

**THE IMPACT OF HUMAN RESOURCE MANAGEMENT PRACTICES ON
ORGANISATIONAL PERFORMANCE : A CASE STUDY OF NILE PETROLEUM
CORPORATION**

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M22B05/038

**A DISSERTATION SUBMITTED TO THE SCHOOL OF BUSINESS IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF A DEGREE OF BACHELOR
OF BUSINESS ADMINISTRATION OF UGANDA CHRISTIAN UNIVERSITY**

November, 2024




**UGANDA CHRISTIAN
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DECLARATION

I hereby declare that this dissertation, titled "*The Impact of Human Resource Management Practices on Organizational Performance: A Case Study of Nile Petroleum Corporation,*" is my original work. All sources cited in this study have been duly acknowledged. I confirm that this dissertation has not been submitted to any other academic institution for assessment.

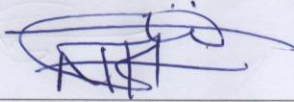
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APPROVAL

This dissertation, titled "*The Impact of Human Resource Management Practices on Organizational Performance: A Case Study of Nile Petroleum Corporation*," by KUOT BOL BOL, has been written, reviewed, and approved under my supervision. I hereby confirm that the study meets the academic standards required for submission as the University Academic Supervisor at Uganda Christian University.

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Date: 29 / 09 / 2024

DEDICATION

I dedicate this dissertation to my sister Abuk Bol Bol Chol, and my friend Chol Agok Dut.

ACKNOWLEDGMENT

I would like to extend my deepest gratitude to my sister, Abuk Bol Bol, and my friend, Chol Agok Dut, for their unwavering support and encouragement throughout this journey.

I am also profoundly grateful to my academic supervisor, Mr. Katisme Nicson, for his insightful guidance and constructive feedback, which were instrumental in shaping and refining this dissertation.

My heartfelt thanks go to my classmates in the BBA program, whose camaraderie and collaboration enriched this experience.

Additionally, I would like to express my sincere appreciation to the Human Resource Manager and the employees of Nile Petroleum Corporation for their participation and cooperation in this study; without their contribution, this dissertation would not have been possible.

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ABSTRACT

Human resource management (HRM) is relevant in the success of an organization through effective recruitment, development, and retention of employees. The relationship between HRM practices and organizational performance has received significant scholarly attention in recent years. Factors such as recruitment and selection, training and development, performance appraisal, compensation management, employee relations, and organizational culture all impact the performance outcomes of an organization. This study aims to examine the impact of HRM practices on organizational performance through a case study of Nile Petroleum Corporation in South Sudan. The findings of this study may inform the development of better policies and practices in the oil sector and assist organizations in improving their operational efficiency and sustainability.

The study used a methodology chosen to assess the effects of human resource management practices on organizational performance, using a simple random sampling and purposive sampling technique. Both primary and secondary sources of data were also utilized. The researcher collected data using a questionnaire tool and conducted validity and reliability tests. To ensure ethical compliance, the researcher sought approval for conducting the study and took measures to preserve the privacy and anonymity of participants. The study found that effective HR practices, such as recruitment and selection, compensation and benefits, and performance management, can improve employee satisfaction, retention rates, and overall organizational outcomes. Moreover, challenges such as keeping up with employment laws, providing adequate training, and handling employee grievances can influence the performance of an organization.

The study found that effective recruitment, fair and competitive compensation, well-defined performance expectations and constructive feedback, employee engagement, and training and development programs are crucial for improving organizational performance. The study recommends that organizations should adopt policies and strategies that meet both local and international standards, provide adequate compensation, set SMART goals, provide feedback, invest in employee training, and maintain a positive organizational culture. The study suggested that HR practices should be tailored to specific challenges in the South Sudanese oil industry, such as political instability and security issues.

LIST OF ABBREVIATIONS

HRM - Human Resource Management

HR - Human Resources

RBV - Resource-Based View Theory

SHRM: Strategic Human Resource Management

CVI - Content Validity Index

SPSS - Statistical Package for the Social Sciences

HRM - Human Resource Management

IT - Information Technology

UCU- Uganda Christian University

CHAPTER ONE

1.0 Introduction

This chapter outlined the background of the study, the problem statement, the main objective, and the specific objectives. Moreover, this chapter analyzed the study questions, scope, significance, and conceptual framework.

1.1 Background of the study

Human resource management is among the practices which shapes the success of every enterprise to remain competitive. Today's highly competitive business world, companies increasingly recognize the significance of effectively managing their human resources to enhance organizational performance. Nawaz & Pangil (2019) discussed how HRM encompasses a range of practices intended to recruit, develop, and retain employees, all of which have a positive role in organizational performance. During the last few years, a considerable amount of scholarly attention has been given to the relationship between HRM practices and organizational performance by scholars and practitioners alike.

Recruitment and selection are among the major functions that are performed under HRM, which will make sure that the organization attracts and recruits the right talent. The process is important because employees' quality determines the output of an organization and its efficiency. Onyango & Omwenga (2021) noted that effective recruitment strategies assist organizations in finding individuals possessing necessary qualification and skills, whose personality fits with the culture of the company. Organizations that invest in robust recruitment processes retain their employees longer and tend to enjoy greater employee satisfaction, which increases overall performance.

The second characteristic of HRM from Meyers et al. (2022) is training and development, affecting organizational performance. Training programs are designed to enhance the level of an employee's expertise in skills and knowledge to perform assigned tasks with satisfactory impact. Continuous development opportunities can also motivate and involve employees, possibly leading to their increased productivity and innovativeness within the organization. They furthered that companies which think about employee development first are more competitive in the market because they may respond and adapt to changes and challenges much more easily.

Performance appraisal is one aspect of HRM that watches and evaluates the performance of the employees on a regular basis. Through this process, an employer can ascertain various areas which the employees excel or need to improve. Fair and transparent performance appraisals could increase employee morale and generate high performance since workers feel that their contribution to organizations has been put into consideration. According to Ahmed et al. (2020), unsatisfactory appraisal systems are associated with dissatisfaction and low productivity among workers, hence a negative impact on organizational performance.

Other imperative elements of HRM involve compensation management, which directly impacts organizational performance. Attractive and equitable compensations are critical in ascertaining the best talents from the labor markets. Individuals are also likely to be satisfied and committed if they perceive equitable compensation for their contributions of labor. In respect to Gupta & Shaw (2019), on the other hand, inadequate levels of compensation might lead to turnover rates that could also be very costly for the organization and detrimental to its operations.

