27.536	.000

a Dependent Variable: training

Source: primary data

Training (independent variable) have a significant effect on service delivery. According to the table above the effect of training at Namayingo District was established that (β=0.830, t=27.536, P<0.000) service delivery. This implies that provision of adequate training will enhance service delivery.

4.5 The Relationship between Compensation and Service Delivery

In bid to establish the findings on the third objective, which was to examine the effect the relationship between compensation and service delivery. For each of the statement, respondents were to encircle the appropriate number against each statement, according to the scale given below: strongly agree (5), agree (4), not sure (3) disagree (2), strongly disagree (1). This was presented and analysed in the table below; The interpretation of the results is based on the mean and the standard Deviation (S.D.)

Table 4. 10: The effect of compensation on service delivery

Statements on the effect of Compensation on Service Delivery		N	Min	Max	Mean	Std. Deviation
1	I am given annual financial bonus based on ability to deliver desirable services	67	1	5	3.12	0.82
2	My district gives me cash bonus based on the surplus revenue collections	67	1	5	2.61	0.51
3	Namayingo district provides staff opportunities for salary enhancement	67	1	5	2.54	0.43
4	Compensation strategies play an important role in improving service delivery	67	1	5	1.72	0.44
5	Good compensation scheme comprises both financial and non-financial rewards motivate employees to work harder at Namayingo District	67	1	5	2.48	0.78
6	Compensation practices heavily influence employee recruitment, turnover and productivity	67	1	5	2.54	0.36
7	Namayingo district usually organizes recognition events for high service deliverers periodically.	67	1	5	2.41	0.79
8	The district normally organizes small non-cash awards (dinners, trips abroad) to its staff to motivate them improve their performance	67	1	5	2.52	0.45
9	Staff normally participate in health group schemes	67	1	5	1.94	0.06
	Overall average mean				**2.43**	**0.52**

Source: *Analysis of Field Data, (November, 2017)*

I am given annual financial bonus based on ability to deliver desirable services (mean =3.12, SD =0.82). My district gives me cash bonus based on the surplus revenue collections (mean =2.61, SD =0.51). Namayingo district provides staff opportunities for salary enhancement (mean =2.54, SD = 0.43). Compensation strategies play an important role in improving service delivery (mean =1.72, SD = 0.44). Good compensation scheme comprises both financial and non-financial rewards motivate employees to work harder at Namayingo District (mean = 2.48, SD = 0.78). Compensation practices heavily influence employee recruitment, turnover and productivity (mean = 2.54, SD = 0.36). Namayingo district usually organizes recognition events for high service deliverers periodically

(mean =2.41, SD =0.79). The district normally organizes small non-cash awards (dinners, trips abroad) to its staff to motivate them improve their performance (mean =2.52, SD =0.45). Staff normally participate in health group schemes (mean =1.94, SD =0.06). The overall mean = 2.43 and SD = 0.52, implying that compensation accorded to staff was low to boost service delivery morale in Namayingo district.

Interview results

The Principal human resource officer of Namayingo district stated that,

> *"The District earns low revenue and therefore it's difficult to boost staff productivity by providing incentives and rewards beside salary from the central government. He added that because of limited resources most employees are not monetarily rewarded beyond their salaries which demolishes their ability to offer desirable services."*

The Principal Human Resource Officer noted that

"For the reward strategies to be effective the district needed to adopt strategies that target immediate rewarding of the employees and proper implementation of the existing strategies."
The Chief Administrative Officer remarked that,

"Annual salary increments for the employees are hard to be implemented though the provision is given because the decision is made depending on guidelines of public service and wage bill provided by the Ministry of Finance, economic planning and development."

The District Health Officer noted that in provision of services to the people complaints are more than appreciations received which demolishes health workers"
The District Health Officer noted that *"it's hard to know what exactly the people what and can appreciate because whatever is done in their communities they criticize it."* The implication of the above finding is that the services provided by the district employees did not satisfy the community served because the community people show full appreciation for the services delivered to them.
The regression analysis was calculated in order to establish which variable of compensation has an effect on service delivery in Namayingo district.

Table 4. 11: The Regression Model for the effect of compensation on service delivery

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.571[a]	.326	.278	.354

a. Predictors: (Constant), compensation

The table above shows that predictor variables of compensation explain 32.6% of variations in service delivery at Namayingo district while 67.4% is explained by other factors that influence. This implies that a unit change in compensation will result into 0.3216 variation in service delivery.

Table 4. 12: Coefficients

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.805	.515		5.450	.000
	Budgetary Implementation	.282	.128	.265	2.202	.031

a. Dependent Variable: Financial performance

Source: Primary data (2018)

From table 4.12, Compensation (independent variable) has a significant effect on service delivery. According to table 4.12 above the effect of compensation at Namayingo district was established that (β=0.282, t=2.202, P<0.000) service delivery. This implies that provision of compensation will enhance service delivery.

4.6 Service delivery

The researcher further administered the study instruments to analyze the level of Service Delivery at Namayingo district. Respondents indicated the extent to which they strongly agree (5), agree (4), not sure (3) disagree (2), strongly disagree (1). The interpretation of the results is based on the mean and the standard Deviation (S.D.). The results were tabulated, interpreted and analyzed as follows;

Table 4. 13: Service delivery

No	Key Assessment Indicators for service delivery	N	Minimum	Maximum	Mean	Std. Deviation
1	The quality of Education in Namayingo LG improves	67	1	5	2.47	1.61
2	Majority of population access safe and clean Water	67	1	5	2.44	1.56
3	Citizens have pit latrines and the hygiene is maintained	67	1	5	2.49	1.49
4	The officers provide accountability to citizens on proper utilization of funds	67	1	5	2.62	1.64
5	Citizen are allowed to participate in decision making which improves service delivery	67	1	5	2.68	1.67
6	The district maintains feeder Roads and constructs new one to enable infrastructure development	67	1	5	2.54	1.48
	Overall average mean				**2.54**	**1.58**

Source: *Analysis of Field Data, (November, 2017)*

The quality of Education in Namayingo LG improves (mean = 2.47, SD =1.61). Majority of population access safe and clean Water (mean =2.44, SD =1.56). Citizens have pit latrines and the hygiene is maintained (mean =2.49, SD =1.49). The officers provide accountability to citizens on proper utilization of funds (mean =2.62, SD = 1.64). Citizen are allowed to participate in decision making which improves service delivery (mean =2.68 , SD =1.67). The district maintains feeder Roads and constructs new one to enable infrastructure development (mean = 2.54, SD = 1.48).

