

A CROSS-SECTIONAL STUDY ABOUT THE EFFECT OF HUMAN RESOURCE MANAGEMENT ON THE EFFECTIVENESS OF ADMINISTRATION AT IGANGA MUNICIPAL COUNCIL.

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Abstract

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Background

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

Methodology

This study employed 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 the findings, 75 (55.6%) of the respondents were males and 60 (44.4%) were females.

Results

According to the 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 the effectiveness of administration at Iganga Municipal Council, but it is also significant. This means human resource management practices of the organization contribute to the effectiveness of the administration in providing services to citizens.

Conclusion

The correlation between human resource management and the 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 attached to different responsibilities where they are accountable to immediate supervisors. This will improve organizational 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 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 organization

Keywords: Human Resource, Management, Effectiveness, Administration.

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Background of the study

Organizational 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). Samwel, (2018) defines organizational performance management as a process by which organizations direct the organizational process toward the enhancement of employees' productivity and evaluate its level of achievement. According to Chiang and Birtch (2010), organizational performance management can be defined as a process of measuring and improving employees' productivity. Organizational performance management refers to the system that organizations use in setting work goals, establishing performance standards, assigning and

evaluating employee's work, forwarding feedback to employees' level of performance, identifying training and development needs as well as allocating performance-based rewards to employees (Briscoe & Claus 2008). Daniels (2014) views organizational performance management as an instrument of changing employees' behavior to improve and ensure their effectiveness thereby 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.

Organizational performance management improves employees' motivation towards producing their best for the success of the organization by promoting employees'

skills and opportunities to participate in organizational activities (Appelbaum et al. 2003). Newstrom (2011) Argued that to keep their organizational performance management system with the international trend of making businesses more responsive to the needs of the clients, organizations need to revise them regularly.

An organizational 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 individuals and groups to support the organization's strategy (Lawler, 2003). As described by Macky & Johnson (2000), the very aim of organizational performance management systems is to bring about continuous improvement in organizational performance through continuously improving individual employee performance. As defined by Dobre K (2013), an organizational performance management system is the different metrics that organizations use to measure the level of effectiveness of the performance of 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 organizational performance management system cited in Ying (2014).

Methodology

Research Design

A research design is the overall strategy that one chooses to integrate the different components of the study coherently and logically, thereby ensuring the way one will effectively address the research problem, De vous (2006). 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 are studied to ensure study representativeness. The study also employed both qualitative and quantitative approaches which

offered an opportunity for the researcher to quantitatively present findings using the mean, percentages, standard deviation, and correlation and will use qualitative approaches to present the non-numeric findings such as gender and other views of the respondents that helped in concluding (Mugenda & Mugenda, 1999).

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 (74 miles) 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 thus 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 Busoga region in the Eastern Part of Uganda. The neighboring districts of the 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 result of the study. The target population for the study constituted 230 participants that constituted 7 heads of departments, 5 sectional heads, and 60 other staff of the municipality. These were from 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
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
	Total	230	144	

Source: Iganga Municipality Report

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 the Morgan & Krejcie 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 Boards; 26 religious leaders; 26 community leaders and 5 opinion leaders within the municipality.

The researcher used random sampling to select municipal staff, community leaders, religious leaders, and political leaders. The technique was used 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 department, heads of sections, and committee members 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 the questionnaire or the 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

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 to all respondents. The choice of this technique is that it was flexible and easy to generate information. The interview guide was used on community leaders because these have no time to fill in the questionnaires and the other things were that some of them were not adequately educated to read and interpret the questionnaires. This helped the researcher to get responses instantly and 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 was able to judge their perceptions of the study. Interview data was analyzed by reviewing data, editing, summarizing, and coding them. 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.

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 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, and a semi-structured close-ended questionnaire.

Questionnaire.

A questionnaire is a carefully designed instrument for collecting data by 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 close-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 to 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.

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 the 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 be generally 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 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 to establish above and in turn, the respective respondents were subjected to the instrument of data collection already named to obtain the relevant data from them. Subsequently, the data was synthesized and an up-to-date report was compiled at an appropriate time.