On the contrary, Kim & Kang debate that employee relations, which tend to keep healthy relationships between the organization and its workforce, are also highly important in terms of affecting improved performance of the latter. Good relations among employees make the working environment smooth, helping workers feel that they are seen and valued. This can be brought about by increasing levels of job satisfaction, low conflict, and improving overall performance. Organizations that ensure good relations with their employees are more likely to enjoy higher loyalty among the employees along with lower absenteeism rates.

Apart from mentioned HRM practices, the method of contribution of HRM to organizational performance also significantly depends on the organizational culture. As observed by Jiang et al. (2020), an innovative, positive, and inclusive culture that supports human resource management practices assists in bringing improvement in employee performance through enhancing their work engagement. A greater sense of belongingness and commitment will be developed among employees if human resource management practices are aligned with the culture of an organization. The good performance outcomes may be witnessed as a result.

However, the link of HRM and organizational performance is not always crystal clear. There are various factors such as the size of an organization, industry, and external environment which determine the way HRM practices have an impact on performance itself. For example, large organizations may have more means to invest in complex practices of human resource

management, while for small enterprises, limitations can be felt to hamper their ability in effectively practicing them. Moreover, the external environment, such as economic circumstances and technological development, could affect not only the way in which these practices are carried out but also the overall impact on performance .

1.2 Statement of the problem

In the last two decades, several studies have noted that when linking HRM practices to organizational strategy becomes critical to developing superior performance outcomes. Strategic HRM, which links a 'bundle' of HRM practices into the strategic objectives of the organization, has been found to affect organizational performance (Welsh & Armstrong, 2020; Buller & McEvoy, 2020). Such an approach allows companies to develop more integrated and focused ways of managing human resources in order to achieve the long-term goals of the organization. This may ultimately translate into better performance for the organization.

1.2 problem statement Despite the oil sector being the backbone of the nation's economy, it faces a lot of challenges that hamper its full potential. The sector is presently faced with inefficiencies in management and poor infrastructure, which is often disrupted due to political instability and conflict, as Oyet 2020 discourses. For Mayai 2019, these problems are badly affecting not only the production and exportation of oil but also, for that matter, the entire economic development of the country. In particular, reports have shown how the adoption of accountable and transparent management practices can reduce corruption and increase investor confidence, according to Deng 2021. The education and training of local expertise are also viewed as vital in terms of the maximization of benefits related to the oil sector for the local population.

Despite these recommendations, an empirical research gap still exists in this area of study between the current practice and the ideal standards proposed by scholars. In agreement, Lado (2022) also affirmed that the continuous reliance on the outdated methods, in addition to the political and social challenges facing the country, have so far made it difficult to introduce reforms in the appropriate manner. Thus, the purpose of this study will be to examine the impact of human resource management practices on organizational performance at an organization such as Nile Petroleum Corporation.

1.3 Main purpose of the study

The major issue that the study was concerned with was to find out how human resource management practices could assess the organizational performance with a case study at the Nile Petroleum Corporation.

1.4 Particular objectives of the study

- i To examine the prevailing HR practices in the context of the study
- ii To highlight the significant challenges facing Human Resources in the study context.
- iii To explore the link between human resource management practices and organizational performance in the context of the study

1.5 Research questions of the study

- iv What are the HR practices that exist in the context of the study?
- v What are the main issues that Human Resources are dealing with in the context of the study?
- vi What is the link existing between human resource management practices and organizational performance in the study context?

1.6 Scope of the study

1.6.1. Geographic Scope.

The influence of human resource management practices on organizational performance: A study on Nile Petroleum Corporation Opposite Arkel Restaurant, Block No. 3K Plot 496 Juba South Sudan

1.6.2. Subject Scope.

The study was supported by identifying how human resource management practices influenced the general performance of Nile Petroleum Corporation. It involved a very comprehensive research of the various HR practices in the company and its results regarding the critical performance indicators, which are productivity, employee satisfaction, and financial success. In conducting the research, the study aimed to create a worthwhile insight that should help the Nile Petroleum Corporation to work toward improving its HR strategies in order to better employee retention rates and thereby achieve more successes in the industry.

1.6.3. Time scope.

The research focused on the period between 2019 to 2024 because it captured the most recent developments and trends in Human Resource Management practices and their effects on

organizational performance. It was selected because it was easier to note how the environment of the HR had changed and remained relevant, per the agreement of the current practices.

1.7 Significance of the study

It might be relevant to policymakers such as the Government of South Sudan, as this would provide some useful insights into the current state of the oil sector in South Sudan. The study would help to inform the making of better policies through highlighting the challenges in management practices, infrastructure, and governance. This, in turn, will enable policy thinkers to design policies that enhance transparency and reduce corruption, hence promoting the general regulatory regime. Improved governance of the oil sector will increase this factor of contributing to economic development and stability in the country.

This study can also benefit organizations like the Nile Petroleum Corporation, since the research will provide meaningful insights on how it can improve its operational efficiency and sustainability. This would, in turn, help the corporation in optimizing its management strategies and infrastructure through analyzing existing practices where improvement is needed. Assumed recommendations from the study would ensure that the firm gets better practice than the global practices hence raising the bar on the competitiveness level. Overcoming the challenges raised during the study would result in the long-term functionality of the Nile Petroleum Corporation and increasing its contribution within the sector.

This may also prove useful to other scholars who may conduct studies similar to this, as this study contributes to the academic discourse about the oil sector, with a focus on Human Resource Management and organizational performance. The research will provide empirical data and insights that fill existing gaps in the literature.

1.8 Conceptual framework

The conceptual framework comprises the independent variable which was the human resource practices and the dependent variable which is Organisational performance



In this paper, the conceptual framework focuses on the independent variables: Human Resource practices, specifically Recruitment and Selection, Compensation, and Appraisal and Performance Management. Recruitment and selection are critical as they ensure that the organization attracts and hires individuals who fit the job requirements and organizational culture, thereby enhancing overall performance (Phillips & Gully, 2019). Compensation strategies, including competitive salaries, benefits, and incentives, are essential for motivating employees and fostering job satisfaction, which in turn boosts productivity and retention (Werner & DeSimone, 2018). Appraisal and performance management systems play a vital role in monitoring and improving employee performance, ensuring that their efforts align with organizational objectives (Pulakos et al., 2019).

The dependent variable in this framework is organizational performance, measured through dimensions such as innovation, effectiveness, and efficiency. Innovation refers to the organization's ability to generate new ideas and adapt to changing circumstances, providing a competitive advantage (Crossan & Apaydin, 2010). Effectiveness relates to the extent to which the organization achieves its defined goals and purposes, reflecting its overall success in fulfilling its mission (Richard et al., 2009). Efficiency, in turn, involves assessing whether the organization's resources are utilized in the most effective manner possible to achieve the intended results, ensuring that operations are conducted efficiently and cost-effectively (Neely et al., 2011).

