

## A cross-sectional study about the effect of human resource management on effectiveness of administration at Iganga municipal council.

Hussein Kaaka\*, Kanya Murishid, Edmand Bakashaba  
School of Graduate Studies and Research, Team University

Page | 1

### Abstract

#### Background

This study aims to determine the effect of human resource management on the effectiveness of administration at Iganga Municipal Council.

#### Methodology

A cross-sectional research design where both qualitative and quantitative approaches were used. A sample of 144 respondents was selected for the study, but only 135 returned the survey questions with complete answers. According to findings, 75 (55.6%) of the respondents were males and 60 (44.4%) were females.

#### Results

The effectiveness of administration was 21.7% explained by human resource management (Adjusted R Square = 0.217), and the remaining 78.3% was predicted by other variables that explain the change in effectiveness of administration that were outside this study. Further, the relationship was significant (sig 0.001); hence, not only is there a relationship between human resource management and effectiveness of administration at Iganga Municipal Council, but it is also significant. This means human resource management practices of the organisation contribute to the effectiveness of administration in providing services to citizens.

#### Conclusion

The correlation between human resource management and effectiveness of administration in local government at Iganga Municipal Council was ( $r = 0.519$ ) with a significance value of 0.001. Therefore, there was a strong positive relationship between human resource management and the effectiveness of administration in local government.

#### Recommendation

The municipal council should be assigned different responsibilities where they are accountable to immediate supervisors. This will improve organisational culture and employee performance.

The municipal council should ensure that expenditures are made in line with approved budgets, as this will help eliminate variances and wastage of resources for effective service delivery at the Iganga Municipal Council.

The Municipal Council should make clear strategies for achieving the set goals of the municipality.

The municipality should also ensure effective communication and staff training to boost their morale in performing various tasks within the organisation.

**Keywords:** Human resource, Management, Effectiveness, Administration

**Submitted:** 2024-08-20 **Accepted:** 2024-12-19 **Published:** 2025-07-30

**Corresponding Author Hussein Kaaka**

Email: [kaaka.hussein@yahoo.com](mailto:kaaka.hussein@yahoo.com)

School of Graduate Studies and Research, Team University

### Background of the study

Organisational performance management is a process of improving the performance of an organization by helping individual and team to develop their capacity or reach the intended destination (Armstrong, 2006). A researcher defines organisational performance management as a process by which organizations direct the organizational process towards the enhancement of employees' productivity and evaluate their level of achievement. According to Chiang and Birtch (2010), organisational performance management can be defined as a process of measuring and improving employees'

productivity. Organisational performance management refers to the system that organizations use in setting work goals, establishing performance standards, assigning and evaluating employees' work, providing feedback to employees' level of performance, identifying training and development needs, as well as allocating performance-based rewards to employees (Briscoe & Claus, 2008). A researcher views organisational performance management as an instrument of changing employees' behavior to improve and ensure their effectiveness, thereby improving and ensuring the overall organizational performance. Overall, based on the definitions above, it

can be concluded that organisational performance management intends to increase organizational performance through enhancing employees' effectiveness.

Page | 2

Organisational performance management improves employees' motivation towards producing their best for the success of the organization through promoting employees' skills and opportunities to participate in the organizational activities (Appelbaum et al. 2003). Newstrom (2011) argued that to keep their organisational performance management system in line with the international trend of making business more responsive to the needs of the clients, organizations need to revise them regularly.

An organisational performance management system is a means of integrating human resource management activities with organizational business objectives to allow management and human resource activities to work together in influencing individual and group support for the organization's strategy (Lawler, 2003). As described, the very aim of organisational performance management systems is to bring about continuous improvement in organizational performance through continuously improving individual employee performance. As defined by Dobrek (2013), an organisational performance management system is the different metrics that organizations use to measure the level of effectiveness of their performance.

According to Lawler (2003), motivating performance, helping individuals develop their skills, building a performance culture, determining who should be promoted, eliminating individuals who are poor performers, and helping implement business strategies are among the main objectives of an organisational performance management system cited in Ying (2014).

This study aims to determine the effect of human resource management on the effectiveness of administration at Iganga Municipal Council.