From table 4.8 above, service delivery at Namayingo district was low (mean =2.54, SD =1.58). This implies that the community did not receive desired services in terms of access to clean and safe water, electricity, health, education among others.

Interview results

Interview with the district engineer in charge of works indicated that,

> *"The heavy rains led to destruction of roads, and at times put road construction works at a standstill". This means that roads were poor and inaccessible. He added that, the district has only one grader and a Dump truck, thus complete road works are hard to achieve unless we hire excavators, rollers, and other dump trucks, which are not readily available in the Namayingo locality".*

In regard to Health Management;

The Local Government Management and Service Delivery (LGMSD) Program Operational Manual 2009, sets out Health Service Delivery minimum standards in health centers. Audit inspection report (2016) revealed the following shortcomings in Namayingo district:

Table 4. 14: poor health service delivery indicator

Lugala Health Centre II Maximum standard of HCII	**status**
OPD	Non-existent
Outreach services	Non-existent
Basic accommodation for all core staff	Non-existent
Water source	Non-existent
Access to modern energy lighting for maternity and laboratory.	Non-existent
Adequate vaccine refrigeration	Non-existent
Accommodation	General problem in the district

Source: secondary data-documentary review; Audit inspection report (2016)

Sigulu Health Centre III Minimum standard HC 111	**Current status**
OPD, Maternity, and General ward	Poor state
Basic accommodation for all core staff	Inadequate
Water source	Non-existent
Access to modern energy lighting for maternity and laboratory.	Non-existent
Improved energy efficient stoves for sterilization and cooking	Non-existent
Electricity (grid or solar)	Non-existent

Source: secondary data-documentary review; Audit inspection report (2016)

Table 4. 15: poor sanitary service delivery indicator

Ten two stance pit latrines	Some in place
Running water	Non-existent
Generator house	Non-existent
Medical equipment	Inadequate
Furniture	Bad state

Source: secondary data-documentary review; Audit inspection report (2016)

The study found out that the contractors offered substandard and shoddy works for example the construction of 5 stances Pit Latrine at Gorofa landing site in Sigulu County at a contract Price inclusive of taxes of UGX 19,221,415 was paid for while uncompleted.

4.7 Multivariate Regression Analysis Technique

The results in the table 4.17 below show the multiple ordinary least squares regression model. This was presented for the purpose of addressing the third objective for the combined effect of two predictor variables (recruitment, training and compensation) on the dependent variable which is service delivery in Namayingo district.

Table 4. 16: Regression Analysis

	Unstandardized Coefficients		*Standardized Coefficients*	t	Sig.
Model	B	Std. Error	Beta		
(Constant)	0.169	.143		1.665	.057
Recruitment	.112	.162	.318	2.134	.040
Training	.261	.109	.326	2.148	.027
Compensation	.081	.104	.369	2.917	.036
Dependent Variable: Service Delivery					
R	.782				
R Square	.611				
Adjusted R Square	.582				
F Statistic	3.219				
Sig.	.001				

a. ***Predictors: (Constant), Human resource Practices*** [recruitment, training and compensation]
b. ***Dependent variable:*** *Service Delivery*

Source: Primary data (2017)

The table above shows that predictor variables of human resource practices that is; recruitment(R), training (T) and compensation (C) explained by R square value of (0.611) represented by 61.1% of

variations in service delivery. Results show a significant model (F=3.129, sig = 0.001) to explain a multi regression equation of service delivery(Y):

$$(Y) = 0.167 + 0.112(R) + 0.261\ (T) + 0.081C$$

The three predictors cause 61.1% variations in students' academic performance at a coefficient of multiple determination (R square = .782). Thus the regression output (R=0.782) suggest if human resource practices are well managed, they should significantly improve service delivery at Namayingo district.

Further still Table 4.15 above shows that with a unit change of the independent variable, human resource practices results in R square value of 61.1% dependent variable (service delivery). This shows that the effect is significant and greatly affect the dependent variable service in Namayingo District.

CHAPTER FIVE

SUMMARY, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter presents, summary of the results, discussion of the major findings, conclusions, recommendation and provides suggestions for further research based on the study findings in chapter four and answering the objectives of the study spelt out in chapter one.

5.1 Summary of Findings

The independent variable was Human resource management practices which affects service delivery as the dependent variable. Human capital is a key resource for efficient and effective management of public service delivery. It entails the establishment of institutions; structures; systems; formulation and enforcement of policies; laws; regulations; standards and procedures. HRM practices motivate staff to be equitably remuneration, become competitive with what the private sector offers for similar qualifications and competence level. However, failure to institutionalize proper HRM practices contributes to the deplorable service performance in districts because of feeble productivity, weakened commitment, corruption, and absenteeism while in pursuit for alternative employment. Below is the summary of key findings specifically for Namayingo district.

5.1.1 Effect of recruitment and selection on service delivery

Results in table 4.7 showed that recruitment as a predictor variable explain 37.5% of variations in service delivery in Namayingo district. Recruitment has a significant effect on service delivery ($r^2 = 0.375$, $\beta=0.732$, $t = 12.994$, $P<0.000$). This implies that provision of effective recruitment will enhance provision of desirable service delivery. However, R square revealed that a unit change in recruitment and selection explains 37.5% variation in service delivery. Therefore, there is positive effect of recruitment and selection on service delivery. At Namayingo district, Recruitment and staffing is one of the fundamental issues of human resource management practices. It follows that improved efficiency and recruitment of local authorities are a requisite towards effective service delivery.

5.1.2 Effect of service delivery on training and development

The study results in Table 4.revealed that Training influenced the level of service delivery to improve to a tune of 59.5% (r^2 =0.595, β=0.830, t=27.536, P<0.000) at Namayingo district. This implies that provision of adequate training will enhance service delivery. Effective training allows the district to source manpower with competence, experience, and knowledge in the area of operation; self-motivated and ready to deliver services through clear procedures laid done by the ministry of public service. Only that training and its management must be organized in a transparent, fair, cost-effective and realistic manner to optimally utilized Training funds for the benefit of the district. Training is an attempt to provide an environment that facilitates continuous learning with a view to transforming the Public Service into a Learning local government.