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

Chapter two provided details on the literature review, covering the theoretical review, the comprehensive explanation of the theoretical framework of the research, research gaps, and the conclusion to the chapter.

2.1 Definition of Key Terms

The key terms defined described the theories that are related to the study and they include the theory of human capital, Resource-based view (RBV) and Strategic Human Resource Management.

2.1.1 Theory of Human Capital

Human capital theory, espoused by Gary Becker among other economists, defines employees as one crucial form of capital investment-leading through employees to organizational success. This theory would postulate that human capital can be described as the set of skills, knowledge, and abilities that workers possess in their jobs; this is enhanced through education, training, and experience at work. It assumes that in improving these attributes, productivity and performance of organizations will increase substantially, as innovation and adaptability are highly related to workforce capability in today's competitive environment. The human capital theory shows that investments made in employees yield returns in improved performance and productivity. Organizations might see gains in the form of enhanced human capital as a result of investing in employee development and training. For example, enhanced problem-solving, more efficiency, and/or more innovative ideas are some potential benefits that could emerge. New employee skills and knowledge make individual employees more valuable within the organization and may create competitive advantages within the marketplace.

One of the distinguishing features of the human capital theory is the consideration of human resources in general as one of the most essential assets or enablers of performance at the organizational level. This perspective retains that organizations that can manage and develop human capital can deliver their strategic intentions more effectively than others do. According to Becker (1993), efficient processes of recruitment and selection help the organizations build a people-oriented resource where people employed have the best skills and potential. Equally,

performance management systems, which provide feedback and avenues for development, allow employees to link efforts with organizational objectives for better overall performance.

The theory also highlights the use of compensation for the building of human capital. Competitive compensation attracts better talents and motivates employees to give the best possible performance. In addition, job satisfaction will be aimed and turnover reduced by making sure that salaries and benefits accord with the value added to employees and employers. What this means in their consequences is that one does not only retain good workers but also retains high expertise and capability in the workers of an organization at all times.

Human capital theory also underlines that workways have to be adequately and continuously trained and developed. In the fast changing business environment, it is crucial for the organizations to refresh the workers' skills and maintain their relevance (Becker, 1993). It not only includes specific training courses but also provides other opportunities related to work experience and professional advancement. By developing a culture of continuous improvement and learning, an organization will be able to respond to new challenges and opportunities and, therefore survive in competitive conditions.

The other important determinant in the theory is the role of human capital in innovation. Firms that develop the skills of workers by investment usually create an environment of thinking innovatively and inducing innovation (Schultz, 1961). The more the employees are competent and knowledgeable, the greater the possibility of new product development, services, and processes. This will enhance market share but also improve financial performance because through innovation, the firms can differentiate themselves from others.

Human capital theory also has implications for organizational strategy. It implies that organizations can ensure human resources contribute to achieving those strategic goals by aligning their HRM practices with these strategic goals. In other words, an organization that adopted a technological advancement approach as its strategy would have to invest in enhancing the technical ability and knowledge of its employees. This helps in ensuring appropriate strategic alignment for the full maximization of impacts of human capital on organizational success, while ensuring that the practices underlying human resource management contribute to the accomplishment of broader business objectives.

Besides, the theory emphasizes that human capital requires and deserves perceived long-term investment by an organization. A return on investment for employees is considered more in

the long run - in skills and knowledge accumulated - that, in turn, should considerably improve the performance of an employee (Mincer, 1974). This long-term view for developing human capital will ensure organizational sustainability and competitiveness in the market.

2.1.2 Resource-based view (RBV) theory

The Resource-Based View, or RBV, of the firm places emphasis on the internal resources and capabilities in gaining an advantage over competitors. This perspective asserts that the firm's resources, including tangible and intangible assets, have significance in determining an organization's ability to compete and, eventually, be successful in the marketplace. RBV postulates that those firms that possess resources which are unique, valuable, and hard to imitate can achieve sustained competitive advantage and superior performance. The perspective, therefore, shifts the focus from external market conditions toward internal resource management as a key determinant of organizational success.

The central idea within RBV is that resources are not all equally valuable. In order for a resource to be considered as contributing to a firm's competitive advantage, it must have the following criteria: it must be valuable, rare, inimitable, and non-substitutable. According to Barney, 1991, valuable resources help firms exploit opportunities or neutralize threats in the environment. Rare resources are those that are not widely available to competitors. Inimitable resources are those resources that are difficult for competitors to replicate while nonsubstitutable resources are resources that cannot be replaced by other resources. Such resources provide organizations with a competitive advantage that other competitors can hardly surmount.

In terms of human resource management, RBV proposes that human resources are also one of the significant sources to obtain a competitive advantage. In organizations, the skills, knowledge, and expertise held by employees can be identified as valuable resources that contribute to organizational performance (Wright et al., 1994). For instance, a firm with highly competent human resources may develop innovative products or services that enable it to be distinct from its competitors. More so, when these skills are rare and hence not easily replicable by other firms, they become a strategic asset that supports sustained competitive advantage.

The role of organizational capabilities in achieving a competitive advantage is equally emphasized in RBV". Capabilities have been referred to as how a firm deploys and uses its resources to attain strategic objectives effectively. In the context of the HRM, it would imply

that effective management practices, such as performance management and training enhance a firm's ability to exploit its human resources. For example, organizational capabilities include things like good workflows and good teams. It is these capabilities that, through organizations, achieve proper alignment of their resources for better achievement of strategic objectives and overall improvement of performance.

The other most important trait pulled from RBV is the bundling of resources. Bundling entails the concept of combining resources together and coordinating them as a means toward building unique capabilities that gain some sort of competitive advantage. A very popular example is the integration of a company's capabilities in terms of technology with its human capital to create a solution that is very hard to copy. Resource bundling can enable the firms to create synergies in enhancing their strategic position and overall operational effectiveness.

RBV also focuses on the appropriate management of the strategic resources. According to Barney, 1991, firms should appreciate, manage and protect the resources that provide them with the competitive advantage. This includes resource development, protection of proprietary knowledge, and other ways of ensuring the resources are utilised positively. The implementation of strategic human resource management practices that focus on building and retaining valuable human capital will have the effect of enabling firms to sustain their competitive position and realize success in the long term.

The theory is also supported by the fact that resource advantage can facilitate superior financial performance. Firms with their resources being valuable, rare, and inimitable have a greater possibility of realizing higher profitability and growth (Barney, 1991). For example, a company with a good brand reputation and loyal customers can enjoy premium pricing and higher margins. A firm enjoying unique technological capabilities can achieve cost leadership and operational efficiency.