## **Methodology**

### **Research Design**

This study employed a cross-sectional research design. The major driver for this design is that the study will be conducted at a single point in time (Apollo, 2003). It covered a cross-section of the population or the sample at one point in time, and many respondents were studied to ensure the study's representativeness.

### **Area of study**

The study was conducted in Iganga Municipality, a lower local government, which is located in Iganga District, Busoga region, in the Eastern part of Uganda. It is 120km (74miles) from Kampala, the capital city of Uganda, along the main highway to the border with Kenya, and has a population of 53,870 residents (UBOS, 2014). The municipality is administratively divided into two divisions, namely the Central and Northern divisions. The Central and Northern constitute 11 wards and 32 villages/cells. Iganga Municipal Council is the main town in Iganga district in the Busoga region in the Eastern Part of Uganda. The neighboring districts of Iganga district are Jinja in the West, Bugiri in the East, Namutumba in the North East, Kaliro in the North, and Kamuli in the North West. The researcher chose this study area because the Iganga Municipal Council is one of the lower local governments experiencing administrative challenges that have curtailed service delivery.

### **Target Population**

The target population is defined as all the members of the real set of people, events, or objects to which the researcher studies (Kombo & Delno, 2006). Mugenda and Mugenda (2003) affirm that the target population is the population to which a researcher wants to generalize the results of the study. The target population for the study consisted of 230 participants that constituted 7 heads of departments, 5 sectional heads, and 60 other staff of the municipality. These were from the Iganga Municipal Council headquarters and the two divisions (Central and Northern Divisions); 67 political leaders; 5 committee members; 41 religious leaders; 40 community leaders, and 5 opinion leaders within the municipality.

### **Sample Size Selection and Sampling Techniques**

According to Mugenda and Mugenda (2003), a sample is a subject of a particular population selected for study to make conclusions about the population. The sample size for this study will be determined by using Morgan & Krejcie's Table (1970) for determining sample size. According to this table, with a total population of 230, the sample size will be 144, selected as follows: 7 heads of departments, 5 sectional heads, and 32 other staff. Also, 36 political leaders; 5 will be selected members on the Boards; 26 religious leaders; 26 community leaders, and 5 opinion leaders within the municipality.

**Table 1 : Sampling size of the population according to category.**

No	Category of Respondents	Study Population	Sample Size	Sampling Techniques
1	Heads of departments	7	7	Purposive sampling
	Heads of sections	5	5	Purposive sampling
	Municipal staff	60	32	Random Sampling
2	Community leaders	40	26	Random sampling
3	Religious leaders	41	28	Random sampling
4	Opinion leaders	5	5	Purposive sampling
5	Political leaders	67	36	Random sampling
6	Selected members of boards and commissions	5	5	Purposive sampling
	<b>Total</b>	<b>230</b>	<b>144</b>	

*Source: Iganga municipality Report*

The researcher used random sampling to select municipal staff, community leaders, religious leaders, and political leaders. The technique was used in order to give everyone a chance of being selected to participate in the study and also to avoid bias. The researcher used purposive sampling to select heads of departments, heads of sections, and committee members in order to collect key information that is essential for this study.

### Data Sources

These were both primary and secondary.

### Primary sources of data

Primary data is data that is observed or collected directly from firsthand experience using a questionnaire or an interview guide. This data included information derived from the selected respondents based on the study variables. For example, it was data collected from the community leaders, the heads of departments and sections, religious leaders, members of the selected boards and commissions from the municipality, and other administrators. This kind of data was collected using a questionnaire and an interview guide.

### Secondary sources of data

Secondary data refers to data that is not directly collected by and for the research, but which can nevertheless meet research informational needs. The Secondary data was important to consider because it saved considerable time and expenses on the part of the researcher. It was also used to help triangulate data sources and verify (prove) primary

data and analysis collected directly as part of the research. The secondary sources included data obtained from the existing documents of the municipality and other relevant sources such as council minutes, performance reports, magazines, and newspapers. The researcher ensured that secondary data was relevant and reliable.

### Data Collection Instruments

The data collection instruments were tools that a researcher used to collect data from the respondents. A combination of instruments was used to appropriately make use of their different strength. The following instruments were used: an interview guide with unstructured questions, a semi-structured closed-ended questionnaire.