5.1.3 Compensation and Service Delivery at Namayingo district

The study results in Table 4.11 revealed that predictor variables of compensation explain 32.6% of variations in service delivery (r^2 =0.326, β=0.286, t=2.202, P<0.000) at Namayingo district. The influence of compensation on service delivery was statistically significant since .000 is less than 0.05(95% confidence level). This implies that as compensation improve the service delivery is also enhanced. Therefore, compensation strategies such as rewards both financial and non-financial rewards should be institutionalized to enhance service delivery at Namayingo district.

5.1.4 Service delivery

The results in table 4.15 revealed recruitment(R), training (T) and compensation (C) as predictor variables of human resource practices predict 61.1% variations in service delivery at Namayingo district. Results show a significant model (r^2= 0.611, F=3.129, sig = 0.001) explains a multi regression equation of service delivery (Y): (Y) = 0.167 + 0.112(R) + 0.261 (T) + 0.081C. The result indicated a positive relationship exists between Human Resource Management Practices and service delivery. Human Resource Management Practices significantly impacted on service delivery.

5.2 Discussion of the major findings

5.3.1 The effect of staff recruitment and selection on service delivery in Namayingo District.

Based on results in Table 4.6, the overall mean = 1.89 and SD = 0.61. This implies that recruitment and selection affected service delivery. Recruitment was based on absorbing competent workforce who had knowledge and experience to serve the community of Namayingo district but service

delivery remained low. Recruitment helped in attracting, advertising, screening and tracking applicants (mean =1.11, SD = 0.47). In other words, the selection process entails drawing up a list of all applicants whose applications were received before or on the closing date of advertised posts. The aim of interview is to determine the potential candidate for the vacancies and make recommendation of the Ministry for the consideration of the Public Service Commission. The selection process is only finalized when the accounting officer which is the Permanent Secretary issues a letter of appointment, promotion or transfer to the successful candidate; this is done on receipt of the recommendations of PSC. They noted further that tests applied by public employers with merit systems usually involve some combination of the following components: (1) minimum qualification requirements, (2) evaluations of training and experience, (3) written tests, (4) performance tests, (5) oral examinations, and (6) background investigations for every position or category of positions. Competence (or competency) is the ability of an individual to do a job properly. A competency is a set of defined behaviours that provide a structured guide enabling the identification, evaluation and development of the behaviors in individual employees and occupational skills needed to do the job. On the other hand, competence is the capacity for continuous qualified means holding appropriate documentation and being officially on record as qualified to perform a specified function or practice or having a specified skill depending on the type of qualification. It also involves meeting proper standards, requirements and training for an office or position or task.

The district considers professional experience while sourcing workers (mean =2.54, SD = 0.62) "*Were they appointed in the right position... were they appointed because of employment equity, were they employed because of qualifications, were they properly looked at, to see if they are suitable candidates for those positions.*" It is essential to secure and manage competent human resources of the district, because of the need for effective and efficient delivery of goods and services by organizations (mean =1.14, SD = 0.42). The low mean value signifies that recruited staff were not able to deliver results. In accordance to their immediate supervisors who do not necessarily participate in the recruitment, selection and interviewing of new recruits considered for new opportunities and existing staff.

Further still Results in table 4.7 show that recruitment predicts 37.5% of variations in service delivery in Namayingo district. Recruitment has a significant effect on service delivery (β=0.732, t = 12.994, P<0.000). This implies that provision of effective recruitment will enhance provision of desirable

service delivery. However, R square revealed that a unit change in recruitment and selection causes 37.5% variation in service delivery. Therefore, there is positive relationship between recruitment and selection and service delivery. Results further indicated that there the district failed to recruit road overseers to supervise the works in bid to avoid shoddy work". Further still schools experienced shortage of teachers because the district service commission had not liaised with the Ministry of Public Service and Ministry of finance to recruit, appraise and confirm more qualified teachers for both primary and secondary schools'. Besides delay in recruitment, Namayingo district employees were not innovative to enable the community improve their health standards, have access to safe water among others.

Namayingo district employs the most qualified and competent workforce (mean = 2.21, SD = 0.47). The low means signifies that the district experienced challenges in sourcing competent and skilled staff. Recruitment is the process of searching the candidates for employment and stimulating them to apply for jobs in the organization. The basic purpose of recruitments is to create a talent pool of candidates to enable the selection of best candidates for the organization, by attracting more and more employees to apply in the organization. However, this was curtailed by the interview panel members who admitted that panel members are not trained but described the process as fair. The participant explained the process that the panel members choose their questions and are permitted to rephrase questions if they think the candidate did not understand the question, "I do my scoring. So no one can manipulate me no one can tell me what to say because I do my questions, and I score on what the candidate gives me... Unless you have a chairperson that says, I want that person. Then it can be a different story… There's a lack of training. Lack of training of the panel members." The finding is contradictory to Beardwell et al., 2004) who revealed that recruitment can also be regarded as a process of building a pool of potentially qualified applicants. At the same time as selection is seen as a set of activities concerned with predicting which applicants can make the most appropriate contribution to the district in view of the present and future human resource requirements.

The District establishment structure has 516 posts. However, only 193 (37%) were filled, leaving 323 (63%) vacant posts due to low allocation of the wage bill. Understaffing negatively affects service delivery.

5.2.2 The influence of training and development on service delivery in Namayingo district.

Chapter four results in table 4.7 revealed that, the overall mean = 2.67 and SD = 0.98 which explains the effect of Training and development on service delivery. This implies that the district obtained funding from the central government for meetings, conferences, workshops but the money was not utilized efficiently for the purpose for which it was allocated and hence no capacity building was realized at Namayingo district. Hence the aims of institutionalizing training by the ministry of public service in local governments in terms of enhancing skills, improving attitudes, and increasing job satisfaction and motivation was not achieved in Namayingo district. Hence implementation of government programmes such as the current development initiatives like the Decentralization process, Poverty Eradication Action Plan, plan for modernization of agriculture and other Sector Reforms, which call for new and renewed skills, knowledge and attitudinal orientation" were not attained. The above finding is contrary to Gibbon and Taylor (2007) whose argument is that Training can improve the performance and productivity of the staff and ensure that they have the relevant skills.