In this regard, RBV has implications for strategic planning and decision making. For instance, it requires firms to audit their resource base and establish which resources and capabilities are the so-called binding constraints in the attainment of strategic goals. This calls for comprehensive internal analysis with a view to making sense of resource strengths and weaknesses. Through such alignment of strategic plans and resource capabilities, firms are more favorably placed to exploit emerging opportunities and, at the same time, limit their vulnerability to threats.

2.1.3 Strategic Human Resource Management theory

Theoretical SHRM advocates that human resource management practices need to be linked in light of the strategic goals of an organization. SHRM specifically postulates HRM should be aligned with the overall organizational strategy in such a way that human resources can be effectively used towards the accomplishment of strategic objectives. This contradicts traditional HRM, that is dispensatory in operational and administrative issues of HRM by practicing without taking links to strategic organizational vision. Organizations whose human resource management practices are tagged to strategic objectives post better performance and develop competitive advantage .

SHRM takes a proactive system of HRM, whereby the HR practices are formulated and implemented within the strategic concerns of an organization. (Boxall & Purcell, 2016). In this respect, for example, if an organization's strategy is innovation, then the HR practices that complement this strategy need to be recruitment, training, and performance management. This implies recruiting employees who have creative skills and training them in a manner that encourages innovation; then performance measurement and reward systems should be developed and used to motivate and appreciate such innovative behaviors. With an organization aligning HRM practices with strategic goals and mission, its human resources are definitely being used in ways that would work to realize its end goals.

One of the themes of SHRM is that of HRM as a strategic partner. From that viewpoint, therefore, for example, HRM is not primarily viewed as a support function but rather as a core component of the general strategic management process. Human resource professionals interact with senior managers in determining the strategic goals of the organization and then appropriate HRM practices to enable such goals to be achieved. It includes collaboration on strategic plans, decision-making, and ensuring that human resource management practices enable the facilitation of the general business strategy. While performing as a strategic partner, human resource management may enable the organization to gain the most return. In this respect,

SHRM also focuses on the linkage of alignment between human resource management practices and organizational objectives. It ensures such an alignment that will make the HRM initiatives support the achievement of the strategic objectives and meet the specific needs of the organization. For an organization whose strategy focuses on expanding its activities into new markets, as Jackson and Schuler mention, HRM practices may include employees'

international expertise development, enhancement of cross-cultural skills, and recruitment of global talent. In this vein, when HRM practices are aligned to strategic objectives, an organization is placed in a more propitious position to respond to market opportunities and challenges.

The other vital feature of SHRM is the idea of fit, described as the suitability between HRM practices and the organization's strategy, structure, and culture Delery & Doty 1996. There could be two types of fit: namely, vertical fit and horizontal fit. Vertical fit guarantees that the HRM practices are aligned with the strategic goals of the organization, while horizontal fit means the HRM practices are cohesive and mutually reinforcing. The two fits guarantee that the HRM practices support the overall strategic direction of the organization and contribute to the success of the organization. The SHRM framework also emphasizes the importance of flexibility and adaptability in HRM practices. Since organizational strategies change in light of changing external environments, HRM practices must similarly be flexible to meet the imperatives of new strategic priorities. This therefore calls for a dynamic approach towards HRM-that is, one where practices are under constant review and adjustment to keep them in line with the changing goals and priorities of the organization. The flexibility of human resource management practices finally means the ability of firms to respond appropriately to new challenges and opportunities; thus, it enhances the likelihood of reaching strategic goals.

SHRM further focuses on how HRM can contribute to organizational performance in light of how organizations deploy resources. It is revealed that when combined with organizational strategy, HRM practices may fuel a set of conditions where it improves performance: productivity, innovation, and employee satisfaction. According to Wright & McMahan, 2011, with good practice in HRM, the workers will always be motivated, skilled, and engaged to work towards organizational goals as a contribution to competitive advantage.

SHRM also includes measurement of the contribution or impact of HRM practices on organizational performance, such as reviewing the efficacy of the HRM programs in supporting strategic goals and creating desired results. Metrics and performance indicators provide an organization with accurate means of measuring the success of its specific HRM practice and, using the same, make evidence-based decisions toward further enhancing its effectiveness. Measurement and evaluation refer to the determination of the continuous relevance of HRM practices to strategic objectives, besides estimating their contributions to organizational success.

2.2 HR practices that are existing in the study context.

Important practices viewed within the context of Human Resource Management encompass recruitment and selection, compensation, appraisal, and performance management, affecting organizational effectiveness and employee performance. Each one of these practices makes an important contribution to ensuring organizations are best placed for attracting, retaining, and developing the right talents needed to meet strategic aims.

According to Ployhart & Kim (2020), recruitment and selection are among the basic human resource practices involved in attracting and making the right choice of candidates to fill an organization's vacant job positions. Quality recruitment strategies will, therefore, mean defining how one can source high-quality candidates who make up the skills and levels attributed to organizational success. They also further suggested that methods for recruitment may include advertisements for job vacancies through different channels, including online job boards, social media, and professional networks. The selection process in most cases includes the screening of applications, interviews, and various assessments as a test of suitability for the post. Braugh, 2021, identified that a valid recruitment and selection process enables an organization to recruit individuals who are better fitted for their jobs and also suitable for the company's culture and values. Gerhart & Rynes, 2021, concluded that compensation refers to deciding about and managing remuneration and other related benefits of employees. The effective practices in compensation would involve either attracting or retaining talent, as competitive salaries and benefit packages act as a driving force in the employees' decisions to either join or stay on in the organization. Compensation systems can be developed based on base salaries, performance bonuses, health insurance, retirement plans, and other perks. It is essential that organizations maintain their pay practices to be equitable and fair and also meet the industry standards together with the consideration of organizational budget constraints. Such a structure, if designed appropriately, would enhance motivation and job satisfaction amongst employees, which, in turn, would contribute to better organizational performance. Appraisal and Performance Management Appraisal and performance management are the HR practices related to employee's performance evaluation and improvement. Performance appraisals deal with the evaluation of the job performance of employees against some predefined set of criteria and objectives. The process of performance appraisal generally comprises frequent performance reviews, sessions of feedback, and goal-setting activities. Therefore, effective performance management systems would ensure that employees' expectations from their performances are fully met, constructive feedback is provided, and

opportunities for development are available. According to DeNisi & Murphy, 2020, since the performance review was related to organizational objectives, it leads to an increase in the overall performance and productivity of an organization since employees are provided with the support they need to succeed. Recruitment and selection should be based on the strategic objectives of an organization. For instance, an organization that bases its strategy on innovation would include in its recruitment process the skill of the applicants in creative and problemsolving approaches. The selection criteria and assessment methods would be developed to make sure that the ones selected will help meet the organization's innovation goals. This is a strategic alignment that makes sure new hires are specifically prepared and equipped with an ability to support the strategic priorities of the organization for success. In compensation, organizations face the challenge of balancing competitive pay with financial sustainability. Effective practice would, therefore, be conducting the market research necessary to keep salaries and benefits competitive with industry standards. In addition, compensation systems have to be designed to reward employees based on performance that will be in tandem with organizational strategic objectives. A good example is a bonus system that may lead employees to work hard to achieve certain set targets or contribute to the achievement of some organizational objective. Performance and pay can be linked in such a way that employees are encouraged to perform better for the attainment of success in the organization.