### Questionnaire.

A questionnaire is a carefully designed instrument for collecting data according to the specifications of the research questions. It consists of questions in which the subject responds in writing (Denscombe, 2000). This was a Likert scale questionnaire. The responses included Strongly agree (SA)=5, Agree(A)=4, Neutral (N)=3, Disagree (D) =2, and strongly disagree (SD)=1. The closed-ended and open-ended questions were also designed in a uniform format so that the analyzability of the collected data using SPSS was easy. The advantage of the questionnaire was that it was administered by staff who were literate and professional. This questionnaire was used to collect both qualitative and quantitative data and was applied to the municipal council staff, religious leaders, and members of the selected boards because these

were well-educated people who knew how to read and interpret questions.

### **Interview guide**

An interview guide is a face-to-face interaction where the interviewer will ask questions to the interviewee (Denscombe, 2000). A structured interview guide was formulated, where specific questions were asked of all respondents. The choice of this technique is that it is flexible and easy to generate information. The interview guide was used on community leaders because they had no time to fill in the questionnaires, and another reason was that some of them were not adequately educated to read and interpret the questionnaires. This helped the researcher to get responses instantly with ease because they were able to interact face-to-face with the respondents. He observed their expression in terms of body language and mood so that he could judge their perceptions about the study. Interview data was analyzed by reviewing the data, editing, summarizing, and coding it. The researcher collected data from individual respondents in the form of personal stories, perspectives, and experiences, and attached meaning to the data by summarizing it according to the themes.

### **Validity and Reliability of Instruments**

#### **Validity**

Validity refers to the degree to which an instrument measures what it is supposed to measure and consequently permits appropriate interpretation of scores. To ensure content validity, the researcher constructed data collection instruments with an adequate number of items and made sure that each item or question on the scale had a link with the objectives of the study and ensured that all items were covered with a full range of issues being measured. Also, in ensuring the validity of instruments, the researcher consulted the supervisor for judgment and guidance. The researcher used the Content Validity Index ( $CVI = n/N$ ). The number of relevant questions was divided by the total number of questions. The CVI value of 0.8 was obtained and compared with 0.7 as proposed by Amin (2005).

#### **Reliability**

The reliability of a research instrument concerns the extent to which the instrument yields the same results on repeated trials (Carmines & Zeller, 1979). Although unreliability is always present to a certain extent, there must generally be a good deal of consistency in the results of a quality instrument gathered at different times. The tendency towards consistency found in repeated

measurements is referred to as reliability (Carmines & Zeller, 1979). The Reliability of collected data was determined using Cronbach's Alpha coefficients as generated by SPSS. The researchers made sure that the alpha is 0.70 as suggested by Nunnally (1978).

### **Data Collection Procedure**

After obtaining an introductory letter from the university, the researcher proceeded to the headquarters of Iganga Municipality to secure permission to undertake a study. When permitted, the researcher selected the potential respondents from the categories of people established above, and in turn, the respective respondents were subjected to the instrument of data collection already named so as to obtain the relevant data from them. Subsequently, the data was synthesized and an up-to-date report compiled at an appropriate time.

### **Measurement of Variables**

The variables were measured by the exact meaning of the operational definitions of concepts. They were channeled into observable and measurable elements to enable the development of an index of the concept using a five-point Likert scale ranging from 1 =Agree 2=strongly agree, 3=disagree, 4 = strongly disagree, 5 = not sure to measure both the independent and dependent variables in the study.

### **Data Presentation and Analysis Techniques**

Data analysis is the process of evaluating data using analytical and logical reasoning to examine each component of the data provided. Data analysis is the process of inspecting, cleaning, transforming, and modeling data to discover useful information, suggest conclusions, and support decision-making.

#### **Quantitative data**

The researcher employed a quantitative technique in data analysis. Data from questionnaires was subjected to the statistical package for the social scientists (SPSS) for editing and analysis. This was used to determine the degree to which the study variables were related to each other, and assess the effect of Organisational Performance Management on administration in Iganga Municipality. Data was presented in the form of descriptive statistics such as frequency distribution tables.

Quantitative statistics arising from SPSS computations of data from questionnaires were presented in frequency counts and score tables. Correlation analysis was done to

generate correlation coefficients to determine the direction and extent of association of study variables.