Results also revealed that training can enable individuals to achieve the levels of knowledge, skill and competence needed to carry out their work effectively (mean =2.44, SD =0.56). the low mean values indicate that training which involves developing and enhancing the capacity of the Human Capital was not attained in Namayingo district to a desirable standard and therefore it was a challenge to reconcile the gap between what should happen and what is happening between desired targets or standards and actual levels of work performance. Embedded in the recruitment and selection is an anticipation that some candidates may immediately succeed in the job. The majority of the new appointees will be expected to undergo an expedited training and development period to be able to do the required tasks. Therefore, training is a process to enhance the degree of fit between job demands and human attributes.

Effective training may be particularly important when hiring new employees or when the tasks or the technology at hand change. It is in this regard that there is an expectation that the new recruits can be trained successfully, and an in-depth induction to familiarize them with the company's systems is also put in place. However, training does not stop after entry level but is ongoing in order to improve

employees' performance. Therefore, training employees to meet their maximum potential is important, although the need for training must be identified based on existing competence within the organization. The public service expresses similar reasons for equipping public employees with critical skills to enable efficient and effective service delivery as supported by Chelechele, (2009).

The findings also provided that Training conducted at the district increased employee's performance through knowledge and skills (mean =2.68, SD =1.68). This implies that the district was not able to attract the kind of employees that can significantly contribute to its success. Hence low service delivery was promoted even where incompetent employees would have been employed through inappropriate recruitment strategies to gain skills and competence to deliver could not be attained. It was also established that the training funds allocated for outdoor training, hiring consultants to train employees, equip them with skills, knowledge, attitude and competence and ultimately improve workers' productivity potential in district was diverted. 57,569,941 remained unaccounted for at the time of audit, contrary to the regulation, and hence it was absence of accountability, it was difficult to ascertain whether the funds were utilized for intended purposes. The finding is in disagreement with the PSC (2014) which asserts that one of the crucial tools for the effective utilization and development of employees is a Human Resource Development (HRD) Plan. However, it found that in 2008, only 16 out of 144 departments submitted their HRD plans, translating into an 11.1% compliance rate. This suggested that some departments may not have these plans to start with. Furthermore, the PSC found that Personal Development Plans (PDPs) are often completed for the sake of ensuring compliance instead of genuinely identifying training needs that are aligned to actual job performance.

Table 4.8 above shows that predictor variable, Training explains 59.5% of variations in service delivery at Namayingo district. Training have a significant effect on service delivery. According to the table 4.8 illustrates that the effect of training on service delivery at Namayingo District was established at (β=0.830, t=27.536, P<0.000). This implies that provision of adequate training will enhance service delivery. Staff training has not played a leading role in assisting the district meet this challenge" and because of this Namayingo as a district is experiencing pressure from the community to make fundamental improvements in the way they operate in order to keep pace with the constantly changing community economic and social needs. The purpose of improving public administration requires providing short-term management courses for public sector managers and officials through

training, research and the enhancement of professional practice. The institution directly integrates the latest best practice and management tools into public administration by filling the gap between on-the-job training and Diplomas of Public Administration. Uganda Management Institute (UMI) for Public Administration Leadership and Management needs to provide continuous training and development of public employees through programs that emphasize commitment to excellence in the provision of quality services to all citizens with the emphasis on compulsory examined training for all public servants. The study found that the entire training exercise was not planned.

This concurs with the PSC reports (2014) which focused and emphasized management training. Yet the study believed that the issue of competency and skills deficit was a need of focus for all staff irrespective of rank. The study found out that the training, relevant, providing insight on the link between government objectives and their responsibilities; relevant to respondents' daily activities and responsibilities; after training, employees performed effectively and efficiently. Only 34% of the staff attended the training because they were selected by their superiors as it was deemed to be aligned to the departmental objectives. In some instances, respondents said they attended training due to late cancellation by their colleagues." (Public Service Commission, 2014), and 13% of the respondents believed that the training was not always relevant to their work.

Public Service Commission, (2014). "With the challenges of basic service delivery being witnessed, the increasing cases of grievances and the complaints that PSC receives and results of evaluations that PSC embarks on, it became evident that there is a skills challenge among senior managers. Many senior managers have attended training. However, service delivery challenges continue to bedevil the public service. There appears to be a deficit of management skills and competencies required at all levels.

5.3.3 The extent to which Compensation enhances service delivery of Namayingo district.

The study revealed in table 4.13 that there was a positive relationship between compensation and service delivery. Compensation and service delivery move in the same direction (Pearson (r)= .40.5**) sig value P(value) P < 0.05=000, N is the sample size (67) with a sig value .000 meaning that the relationship between compensation Strategies and service delivery is statistically significant since .000 is less than 0.05(95% confidence level).This implies that as reward strategies improve the

service delivery is also enhanced therefore compensation strategies should be improved to enhance service delivery.

The Principal human resource officer of Namayingo district stated that, "the District earns low revenue and therefore it is difficult to boost staff productivity by providing incentives and rewards beside salary from the central government. He added that because of limited resources most employees are not monetarily rewarded beyond their salaries which demoralizes their ability to offer desirable services." annual financial bonus based on ability to deliver desirable services were not provided to staff (mean =3.12, SD =0.82). Namayingo district did not provide staff opportunities for career advancement (mean =2.54, SD = 0.43). And the district did not organize recognition events for high service deliverers periodically (mean =2.41, SD =0.79). The district normally organizes small non-cash awards (dinners, trips abroad) to its staff to motivate them improve their performance (mean =2.52, SD =0.45). All this imply that the newly created district which has last for approximately 7years has no ability to offer compensation to staff which has also ruined the level of service delivery in Namayingo district.

Based on the presentations of the Chief Administrative Officer remarked that, in which he said that "annual salary increments for the employees are hard to be implemented though the provision is given because the decision is made depending on guidelines of public service and wage bill provided by the Ministry of Finance, economic planning and development."