Appraisal and performance management system should be designed to communicate relevant feedback that is valuable and necessary for employee growth. According to DeNisi & Murphy, effective performance management has three critical dimensions. They are clarity over the performance expectation regular feedback about it, and chances for professional growth. These appraisals need to be derived based on objective criteria and multi sources input, including self - assessment, peer review, and managerial evaluation. It will help ensure that the performance evaluation is valid, fair, accurate, and the employee gets all possible help to improve their performance.

Milkovich et al (2021) also affirmed that recruitment and selection, along with compensation practices, form an integrated platform to achieve the objectives of an organization. For example, a competitive remuneration package would be one of the recruitment strategies adopted by the organization in ensuring that it attracts quality personnel. Milkovich et al., 2021 added that "compensation practice should reflect the expertise and experience brought in through new hire selection in order to appropriately compensate the new employees for

their contributions." Compensation compliments the recruitment and selection process in which personnel who are qualified get attracted and retained in the organization upon having appropriate competence for the job. These performance management systems should always be benchmarked for continuous improvement. Organizations should periodically assess their performance appraisal processes to see whether or not they meet their intended objectives and add value to the employees. According to Aguinis (2019), this would be possible through feedback received from employees and managers that could help in bringing certain modifications to the performance management practices in order to align them with organizational objectives. Performance management practices are likely to result in continuous improvement, leading to better employee performance and overall success of the organization.

Effective recruitment and selection practices involve building a strong employer brand. A good employer brand can attract top talents and, therefore enhance the reputation of an organization as an employer of choice. According to Backhaus & Tikoo, 2019, organizations can build their employer brand by showcasing the success stories of their employees, organizational culture, and promotion of career development opportunities.

2.3 Key challenges/issues faced by Human Resources in the study context.

The aims of the present study include identifying and explaining main challenges that face Human resources in the study context, which are to be discussed below. Among the major challenges, one can point out the recruitment and selection of skilled talent in an unstable competitive environment. Working conditions in the oil sector are frequently harsh and the industry particularly competitive, explaining frequent instances of turnover in the oil industry in South Sudan. They also established that it is hard to recruit candidates with the right technical skill and experience, given the limited local pools in most instances. Apart from that, political instability and security issues in these regions make the recruitment complex, and the organizations face difficulties in filling up the vacant positions.

Breaugh talked about how yet another challenge at the time of recruitment is related to the alignment of recruitment practice with the local and international standards while going through a convoluted regulatory environment. Organizations follow several legal requirements and industry standards, the observance of which at times, due to frequent changes in regulation and lack of clear guidance, becomes problematic. Breaugh also found that "ensuring that recruitment practices are both effective and compliant often requires continuous monitoring and adaptation, placing a tiring strain on resource-constrained human resources and increased operational costs."

The oil sector compensation management epitomizes the balancing of competitive pay with budgetary constraints. An organization must provide a reasonable package that retains competent workers and simultaneously assures efficiency in using available financial resources. According to Gerhart & Rynes, 2021, cost of living and inflation rates in South Sudan may be a factor in compensation, since HR professionals have to work out salary scales so that competitiveness and cost-of-living adjustments are maintained.

Milkovich, et al. (2021) commented that there are significant concerns regarding equity and fairness in compensation. As would be expected, ensuring equity and transparency in pay practices plays a quintessential role in maintaining employees' morale at a high level and disputes at a low level. In a sector where remunerations have often been high, considering the technical nature of the work involved, fairness among employees holding similar roles yet coming with different sets of experience or background proves rather problematic. The structures of compensation have to be so artfully designed by the HR professionals that there is no perception of favoritism, and the structures should conform to industry benchmarks.

Performance management itself brings a host of challenges, especially when clearly articulating and effectively setting the performance goals. In the oil sector, which is not only dynamic but also a high-stake environment, it becomes pertinent that the performance metrics should be clearly defined and aligned with organizational objectives (Aguinis, 2019). Unclear or unrealistic expectations of any kind can cause confusion and frustration among employees. Goals set by managers should be made specific, measurable, attainable, relevant, and timebound by the human resource department.

The second challenge related to performance management is providing effective feedback. According to DeNisi & Murphy (2020), for better performance and skill development, workers need regular constructive feedback. But providing feedback in a supportive yet active way is difficult, especially in an industry where workers are under immense stress and performance expectations from them are very high. The HR must train the managers to give feedback in such a way that the workers may know about their strong points as well as their lagging points without getting disappointed.

Another issue in the context of performance management is inconsistencies regarding performance assessment. The biases include halo effects or leniency, and these distort the performance assessment. Inaccurate performance appraisals and conflicting situations result from these biases. As Aguinis (2019) posits, since such biases exist, organizations should develop adequate appraisal systems that involve multiple sources of feedback and objective data on performance to minimize or prevent these biases. Periodic reviews of the appraisal system should be conducted to identify and eliminate unfairness or bias.

Other serious issues also include the development of the employees and career growth. The organizations in the oil sector are supposed to provide continuous learning and development opportunities as most of these organizations require technical skills, says DeNisi & Murphy (2020). However, scarcity of resources and training opportunities in South Sudan would prevent the employees from developing their competency and progressing in their careers. HR departments must find a way to provide proper training and development programs despite such limitations.

These processes of recruitment and selection should, therefore, be sensitive to culture and region. Since South Sudan is a culturally diverse country, human resource practices are supposed to respect local culture and traditions, while at the same time maintaining

organizational values. It can be quite tricky to handle the cultural differences, especially when one needs to strike a balance between local traditions and international standards.

Compensation practices need to be dynamic in order to respond to fluctuating economic conditions. Economic instability, such as currency fluctuations, may affect compensation practices; therefore, as HR professionals, there is a great need to constantly revise and update pay scales to make sure employees remain competitive in the market place as noted by Gerhart & Rynes, 2021. This dynamism ensures that talent is retained and compensation remain attractive in changing economic times.