### Qualitative data

Qualitative data were coded for easy analysis and presentation. This was presented using the Likert format as feelings, views, and perceptions of the respondents will be captured.

### Ethical Considerations

Ethical considerations are norms or standards for conduct that distinguish between right and wrong, which help to determine the difference between acceptable and unacceptable behaviors. The researcher exercised ethical conduct during and after the study by remaining confidential, private, and never physically or psychologically harming the respondents.

### Study limitations

Study limitations are those characteristics of design or methodology that impact or influence the interpretation of the findings from the research.

The researcher faced a poor response rate and hoarding of information by the respondents. This was because the respondents thought that the researcher was brought by the government to carry out investigations on them. But

the presentation of the letter of introduction from the university solved this issue.

## Results

### Response rate for the study

The Researcher adopted a formula suggested by Maria (2022).

$$\begin{aligned}\text{Response rate} &= \frac{\text{Responses returned}}{\text{Number of surveys sent out}} * 100 \\ &= \frac{135}{144} * 100 \\ &= 93.8\%\end{aligned}$$

Of the 144 target respondents of the study, 9 did not return the survey instrument which reduced the response rate by 6.2%. Therefore, the response rate was 93.8%. This was significant enough for the researcher to continue and analyze data for presentation.

### Demographic characteristics of the respondents

#### Gender

From table below, of the 180 expected numbers of respondents, 75% (135 males) and 25% (50 females) were interacted with. This indicated that the response rate was 100%.

**Table 2: Gender of the respondent**

Response	Frequency	Percent (%)
Male	75	55.6
Female	60	44.4
<b>Total</b>	<b>135</b>	<b>100</b>

Source: Primary (2023)

Figure 1: Marital status

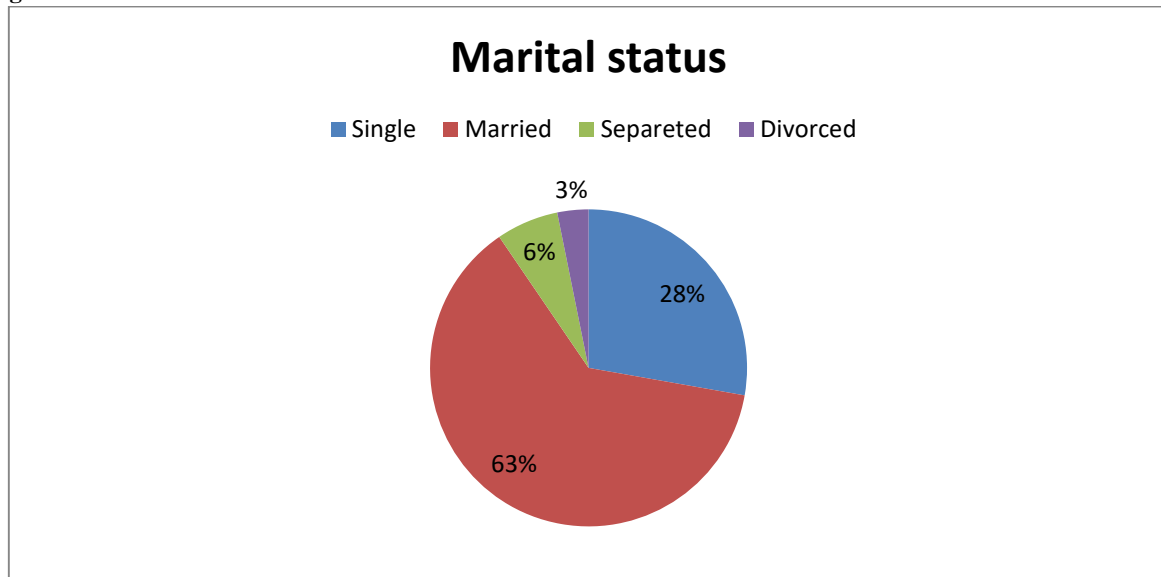
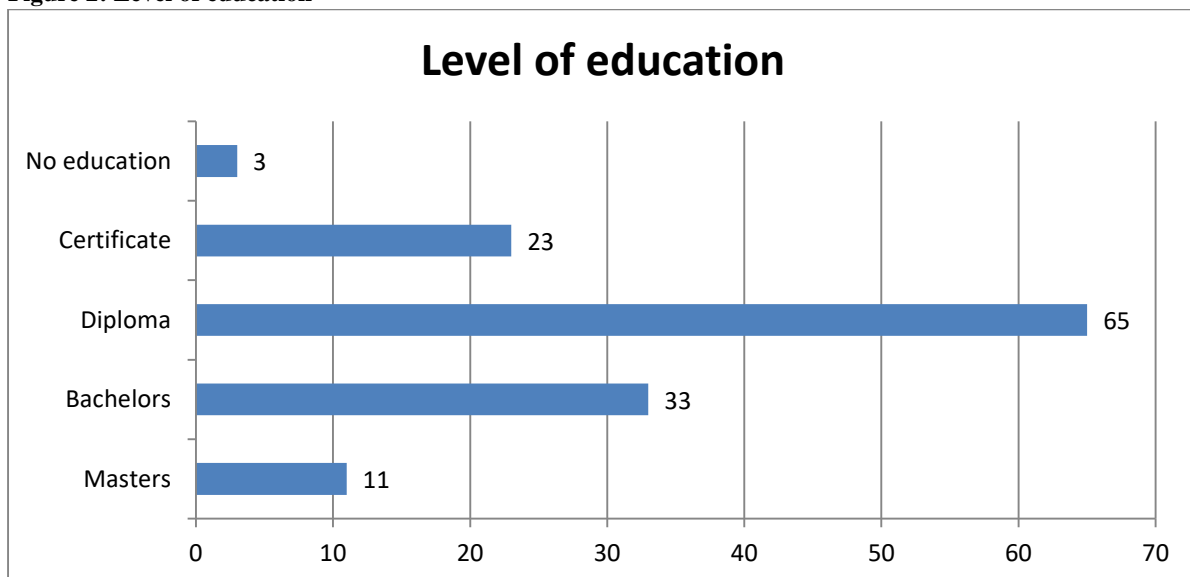