5.3.4 Service Delivery

The productivity of the health workforce was low, characterized by high rates of absenteeism estimated at an average of 40%. This is partly attributable to weak leadership and management, and unsatisfactory work environment characterized by shortage of supplies and basic equipment, lack of staff accommodation and other social amenities. The finding concurs with Antwi, Analoui and Nana-Agyekum, 2008) who argued that citizens see public sector institutions as too 'big, costly, wasteful, unproductive, inefficient, ineffective and unnecessarily bureaucratic', coupled with the complaint that public sector operatives (civil/public employees), are equally too 'parasitic rent seeking, incompetent, rude, officious, mean, abusive and corrupt". The argument is that, instead of public employees working with the principle of contributing to achieving efficiency and effectiveness in public service

delivery, they had rather grown too secure, unimaginative and complacent, and expenditures are now exceeding income

Table 4.9 results revealed that the quality of Education in Namayingo was low. Only 16% of the population access safe and clean Water. Few citizens had pit latrines and their hygiene was difficult to maintain. The district officers experienced difficulties in providing accountability to citizens on and also citizen were not provided with the opportunity to participate in decision making which lowered the level of service delivery. The district still experienced challenges in maintaining feeder Roads and construction of new one to enable infrastructure development. The district engineer in charge of works indicated that reaffirmed that "The heavy rains led to destruction of roads, and at times put road construction works at a standstill". This means that roads were poor and inaccessible. He added that, the district has only one grader and a Dump truck, thus complete road works are hard to achieve unless we hire excavator, rollers, and other dump trucks, which are not readily available in the Namayingo locality".

The results in table 4.15 revealed that predictor variables of human resource practices [recruitment(R), training (T) and compensation (C)] explain 61.1% of variations in students' academic performance. Results show a significant model (F=3.129, sig = 0.001) to explain a multi regression equation of service delivery (Y): (Y) = 0.167 + 0.112(R) + 0.261 (T) + 0.081C. The result indicated a positive relationship between Human Resource Management Practices and service delivery. Human Resource Management Practices significantly impacted on service delivery

5.3 Conclusions

5.3.1 The effect of staff recruitment and selection on service delivery in Namayingo District.

Although some recruited staff exhibited competency, is the service delivery remained low. This could be have been attributed due to understaffing or other factors attributed to personal motives and district culture. The recruitment process was fully exposed to self-interest of the Local Government staff that is officials and politicians. Recruitment process was full of unethical acts in which the criteria for short listing and selection were not based on merits rather on what a person has and who a person knows. Inappropriate decisions regarding recruitment reflect on the credibility of PS as an employer committed to objective and transparent recruitment practices. Therefore, the research problem for this

study is to determine challenges regarding recruitment process of the best competent and qualified candidates.

5.3.2 The influence of training and development on service delivery in Namayingo district.

Based on the discussion of findings, Namayingo district did not effect proper utilization of training funds, the district did not prepare annual training plans with relevant objectives on which allocation of funds could be based on unethical behavior led to failure to account for training funds which clearly indicates that service delivery could have been compromised because of misallocation of training funds.

5.3.3 The extent to which Compensation enhances service delivery of Namayingo district.

Compensation in Namayingo district are not competitive with what the private sector offers for similar qualifications and competence level. This has contributed to the deplorable service performance in the district because of feeble productivity, weakened commitment, corruption, and absenteeism while in pursuit for alternative employment

5.3.4 Service delivery

Namayingo district was marred by incidences of lack of community values, poor attitude towards work, lack of ethics, absence of client centeredness in service delivery and lack of initiative to adapt to modern technologies like ICT facilities. Despite various capacity building initiatives and the existing laws, public servants have remained inward looking and self-centered. Building a better public sector in Uganda is harder but success depends on motivation of staff, adequate administrative and institutional capacity, transformation of the public service work culture and attitude. Adopting a culture of innovation and benchmarking best practices can improve the efficiency and effectiveness of public service delivery.

5.4 Recommendations

5.4.1 The effect of staff recruitment and selection on service delivery in Namayingo District.

As part of the recommendations for this study, the following can be looked at:

Public service delivery is often affected by the number and quality of staff. Modes of recruiting can highly contribute to the employment of good or poor quality of staff as well as their retention.

Appropriate recruitment processes and allocation of staff is a basis for better employee performance therefore better organization performance.

In addition, the members of a selection committee must be knowledgeable, experienced and well trained in employee selection. They must at all times be independent, thorough, conscientious, fair and professional in exercising their responsibilities. The district should support selection committees with adequate resources for their task.

This study suggests that, before adopting any recruitment policy related to the recruitment and selection, the government should effectively conduct effective visibility study about the systems. Conducting visibility will help the government to come up with better decision on which system to be considering the government capability. In addition to that before adopting any system the government need to be well prepared in terms of resources, rules and regulation, technology and well-functioning structures to facilitate effective functioning of the system.

Ethics in recruitment and selection comprise impartiality, accountability, competition, openness and integrity. The district must ensure that appropriate accountabilities are in place for resolving ethical issues arising from selection panels. Panel members are to be advised that the merit selection principles and standards include ethical behavior

Namayingo Districts' staff must be trained on issues relating to recruitment and selection. The role of local government employment boards is very crucial and important. So it will be very important if they will be given more education on their roles, because they are the one who should approve whether the employees recruited fit the demand of the Namayingo District. For example if the employment board will be aware on the roles they should play in Namayingo District they could not perceive that the Secretariat is undermining their functions in any way. This is because the laws states very clearly about the roles of each part and set demarcations in area of jurisdiction. The secretariat as employment agent and the Namayingo District as the employer.

Firms must improve upon their recruitment and selection activities while strengthening their employee in order to maximize/ optimize service delivery. Organizations must strive to improve upon

the recruitment and selection of their employees as this affects the service delivery of the company. A good recruitment and selection goes a long way to improve upon the service delivery of organizations in the long run.

There is need for the Namayingo district to adopt effective and efficient modern recruitment strategies like internet and use of employment agencies in order to get candidates with skills, knowledge and expertise in various areas of operation so as to improve on service delivery. To address the effect of the recruitment strategies, the Namayingo district should avail and make use of the modern facilities and equipment. With the implementation of devolved governments there is need to increase sources of revenue to the county governments so as to enable them offer the public what is in their mandate. There is need for the central government to offer financial assistance to the Namayingo district to enable them carry out their operations effectively. The challenges facing the recruitment strategies by the Namayingo district can be addressed by the now implemented county government to ensure that right skills and expertise are embraced.