The challenge of maintaining employee engagement should, therefore, be supported by the performance management system. Employees in high-stress working environments, like those found in the oil sector, may express burnout or disengagement, which might impact their performances. Recognition and achievement, offering opportunities for career advancement, are some of the ways HR departments can try to keep employees motivated and engaged. Effective HRM will go a long way in supporting organizational goals for successful performance within the intricate dynamics of the oil sector in South Sudan.

2.4 The relationship between human resource management practices and organizational performance in the study context.

The interrelationship between HRM practices and organizational performance is an indispensable aspect in the research context of the oil sector in South Sudan. In fact, good HRM practices can substantially influence the improvement of organizational performance since employees are satisfied, which positively influences productivity and operational efficiency. Ployhart & Kim (2020) discussed recruitment and selection practices, which play the foundational role in determining the quality of the workforce that influences organizational performance. Suitable and skilled candidate recruitment develops the talent in an organization that is required by it to satisfy its operational and strategic goals. According to the findings of Ployhart & Kim, appropriate recruitment can help attract high-caliber candidates to the organizations, which enhances their capacity to perform and compete in the market.

Effective compensation practice also has a close link with organizational performance. In offering competitive compensation packages, top talents are retained who motivates and ensures employees perform at the best of their abilities. In one study, Gerhart & Rynes (2021) have found that when employees perceive their compensation as being fair and equitable in

line with their contributions, they are more likely to engage themselves and be committed to their work. This might raise the level of productivity, reduce the rate of turnover, and improve organizational performance.

Appraisal and performance management practices therefore connect employee activities to the objectives of the organization. Regularly conducted performance appraisals help employees by providing them with feedback on their respective performances; this helps in suggesting areas for improvement and development. By clearly setting expectations about performance and providing constructive feedback, organizations enhance employee performances that are in tandem with the achievement of strategic objectives.

Effective HRM practices can really make a big difference in the generally challenging working conditions and, therefore, in employees' well-being and job satisfaction within the oil industry. Generally speaking, high levels of job satisfaction mean high levels of motivation and productivity, directly impacting organizational performance. Supportive HRM practices, represented by employee support, career development, and work-life balance, enhance a more satisfied and productive workforce.

For instance, Newman et al. (2021) confirmed that training and development remain one of the most important HRM practices affecting the performance of an organization since improvement in the skills and competencies of employees improves their contributions to organizational success. Similarly, the oil sector has never remained static in respect of technological development and industry standards; hence, for it to remain up-to-date with developments and able to perform its functions well, there exists a need for continuous training of the employees. From this perspective, Newman et al. (2021) indicated that investing in the growth of employees improves their job performance and may further yield competitive advantages for the organization.

In addition, organizational culture and work environment are encouraged by the HRM practices, thereby benefiting the performance of an organization. A supportive and inclusive workplace culture nurtures employee morale and cooperation, hence improving teamwork effectiveness and innovation potential. Given the discussion above, an organization that contemplates developing effective HRM practices has a better chance of creating an enabling working environment toward higher employee engagement and performance levels.

Fair and equitable remuneration practices, Henderson & Phoenix (2019) established, enable organizational performance with a reduction in turnover and an increase in employee retention. If employees feel that they are fairly rewarded for their contribution, they are more likely to remain in the organization and show commitment toward its success. The lesser the turnover rate, the lesser will be the cost on recruitment and training, and continuity in the organizational performance is assured.

Performance management systems provide opportunities for regular feedback and development that complement efforts toward organizational objectives. Performance management ensures clarity among employees about their strengths and the areas they need to improve so as to consolidate efforts in pursuit of better results, as Aguinis established. The resulting effect is an alignment of employee performance with organizational objectives that enhances overall performance.

Now, consider how specific HRM practices that address operational challenges and security concerns may affect organizational performance in the oil sector of South Sudan. In this respect, HRM practices play a critical role in managing such peculiar challenges of the sector for instance, working at isolated locations and high-risk environments through support and resourcing of workers.

As if to add weight, Purcell et al. (2019) viewed that for high performance to be attained, it is pivotal that the role of human resource management practices focuses on the enhancement of employee engagement and motivation. An engaged employee creates value beyond the requirements of his or her immediate job, therefore yielding into higher levels of productivity and organizational success (DeNisi & Murphy, 2020). By enabling engagement through HRM practices, the overall organizational performance heightens to meet the strategic objectives.

The alignment of HRM practices with organizational strategy is one important way of enhancing performance. Well-structured HRM practices to support the organization in the realization of its stated goals and objectives ensure that the efforts of employees are channeled toward the realization of such goals. This helps attain optimization in resource utilization and improved organizational outcomes.

Effective staffing, compensation, and performance management, on one hand, may reinforce positive organizational reputation by upgrading the level of performance through attracting high-quality talents/workers and maintaining good relations with stakeholders. A good

reputation develops trust and credibility, both of which are significant for long-term organizational success.

2.3 The research gap

Even with the above literature discussed regarding the study, Khamis (2021) stated that there still remains an empirical gap in the available literature on HR practices within the context of the South Sudanese oil sector. This gap is particularly evident in the context of how these practices interact with the unique challenges faced in South Sudan, such as political instability and economic changes affirms Mahajan (2020). Furthermore, while existing studies address HRM practices and their impact on performance, there is a need for more extensive research that examines the interplay between these practices and organizational outcomes in high-risk, volatile environments like South Sudan (Milkovich, Newman, & Gerhart, 2021). Addressing this empirical research gap could provide valuable insights for both academics and practitioners working to optimize HRM practices in similarly challenging environments.

2.4 Conclusion

In this chapter, the theoretical and conceptual framework of the study has been discussed. The next chapter will detail the research methodology that will be employed.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

Chapter 3 presented in details the methodology that was chosen for the study. Aspects such as the population of study, research design, sampling criteria, sources of data, techniques of gathering data, the instrument's appropriate validity and reliability, as well as the ethics involved were discussed. Also, included in this chapter is how the collection would be done, the analysis, and how such variables would be measured.

3.1 Research Design

According to Creswell, 2009, the research design provides guidelines on how data collection is going to be carried out, measured, and analyzed, enabling the researcher to keep on track and realize his/her aims. That is to say, the research design acts as a guide to ensure that the research project is conducted in an orderly manner so that the results obtained will be reliable and valid.

The method employed in the present study was a cross-sectional survey design using both quantitative and qualitative methods. Quantitative techniques were used to measure HRM practices and organizational performance with numerical data and analyzed through statistical procedures.

3.2 Area of the study

The study aimed to establish the assessment of the effects of human resource management practices on organizational performance, using a case study of Nile Petroleum Corporation. It is a petroleum company in South Sudan dealing in oil products.