Measurement of Variables

The variables were measured by their 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 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 local reasons 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

Results

The response rate for the study

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

$$\text{Response rate} = \frac{\text{Responses returned}}{\text{Number of surveys sent out}} * 100$$

Demographic characteristics of the respondents

Gender

From the table below, of the 180 expected numbers of respondents, 75% (135 males) and 25% (50 females) were

The researcher employed quantitative techniques in data analysis. Data from questionnaires was subjected to the statistical package for 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 was coded for easy analysis and presentation. This was presented using the Likert format as the feelings, views, and perceptions of the respondents were 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, and private, and never physically or psychologically harming the respondents.

Study limitations

Study limitations of the study 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.

$$= \frac{135}{144} * 100$$

$$= 93.8\%$$

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.

interacted with. This indicated that the response rate was 100%.

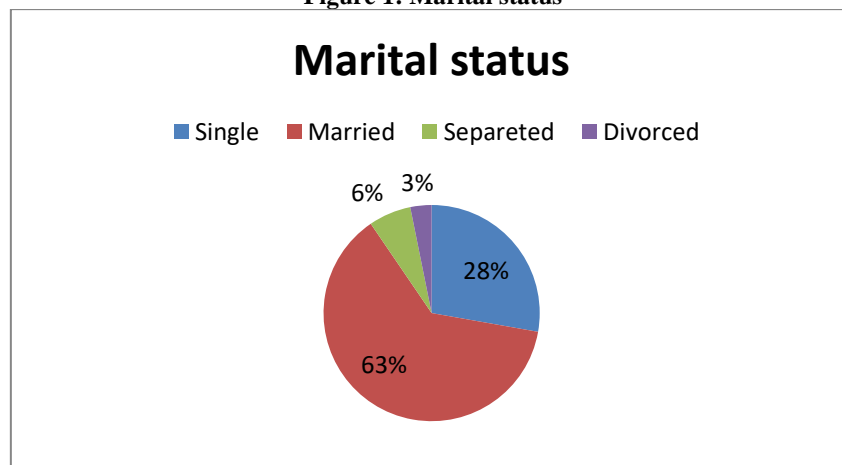
Table 2: Gender of the respondent

Response	Frequency	Percent (%)
Male	75	55.6
Female	60	44.4
Total	135	100

Source: Primary (2023)

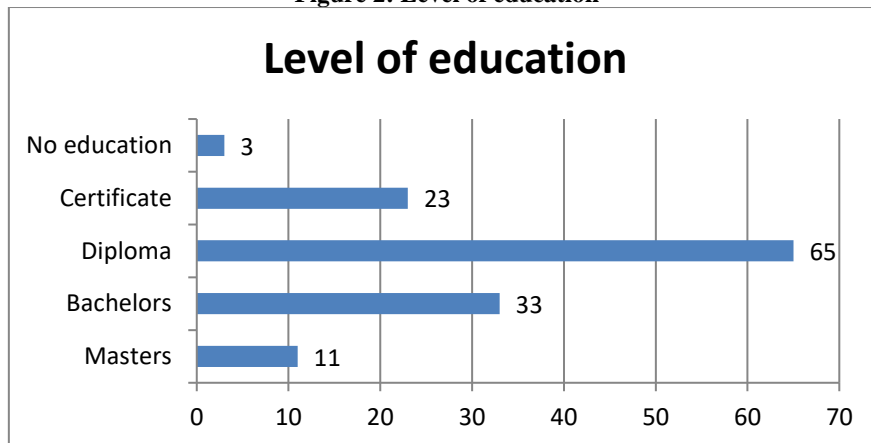
According to the findings, 75 (55.6%) of the respondents were males and 60 (44.4%) were females. Therefore, the majority of the respondents were males and comprised the proportion of staff at Iganga Municipal Council.

Marital status
Figure 1: Marital status



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

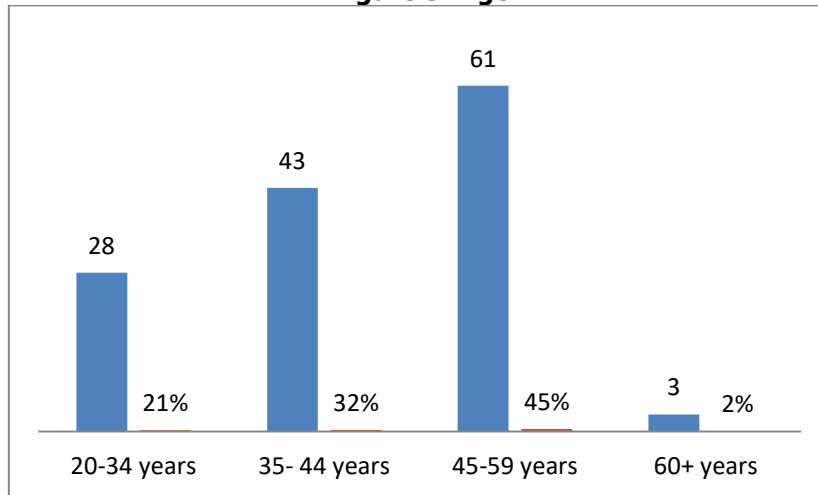
Level of education
Figure 2: Level of education