HR planning should lay a solid foundation for recruitment and selection processes to take place. The subdivision human resources should be more active and confidently convince role players to ensure that no inconsistencies are totally eliminated the entire during recruitment process. It is therefore imperative for Namayingo district to make expertise available to undertake this process. It would assist the Ministry to ensure that all critical aspects (skills, knowledge and competencies) are taken into consideration before a post is advertised, to ensure fairness and transparency in the recruitment process. It is important for Namayingo district to establish a team of experts that was monitor the recruitment and selection process. In addition Namayingo district needs to strengthen the monitoring and evaluation capacity of the institution. It is highly recommended that the Ministry should pay more attention in monitoring and evaluation of the system to implement corrective measures.

Poor planning can delay the process of recruitment and it can be costly for all parties, this practice should be avoided as far as possible. They are potentially distressing for applicants and stressful for employees required to compensate for the vacant position. The timely filling of vacant post is a real concern in the PS. The Recruitment Policy Framework issued in terms of the Public Service Act, 1995 (Act 13 of 1995) prescribes in the flow diagram, the time it should take for the normal process. All efforts must be done to ensure that the limits are not exceeded for recruitment process. The

supervisor is the one that should drive the process meaning that s/he should ensure that the post is advertised in the shortest period of time.

The short listing panel should be composed of qualified and competent members. The members of this panel should not serve on the selection panel. The short listing panel should identify and shortlist the most competent and qualified candidates. It would provide the selection panel with a

5.4.2 The influence of training and development on service delivery in Namayingo district.

Public sector entities must ensure that they put in measures to ensure that their training and development activities meet the needs of their employees. Firms must consider other variables that might improve service delivery since training and development partially mediated between recruitment and selection and service delivery.

PSC should conduct a national comprehensive needs assessment and develop a plan to address some critical training gaps in the public sector. This will partly address the problem of attitude; lack of innovativeness and instill a culture of results.

5.4.3 The extent to which Compensation enhances service delivery of Namayingo district.

The MoPS, MoLG, and MFPED should enforce the rewards and sanctions framework.

The MoPS, Ministry of Finance Planning Economic Development (MFPED), and MoLG should operationalize the proposed Salary Commission to address issues of pay in the public sector

Low motivation due to inequitable remuneration which has resulted in poor work culture

5.4.4 Service delivery

Limited participation and engagement of citizens due to poor implementation of Client Charters. Inadequate staffing levels especially in Local Governments. This is worsened by poor work environment in newly created districts.

The MoPS, MFPED and MoLG should review the staffing structures in line with the national priorities and public sector reforms to address the issue of staffing gaps.

The MoPS, MoLG, and MFPED should address the problem of the poor working environment of the human resource departments in the public sector since they are the champions of public service reforms.

5.5 Areas for Further Research

The researcher suggests that further research should be conducted in the following areas:

To assess the extent to which public service training policy enhance career development and staff productivity in districts

To examine the factors that hinder advancement of allowances to the employee in public sector.

To examine the Procedures for determining rewards in organizations.

To assess the effect of reward strategies development and implementation on service delivery in the public sector

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APPENDIX I: QUESTIONNAIRE FOR ADMINISTRATIVE STAFF AND DISTRICT LOCAL COUNCILORS

Dear Respondents,

I am Hamara Rita a student of Kyambogo University pursuing a study on; ***"Human Resource Management Practices and Service Delivery in Namayingo District- Uganda".*** You are among the chosen ones to participate in the study by providing information. This study is a requirement for partial fulfillment for the award of the degree of Master's degree in Business Administration (MBA) of Kyambogo University and is purely for academic purposes. Therefore, the information given will be treated with utmost confidentiality. I therefore request you to spare some time and help me to fill in these questionnaires.

I shall be grateful for your cooperation in his regard.

Thank you.

SECTION A: BACKGROUND INFORMATION

1. Position held by officer/ department.....

2. Gender: Male Female

3. Age group 25-29 30-35 40-45
   46 and above

4. No. of years working at Namayingo District
   1-5 years 6-9 years 10-14
   15 years and above

5. Level of Education
   Diploma Degree Masters PHD
   Professional certificate
   Others please specify.....

6. What is the staffing level of Namayingo district?
   a) 10% and below b) 10% -29% 30% - 49%
   d) 50% and above

SECTION B: The effect of recruitment and selection on service delivery

7. Which of the following statements explain the effect of recruitment and selection on service delivery at Namayingo district? Please indicate the extent to which you strongly agree (5), agree (4), not sure (3) disagree (2), strongly disagree (1)

Effect of recruitment and selection on service delivery		**5**	**4**	**3**	**2**	**1**
1	Namayingo district employs the most qualified and competent workforce	5	4	3	2	1
2	Namayingo employees are knowledgeablr and experienced	5	4	3	2	1
3	The district considers professional experience while sourcing workers	5	4	3	2	1
4	Employees innovative skills are considered as the highest priority	5	4	3	2	1
5	The district employs specialized skills in the recruitment process	5	4	3	2	1
6	It is essential to secure and manage competent human resources of any organization, because of the need for effective and efficient delivery of goods and services by organizations	5	4	3	2	1
7	Recruitment and selection can help to ensure correct person job fit and person organization fit	5	4	3	2	1
8	Recruitment is based on merit, appropriate educational qualifications, skills and experience can act as a basis for enhanced labor productivity	5	4	3	2	1

SECTION C: THE INFLUENCE OF TRAINING AND DEVELOPMENT ON SERVICE DELIVERY

8. Which of the following statements explain the influence of training and development on service delivery at Namayingo district? Please indicate the extent to which you strongly agree (5), agree (4), not sure (3) disagree (2), strongly disagree (1)