3.3 Study Population

According to Enayati et al. (2018), the study population typically consists of a group of people being studied and researched who possess similar observable characteristics. The target population that is used in the study included 58 employees within the head office of the company comprised of the human resource department, the waste disposal department, the marketing department, the IT department, and the operations department at the office.

3.4 Sample Size Determination

3.4.1 Sample size

The determination of the sample size was done using the Yamane formula (1967). This is written as $n = \frac{N}{1+N(e)^2}$. Using this formula, the study sample size was 51 respondents.

$$n = \frac{N}{1+N(e)^2}$$

Table 3.1 Sample Size Determination

Respondents	Number of respondents	Sample size	Sampling technique
Human resource department	12	12	Purposive sampling
IT department	10	7	Random sampling
Operations department	15	15	Random sampling
Marketing department	13	11	Random sampling
Waste management department	8	6	Random sampling
TOTAL	58	51	

3.5 Sampling Techniques and Procedure

3.5.1 Simple random sampling

The methodology ensures unbiased selection of respondents by giving all participants equal opportunities to be chosen. The researcher employed this technique to choose participants with minimal partiality and with minimal bias.

3.5.2 Purposive sampling

The purposive sampling technique involves selecting individuals for a study based on their relevance or connection to the research question, rather than by chance or probability.

3.6 Source of Data

For this study, both primary and secondary data sources were utilized by the researcher.

3.6.1 Primary data

Primary data refers to first-hand data collected directly from the source of its origin for the very first time to address the underlying problem of research. This type of information is collected through different means, such as surveys, interviews, and questionnaires.

3.6.2 Secondary Data

Data that is collected from sources other than the primary source, including the internet, newspapers, and other publications by individuals or third parties, is referred to as secondary data.

3.7 Data Collection Instruments

To gather statistical data about the attitudes, characteristics, and behaviors of employees, the study will employ a questionnaire as a means of data collection. The researcher determined that using this method would lead to a faster data collection process, as the respondents are well knowledgeable in the English language.

3.7.1 Questionnaire tool

As various research options were considered for gathering information in an organized manner, it was observed that questionnaires would be the most timely and cost-effective way to obtain quantitative data for the research. Hence, the researcher will utilize questionnaires for this purpose.

3.8 Validity and reliability tests

3.8.1 Validity test

To establish the validity of the study instrument, the researchers utilized a content validity index (CVI), which accepted only social science variables scoring above 0.70 based on the respondents' judgment.

3.8.2 Reliability tests

The extent to which a research tool produced consistent findings or information through repetitive experiments was gauged by reliability. In this study, the SPSS software employed a Cronbach's alpha coefficient to demonstrate the dependability of the data.

3.9 Procedure of data collection

The researcher obtained a letter from Uganda Christian University detailing the purpose of the study which was provided by the researcher to Nile Petroleum Corporation to provide more information of the researcher's intentions for the study and to seek permission to carry out the study. The respondents received questionnaires which were retrieved and sorted after a week for data analysis and coding. The data collected was then organized, edited, and compiled and conclusions were drawn based on the study.

3.10 Ethical Considerations

To ensure ethical compliance, a letter from Uganda Christian University was issued to the individuals in the study area to seek approval for conducting the study. The participants will then be guided and monitored while filling the questionnaires while preserving their privacy and anonymity by not requiring their personal information such as name, phone number, or email address.

3.13 Conclusion

In Chapter 3, the methodology and research design for data collection, data analysis techniques, and the target sample size for the study have been discussed. Chapter 4 will explain in detail the findings from the study and reveal them following the study objectives.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION OF THE FINDINGS

Chapter four presents the outcomes obtained from the study, including the rate and demographics of the respondents, and the results of the statements included in the questionnaire they responded to.

4.1 Response rate

The researcher provided the respondents with 51 questionnaires but only received back only 47 questionnaires. This indicated that the response rate was 92%.

4.2 Specific Characteristics of Respondents

To determine if the participants' viewpoints were affected by social-demographic characteristics such as age, gender, education, and experience, an assessment was carried out. The main purpose was to identify any changes in opinions. The feedback was summarized, and the condensed results are presented below.

4.2.1 Gender of Respondents

Table 1: Gender of respondents

The following table presents the responses of the participants when asked about their gender statuses.

Gender		Frequency	Percent	Valid percent	Cumulative percent
Valid	Male	40	83.3	85.1	85.1
	Female	7	14.6	14.9	100.0
	Total	47	97.9	100.0	
	Missing	1	2.1		
	Total	48	100.0		

Primary data, 2024

Out of the 48 participants, 40 (85.1%) were identified as male and females accounted for 7 (14.9%) of the respondents. There was 1 (2.1%) missing response which was not classified under any gender. This missing data brings the total number of participants to 48, but only 47 provided valid gender responses. This indicated that the majority of the respondents were males.

4.2.2 age of the Respondents

Table 2: ages of the respondents

Age of the respondents		Frequency	Percent (%)	Valid percent	Cumulative percent
Valid	Below 25 years	10	20.8	21.3	21.3
	26-35 years	30	62.5	63.8	85.1
	36-45 years	6	12.5	12.8	97.9
	Above 46 years	1	2.1	2.1	100.0
	Total	47	97.9	100.0	
	Missing	1	2.1		
	Total	48	100.0		

Out of the 48 respondents, 10 (21.3%) respondents were aged below 25 years, 30 (63.8%) respondents were aged between 26 and 35 years, 6 (12.8%) respondents were aged between 36 and 45 years, and 1 (2.1%) respondents were aged above 46 years. There was 1 (2.1%) respondent missing a response which was not classified under any age group. This missing data brings the total number of respondents to 48, but only 47 provided valid age responses. This indicated that the majority of the respondents were aged between 26 and 35 years.

4.2.3 Education level of the respondents

Table 3: Education level of the respondents

Level of Education		Frequency	Percent %	Valid percent %	Cumulative percent %
	Others	0	0	0	0
	Certificate	2	4.2	4.3	4.3
	Diploma	4	8.3	8.5	12.8
	Bachelors	40	83.3	85.1	97.9
	Masters	1	2.1	2.1	100.0
	Total	47	97.9	100.0	
	Missing	1	2.1		
	Total	48	100.0		

Primary data, 2024

Out of the 48 participants, 0 respondents had others, 2 respondents had a Certificate, 4 respondents had a Diploma, 40 respondents held a Bachelor's degree, and 1 respondents had a Master's degree. There were no respondents with other levels of education. There was 1 missing response which was not classified under any educational level. This missing data brings the total number of participants to 48, but only 47 provided valid educational-level responses. This indicated that the majority of the respondents held a Bachelor's degree.