Figure 2: Level of education



According to findings, 75 (55.6%) of the respondents were males and 60 (44.4%) were females. Therefore, majority of the respondents were males and comprise of the proportion of staff at Iganga Municipal Council.

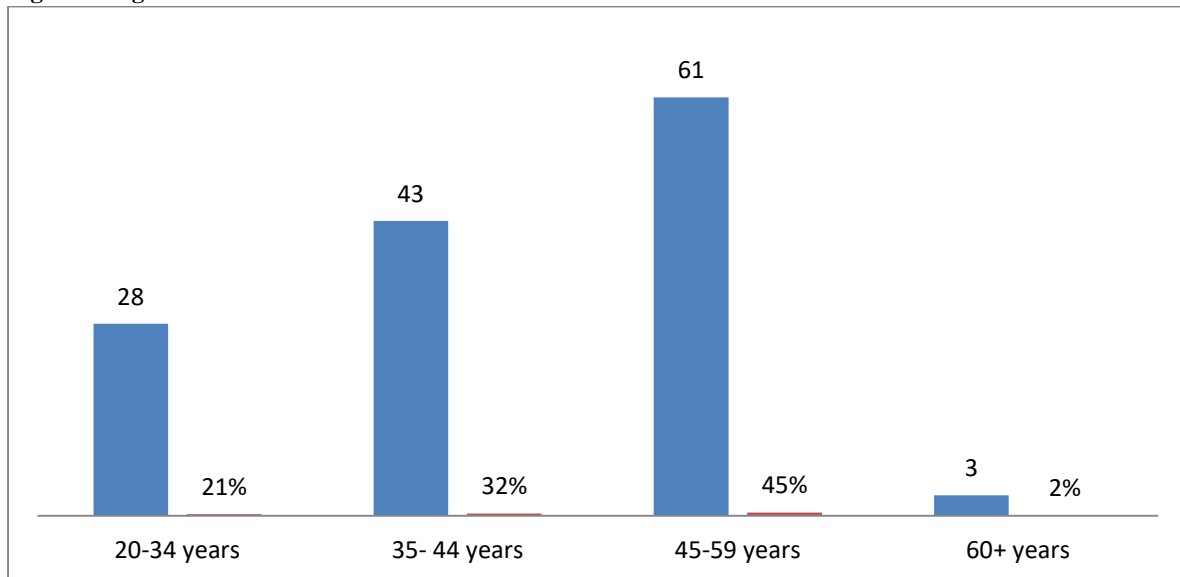
### Marital status

According to figure, 58% of the respondents were married, 33% were single, 6% were separated and 3% were divorced. Further, the findings indicated that majority (72%) of the respondents had families and responsibilities.