Effect of training and development on service delivery		**5**	**4**	**3**	**2**	**1**
1	Training can enable Namayingo staff to achieve the levels of knowledge, skill and competence needed to carry out their work effectively	5	4	3	2	1
2	Training involves developing and enhancing the capacity of the Human Capital at Namayingo district	5	4	3	2	1
3	Training helps to reconcile the gap between what should happen and what is happening between desired targets or standards and actual levels of service delivery in Namayingo district	5	4	3	2	1
4	Training conducted at Namayingo district to increase employee's performance through knowledge and skills	5	4	3	2	1
5	Training is necessary to ensure an adequate supply of staff to Namayingo that are technically and socially competent and capable of employee development into specialist in management positions	5	4	3	2	1
6	Training can help increase labour productivity by increasing the output per person at Namayingo	5	4	3	2	1
7	Namayingo Training and development program is one the vital HRMP that affect the value of workforce's knowledge, capability and skill positively	5	4	3	2	1
8	Namayingo staff training is strategically targeted at improving operational and performance priorities such as cost, quality, and timeliness	5	4	3	2	1
9	Training at Namayingo district improves the performance potential of employees	5	4	3	2	1
10	Extensive training programs are conducted by Namayingo district to improve the employees' performance	5	4	3	2	1

SECTION D: THE EFFECT OF COMPENSATION ON SERVICE DELIVERY

9. Which of the following statements explain the influence of Compensation and Service Delivery at Namayingo district? Please indicate the extent to which you strongly agree (5), agree (4), not sure (3) disagree (2), strongly disagree (1)

Effect of the influence of Compensation and Service Delivery		**5**	**4**	**3**	**2**	**1**
1	Iam given annual financial bonus based on ability to deliver desirable services	5	4	3	2	1
2	My district gives me cash bonus based on the surplus revenue collections	5	4	3	2	1
3	Namayingo district provides staff opportunities for career advancement	5	4	3	2	1
4	Compensation strategies play an important role in improving service delivery	5	4	3	2	1
5	Good compensation scheme comprises both financial and non-financial rewards motivate employees to work harder at Namayingo District	5	4	3	2	1
6	Compensation practices heavily influence employee recruitment, turnover and productivity	5	4	3	2	1
7	Namayingo district usually organizes recognition events for high service deliverers periodically.	5	4	3	2	1
8	The district normally organizes small non-cash awards (dinners, trips abroad) to its staff to motivate them improve their performance	5	4	3	2	1
9	Staff normally participate in decision making	5	4	3	2	1

10. Which of the following statements explain the level of Service Delivery at Namayingo district? Please indicate the extent to which you strongly agree (5), agree (4), not sure (3) disagree (2), strongly disagree (1)

No	**Key Assessment Indicators for service delivery**	**5**	**4**	**3**	**2**	**1**
		5	4	3	2	1
1	The quality of Education in Namayingo LG improves	5	4	3	2	1
2	Majority of population access safe and clean Water	5	4	3	2	1
3	Citizens have pit latrines and the hygiene is maintained	5	4	3	2	1
4	The officers provide accountability to citizens on proper utilization of funds	5	4	3	2	1
5	Citizen are allowed to participate in decision making which improves service delivery	5	4	3	2	1
6	The district maintains feeder Roads and constructs new one to enable infrastructure development	5	4	3	2	1

Thanks for your Cooperation

APPENDIX II: INTERVIEW GUIDE FOR DSC, LCV REPRESENTATIVE, HEADS OF DEPARTMENT, PERSONNEL OFFICERS AND CHIEF ADMINISTRATIVE OFFICER

1. What kind of training or mentoring have you received or undertaken regarding personnel recruitment?
2. Of what significance is the principle in personnel recruitment?
3. How credible is the District Service Commission in its recruitment mandate?
4. Who are responsible for the recruitment of staff in the district?
5. What is the effect of staff recruitment and selection on service delivery in Namayingo District?
6. What is the influence of training and development on service delivery of Namayingo District?
7. How does Compensation affect service delivery at Namayingo District?
8. What role do you play in the recruitment process in the district?