According to Figure 2, 65 of the respondents had a diploma, 33 respondents had a bachelor's, 23 respondents had a certificate, 11 respondents had a master's and 3

respondents had no education. The majority (97%) of the respondents had formal education and 3% of the respondents had informal education. Therefore, most staff in the Iganga municipal council had academic qualifications for effective administration.

Age of the respondents
Figure 3: Age



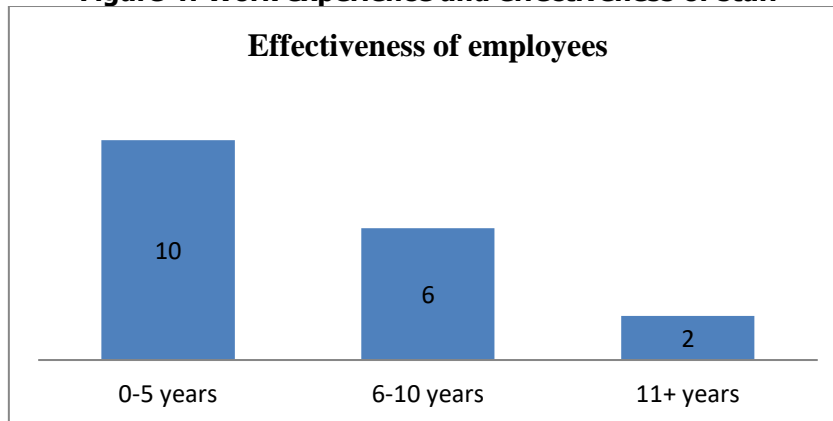
According to findings in Figure 3 above, 21% (28) of the respondents were below 35 years of age, 32% (43) of the respondents were aged 35-44 years, 45% (61) of the respondents were aged 45-59 years and 2% (3) of the respondents were above 60 years. Therefore, the majority

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 the 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 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 average took 2 hours to perform given tasks. Therefore, staff that were more experienced were also more effective in performing the tasks given.

Human resource management and effectiveness of administration in Local Government

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 a 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 the ethics of the organization	42 31.2	89 65.9	4 2.9			4.3	0.3
Staff at Iganga Municipal Council are given refresher training 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 among staff in the department at Iganga Municipal Council		3 2.2	6 4.4	75 55.6	51 37.8	1.7	0.6

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According to findings in the statement “Staff at Iganga municipal council have academic qualifications, knowledge, and skills to perform given tasks”, the average response was 3.5 with a standard deviation of 1.4. Further, the findings revealed that 52% of the respondents were not sure whether the staff at Iganga Municipal Council had the 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 a standard deviation of 0.5. Further, the findings revealed that 84.5% of the respondents disagreed and said staff at Iganga Municipal Council are responsible and accountable for their actions.

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

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

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

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

Correlation 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 ^a	3	0.001
Likelihood Ratio	4.349	3	0.624
N of Valid Cases	135		

According to the findings, the correlation between human resource management and the 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

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

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

According to the findings, the effectiveness of administration was 21.7% explained by human resource management

Model	R	R Square	Adjusted R Square
1. Human resource management	.227 ^a	0.33	0.217

d. Dependent Variable: Effectiveness of Administration

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

(Adjusted R Square = 0.217), and the remaining 78.3% was predicted by other variables that explain the change in the 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 organization contribute to the effectiveness of the 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 organization.

However, they are given refresher training to improve staff performance and there was effective communication of staff in the department at 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 organizational performance management system. On the other hand, this study never discussed the correlations between the organizational performances of employees on their effectiveness of administration in providing services.

According to the findings, the correlation between human resource management and the 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 the 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 attached to different responsibilities where they are accountable to immediate supervisors. This will improve organizational culture and employee performance.

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

Acknowledgment

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

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Conflict of interest

The author had no conflict of interest

Author Biography

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