### Level of education

According to figure 2, 65 of the respondents had a diploma, 33 respondents had bachelors, 23 respondents had certificate, 11 respondents had masters and 3 respondents had no education. Majority (97%) of the respondents had formal education and 3% of the respondents had informal education. Therefore, most staff in Iganga municipal council had academic qualifications for effective administration.

Figure 3: Age



### Age of the respondents

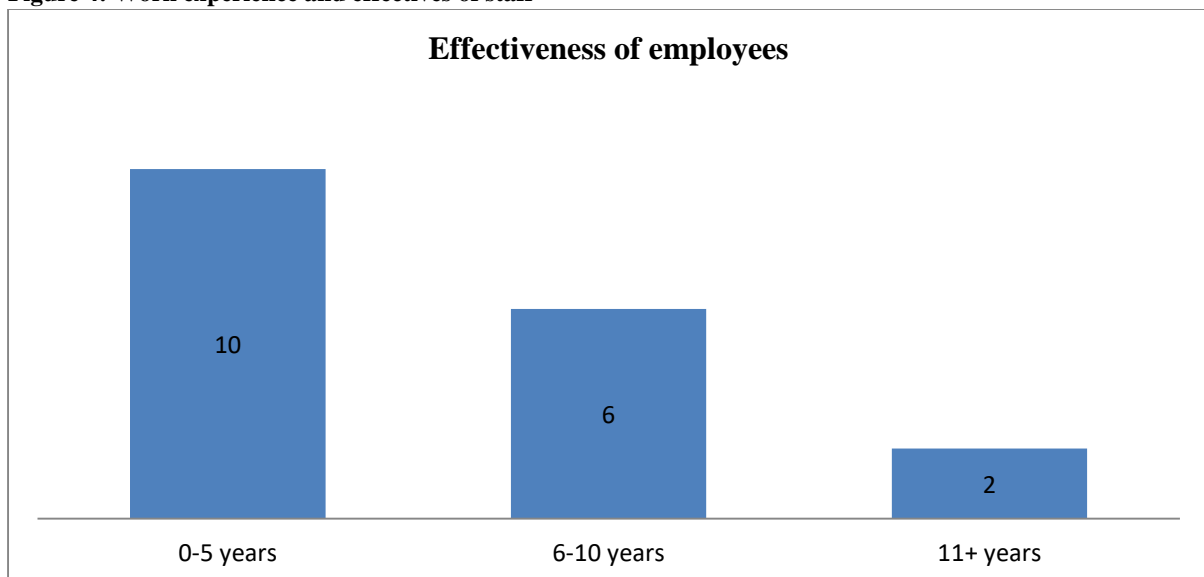
According to findings in Figure 3 above, 21% (28) of the respondents were below 35 years of age, 32% (43) of the respondents were aged 35-44 years, 45% (61) of the respondents were aged 45-59 years and 2% (3) of the

respondents were above 60 years. Therefore, majority of the staff at Iganga Municipal Council were energetic and able to perform given tasks effectively.

### Work experience and effectiveness of employees

To establish the effectiveness of staff, the researcher used average time taken by staff to perform given tasks

Figure 4: Work experience and effectiveness of staff



According to the findings, staff with experience of 0-5 years took 10 years averagely to perform given tasks, staff that had experience of 6-10 years had an average waiting

time of 6 hours and staff with experience of 11 years and above averagely took 2 hours to perform given tasks. Therefore, staffs that were more experienced were also more effective in performing tasks given.