APPENDIX III: KREJCIE AND MORGAN SAMPLE DETERMINATION TABLE

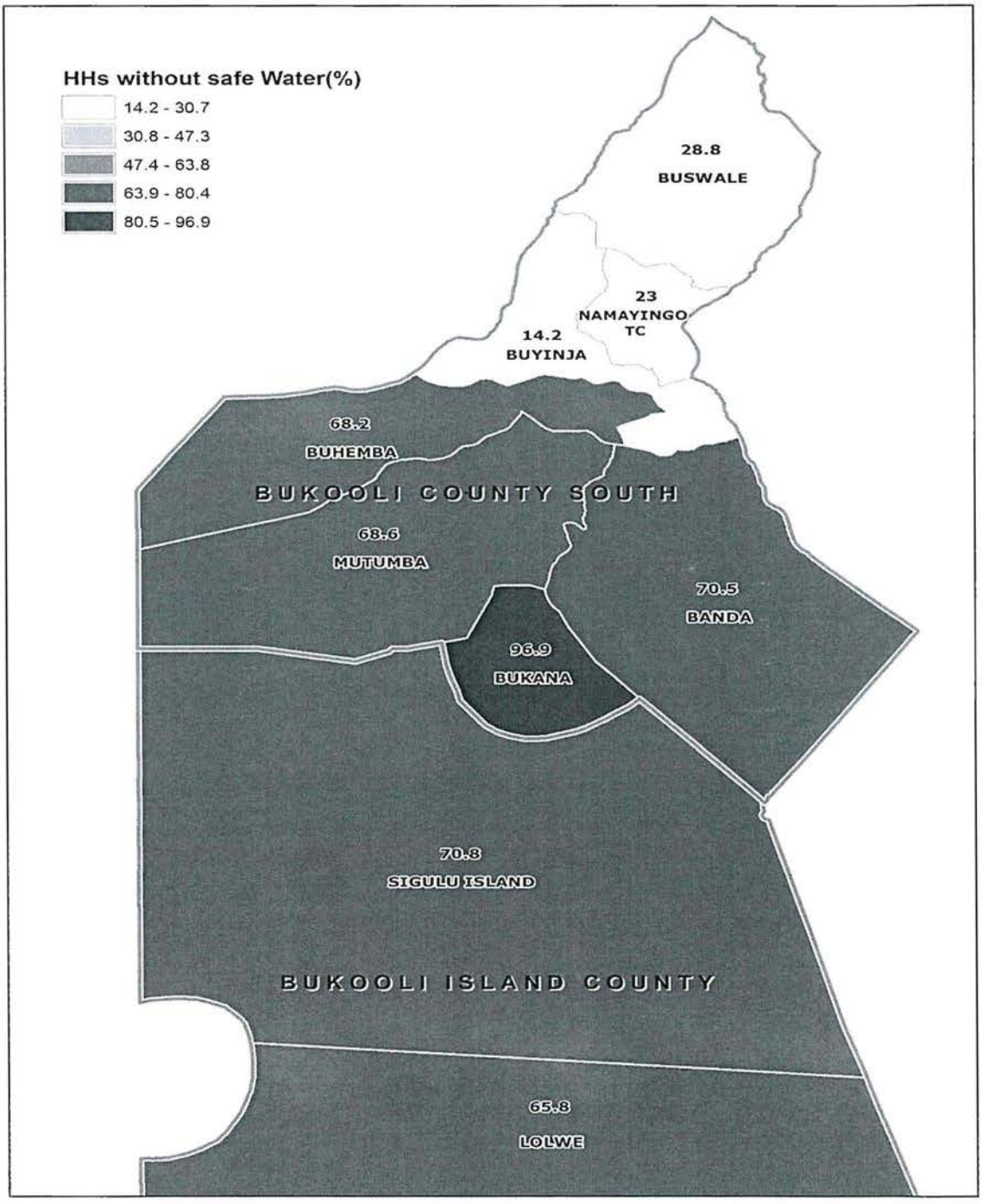
Table 3.1

Table for Determining Sample Size of a Known Population

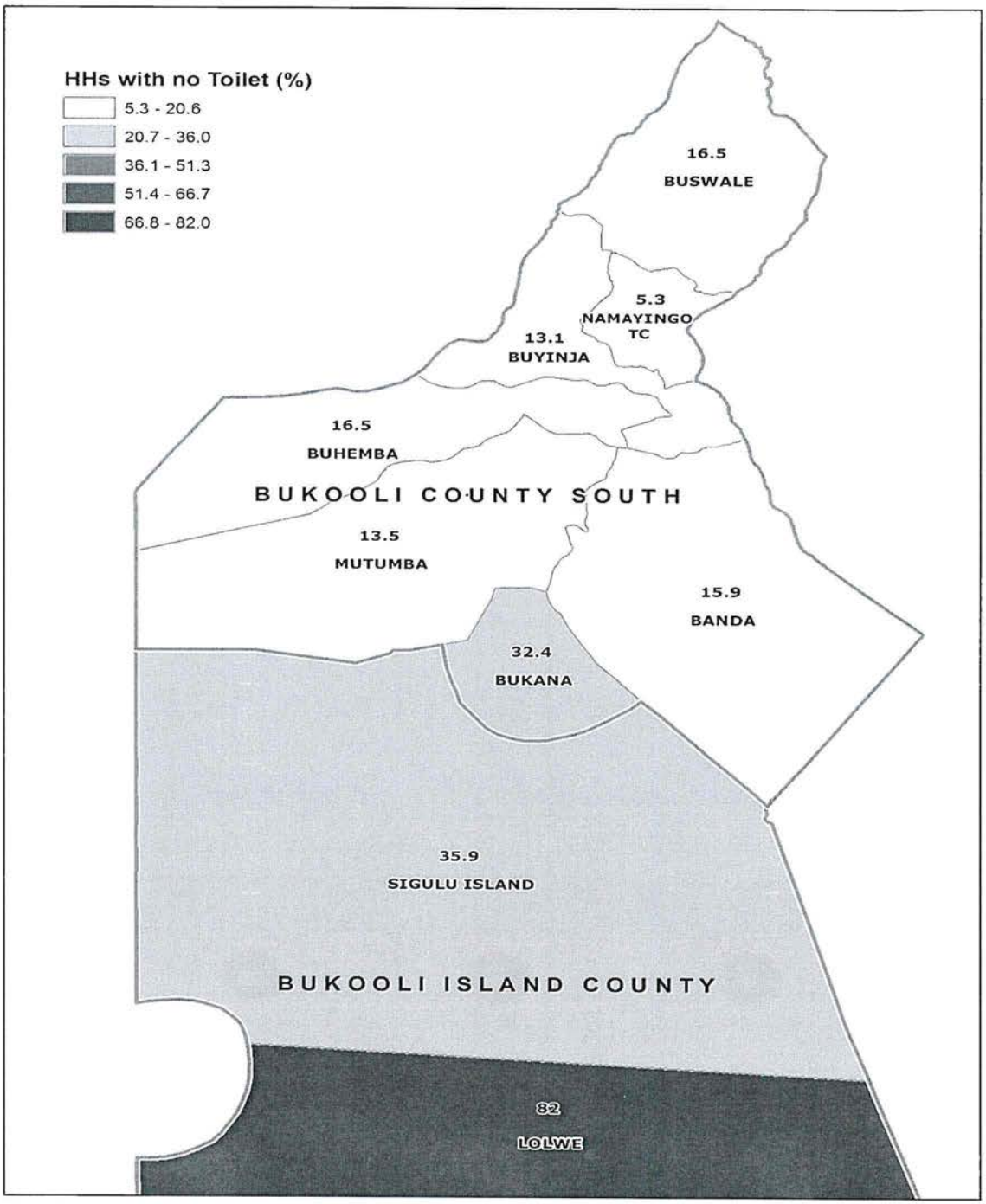
N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	1000000	384

Note: N is Population Size; S is Sample Size *Source: Krejcie & Morgan 1970*

APPENDIX IV: A MAP OF NAMYINGO DISTRICT SHOWING DISTRIBUTION OF HOUSEHOLDS WITHOUT ACCESS TO SAFE WATER; NAMAYINGO DISTRICT, 2014



Map 10: Percentage Distribution of Households with no Toilet facility; Namayingo District, 2014


HHs with no Toilet (%)
5.3 - 20.6
20.7 - 36.0
36.1 - 51.3
51.4 - 66.7
66.8 - 82.0
16.5
BUSWALE
5.3
NAMAYINGO
TC
13.1
BUYINJA
16.5
BUHEMBA
BUKOOLI COUNTY SOUTH
13.5
MUTUMBA
15.9
BANDA
32.4
BUKANA
35.9
SIGULU ISLAND
BUKOOLI ISLAND COUNTY
82
LOLWE

Map 11: Percentage Distribution of Households having less than 2 meals a day; Namayingo District, 2014