## Human resource management and effectiveness of administration in Local Government

Page | 8

To explore the relationship between human resource management and effective administration in Iganga Municipal Council, the researcher used descriptive analysis of responses that were captured using likert format scale where 1- Strongly Agree (SA), 2- Agree (A), 3-Not sure (NS), 4-Disagree (D), 5-Strongly Disagree (SD), Mn-Mean, Std-standard deviation

**Table 3: Human resource management and effectiveness of administration in Local Government**

Statement	SD	D	NS	A	SA	Mn	std
Staff at Iganga municipal council have academic qualifications, knowledge and skills to perform given tasks	36 26.7	35 25.9	25 18.5	39 28.9		3.5	1.4
Staff at Iganga Municipal Council are responsible and accountable for their actions	47 34.9	67 49.6	21 15.5			4.2	0.5
Staff at Iganga Municipal Council perform tasks based on ethics of the organisation	42 31.2	89 65.9	4 2.9			4.3	0.3
Staff at Iganga Municipal Council are given refresher trainings to improve staff performance	8 5.9	26 19.3	12 8.9	43 31.9	46 34	2.3	0.9
There is effective communication of staff in department at Iganga Municipal Council		3 2.2	6 4.4	75 55.6	51 37.8	1.7	0.6

According to findings on the statement “Staffs at Iganga municipal council have academic qualifications, knowledge

and skills to perform given tasks”, the average response was 3.5 with standard deviation of 1.4. Further, the findings revealed that 52% of the respondents were not sure whether staffs at Iganga Municipal Council have academic qualifications, knowledge and skills to perform given tasks.

On the statement “Staff at Iganga Municipal Council are responsible and accountable for their actions”, the average response was 4.2 with standard deviation of 0.5. Further, the findings revealed that 84.5% of the respondents disagreed and said staffs at Iganga Municipal Council are responsible and accountable for their actions.

On the statement “Staffs at Iganga Municipal Council perform tasks based on ethics of the organisation”, the average response was 4.3 with standard deviation of 0.3. Further, the findings revealed that 97.1% of the respondents disagreed and said staffs at Iganga Municipal Council do not perform tasks based on ethics of the organisation

On the statement “Staff at Iganga Municipal Council are given refresher trainings to improve staff performance”, the average response was 2.3 with standard deviation of 0.9. Further, the findings revealed that 65.9% of the respondents agreed and said staffs at Iganga Municipal Council are given refresher trainings to improve staff performance

On the statement “There is effective communication of staff in department at Iganga Municipal Council”, the average response was 1.7 with standard deviation of 0.6. Further, the findings revealed that 93.4% of the respondents agreed with the statement.

Therefore, based on the findings, Staffs at Iganga Municipal Council are not responsible and accountable for their actions and do not perform tasks based on ethics of the organisation. However, they are given refresher trainings to improve staff performance and there was effective communication of staff in department at Iganga Municipal Council.



Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	4.487	.121		5.212	.024
Human resource management	3.273	.111	.112	3.326	.001

### Correlation between human resource management and effectiveness of administration in Local Government

According to findings, the correlation between human resource management and effectiveness of administration

in local government at Iganga Municipal Council was ( $r=0.519$ ) with significance value of 0.001. Therefore, there was a strong positive relationship between human resource management and effectiveness of administration in local government.

**Table 4: Correlation between human resource management and effectiveness of administration in Local Government**

Correlation	Value	difference	Asymp. Sig. (2-sided)
Pearson co-efficient	0.519 <sup>a</sup>	3	0.001
Likelihood Ratio	4.349	3	0.624
N of Valid Cases	135		

**Table 5: Multiple regression model findings Human resource management and effectiveness of administration in Iganga Municipal Council**

Model	R	R Square	Adjusted R Square
Human resource management	.227 <sup>a</sup>	0.33	0.217

d. Dependent Variable: Effectiveness of Administration

### Regression analysis of Human resource management and effectiveness of administration in Iganga Municipal Council.

According to findings, the effectiveness of administration was 21.7% explained by human resource management (Adjusted R Square = 0.217), and the remaining 78.3% was predicted by other variables that explain the change in effectiveness of administration that were outside this study. Further, the relationship was significant (sig 0.001), hence not only is there a relationship between human resource management and effectiveness of administration at Iganga Municipal Council, but it is also significant. This means human resource management practices of the

organisation contribute to the effectiveness of administration in providing services to citizens.

### Discussion

Therefore, based on the findings, staff at Iganga Municipal Council are not responsible and accountable for their actions and do not perform tasks based on the ethics of the organisation.

However, they are given refresher training to improve staff performance, and there is effective communication among staff in the department at the Iganga Municipal Council.

According to Lawler (2003), motivating performance, helping individuals develop their skills, building a performance culture, determining who should be promoted, eliminating individuals who are poor performers, and helping implement business strategies are among the main objectives of an organisational performance management system. On the other hand, this study never discussed the correlations between organisational performances of employees and their effectiveness in providing services.

Effectiveness of administration was 21.7% explained by human resource management (Adjusted R Square = 0.217), and the remaining 78.3% was predicted by other variables that explain the change in effectiveness of administration that were outside this study. Further, the relationship was significant (sig 0.001), hence not only is there a relationship between human resource management and effectiveness of administration at Iganga Municipal Council, but it is also significant. This means human resource management practices of the organisation contribute to the effectiveness of administration in providing services to citizens.

According to findings, the correlation between human resource management and effectiveness of administration in local government at Iganga Municipal Council was ( $r=0.519$ ) with a significance value of 0.001. Therefore, there was a strong positive relationship between human resource management and the effectiveness of administration in local government.

## Conclusion

The correlation between human resource management and effectiveness of administration in local government at Iganga Municipal Council was ( $r=0.519$ ) with a significance value of 0.001. Therefore, there was a strong positive relationship between human resource management and the effectiveness of administration in local government.

## Recommendation

The municipal council should be assigned different responsibilities where they are accountable to immediate supervisors. This will improve organisational culture and employee performance.

The municipality should also ensure effective communication and staff training to boost their morale in performing various tasks within the organisation.

## List of Abbreviations

AWP	:	Annual Work Plan
C.A.O	:	Chief Administrative Officer
DPAC	:	District Public Account
Committee		
IDLG	:	Iganga District Local
Government		
IMC	:	Iganga Municipal Council
LAG FAR	:	Local Government Financial
and Accounting Regulations		
LGA	:	Local Government Act
LLG	:	Lower Local Government
LGPAM :	Local	government performance
Assessment Manual		
MDP	:	Municipal Development
Plan		
MTPC	:	Municipal Technical
Planning Committee		
NPA	:	National Planning Authority
TC	:	Town clerk
UBOS	:	Uganda Bureau of Statistics

## Source of funding

The study was not funded.

## Conflict of interest

The author had no conflict of interest

## Author Biography

Hussein Kaaka, master's student of public administration and management.

## References

1. Armstrong, M., & Baron, A. (2006). ORGANISATIONAL PERFORMANCE MANAGEMENT . *Human resource management*, 69.
2. Appelbaum et al. (2003). Newstrom (2011) ORGANISATIONAL PERFORMANCE MANAGEMENT . USA: Career Press Publication
3. Briscoe & Claus (2008). Employee ORGANISATIONAL PERFORMANCE MANAGEMENT : policies and practices in multinational corporations, ORGANISATIONAL PERFORMANCE

- MANAGEMENT Systems: A Global Perspective, PW Budwah and DeNisi, Routledge, Abingdon. <https://doi.org/10.4324/9780203885673-2>
4. Chiang and Birtch (2010), ORGANISATIONAL PERFORMANCE MANAGEMENT can be defined as a process of measuring and improving employees' productivity.
  5. Dobre k (2013), ORGANISATIONAL PERFORMANCE MANAGEMENT Systems and Strategies, India, 2011.
  6. Lawler (2003) Human resource strategy and firm performance in Pacific Rim countries. The International Journal of Human Resource Management, 14(8), 1308-1332. <https://doi.org/10.1080/0958519032000145774>
  7. Ying (2014) The Impact of ORGANISATIONAL PERFORMANCE MANAGEMENT System on Employee performance. Analysis with WERS.

## **PUBLISHER DETAILS**

### **SJC PUBLISHERS COMPANY LIMITED**



**Category: Non-Government & Non-profit Organisation**

**Contact: +256775434261(WhatsApp)**

**Email: [admin@sjpublisher.org](mailto:admin@sjpublisher.org), [info@sjpublisher.org](mailto:info@sjpublisher.org) or [studentsjournal2020@gmail.com](mailto:studentsjournal2020@gmail.com)**

**Website: <https://sjpublisher.org>**

**Location: Wisdom Centre Annex, P.O. BOX. 113407 Wakiso, Uganda, East Africa.**