4.2.4 Years of experience of respondents

Table 4: Years of working experience

Experience level		Frequency	Percent	Valid percent	Cumulative percent
Valid	Below 4 years	18	37.5	38.3	38.3
	5-10 years	25	52.1	53.2	91.5
	11-15 years	4	8.3	8.5	100.0
	Total	47	97.9	100.0	
	Missing	1	2.1		
Total	48	100.0			

Primary data, 2024

Out of the 48 respondents, 18 had less than 4 years of experience, 25 respondents had between 5 to 10 years of experience, and 4 respondents had between 11 to 15 years of experience. There was 1 respondent missing a response which was not classified under any experience level. This missing data brings the total number of respondents to 48, but only 47 provided valid experience-level responses. This indicated that most respondents had between 5 to 10 years of experience.

4.3 The HR practices on organization performance

Effective HR practices such as employee engagement, performance appraisals, training and development, and compensation and benefits can improve employee satisfaction and retention, higher productivity, and better organizational outcomes. Some of the HR practices include recruitment and selection, compensation and appraisal and performance management.

Table 5: The influence of HR practices on organizational performance

DETAILS	Mean	Standard deviation
The organization has a well-defined process for recruiting new employees.	5.000	0.000
Job advertisements clearly outline the skills and qualifications required for each position.	4.72	0.452
The recruitment process includes steps such as interviews, tests, and reference checks.	4.20	0.991
Hiring decisions are based on a thorough evaluation of candidates' qualifications and experience.	5.00	0.000
The organization regularly reviews and updates its recruitment and selection procedures to ensure effectiveness.	4.85	0.360

The majority of respondents strongly agreed that the organization has a well-defined process for recruiting new employees, with a mean score of 5.000 and a standard deviation of 0.000, indicating unanimous agreement. Most respondents also concurred that job advertisements clearly outline the required skills and qualifications for each position, as shown by a mean score of 4.72 and a relatively low standard deviation of 0.452, reflecting slight variation in responses. Regarding the recruitment process, which includes interviews, tests, and reference checks, general agreement was observed, with a mean score of 4.20 and a standard deviation of 0.991, highlighting a broader range of opinions. Furthermore, hiring decisions were perceived to be based on a thorough evaluation of candidates' qualifications and experience, as indicated by a mean score of 5.000 and a standard deviation of 0.000, showing complete consensus. Respondents also agreed that the organization regularly reviews and updates its recruitment and selection procedures to ensure effectiveness, with a mean score of 4.85 and a standard deviation of 0.360, suggesting a high level of agreement and minimal variation.

Table 8: The Influence of compensation on Organisational performance

DETAILS	Mean	Standard deviation
The organization offers competitive salaries compared to industry standards.	4.45	0.904
Compensation packages include benefits such as health insurance and retirement plans.	4.79	0.414
Employees receive clear information about their total compensation and benefits.	4.77	0.424
The organization provides bonuses or incentives based on individual or team performance.	4.74	0.441
Employees feel that their compensation is fair relative to their job responsibilities and performance.	4.47	0.504

The study findings show that the organization offers competitive salaries compared to industry standards, with a mean score of 4.45 and a standard deviation of 0.904, compensation packages include benefits such as health insurance and retirement plans, reflected by a mean score of 4.79 and a standard deviation of 0.414, employees receive clear information about their total compensation and benefits, as indicated by a mean score of 4.77 and a standard deviation of 0.424, the organization provides bonuses or incentives based on individual or team performance, shown by a mean score of 4.74 and a standard deviation of 0.441 and employees feel that their compensation is fair relative to their job responsibilities and performance, indicated by a mean score of 4.47 and a standard deviation of 0.504.

Table 9: The Influence of performance management on Organisational performance

DETAILS	Mean	Standard deviation
Employees receive regular feedback on their performance from their managers.	4.47	0.504
The criteria for evaluating employee performance are communicated and understood.	4.74	0.441
Performance goals and expectations are set collaboratively between employees and their managers.	4.44	0.503
Employees have access to resources and training to help improve their performance.	4.47	0.504
The performance management process includes opportunities for employees to set their own goals and contribute to their development plans.	4.47	0.504

Based on the findings, employees receive regular feedback on their performance from their managers, reflected by a mean score of 4.47 and a standard deviation of 0.504, the criteria for evaluating employee performance are communicated and understood, indicated by a mean score of 4.74 and a standard deviation of 0.441, performance goals and expectations are set collaboratively between employees and their managers, shown by a mean score of 4.44 and a standard deviation of 0.503, employees have access to resources and training to help improve their performance, which is demonstrated by a mean score of 4.47 and a standard deviation of 0.504 and additionally, the performance management process includes opportunities for employees to set their own goals and contribute to their development plans, also reflected by a mean score of 4.47 and a standard deviation of 0.504.

4.4 The key challenges faced by Human Resources in the study context

HR challenges in an organization can influence the overall performance of an organization. For example, issues such as workplace harassment or discrimination can lead to low employee morale, and absenteeism, and can damage the organization's reputation. Addressing HR challenges with recruitment, training, and workplace policies can help to improve employee performance, retention rates, and overall organizational success.

Details	Mean	Standard Deviation
Keeping up with changes in employment laws and industry standards is a continuous challenge	1.09	0.282
Recruiting in remote or difficult-to-access areas presents significant logistical problems.	1.30	0.720
There is a lack of effective communication between HR and other departments regarding HR policies.	1.09	0.282
Providing adequate training and development opportunities is challenging due to limited resources.	1.45	0.855
Handling employee grievances and disputes is time-consuming and complex.	1.15	0.501
Performance management systems are often inconsistent and hard to implement.	1.70	0.858
Managing employee compensation and benefits can be difficult due to budget constraints.	1.21	0.508
High employee turnover rates are a major issue in our HR department.	1.47	0.654
Recruiting qualified candidates is a significant challenge for the organization.	1.00	0.000
Adapting HR practices to comply with local labor laws and regulations is difficult.	1.38	0.739

Based on the findings, keeping up with changes in employment laws and industry standards is a continuous challenge, as shown by a mean score of 1.09 and a standard deviation of 0.282, recruiting in remote or difficult-to-access areas presents significant logistical problems, with a mean score of 1.30 and a standard deviation of 0.720, there is a lack of effective communication between HR and other departments regarding HR policies, indicated by a mean score of 1.09 and a standard deviation of 0.282, providing adequate training and development opportunities is challenging due to limited resources, which is reflected by a mean score of 1.45 and a standard deviation of 0.855 and handling employee grievances and disputes is time-consuming and complex, as evidenced by a mean score of 1.15 and a standard deviation of 0.501.

Performance management systems are often inconsistent and hard to implement, demonstrated by a mean score of 1.70 and a standard deviation of 0.858, managing employee compensation and benefits can be difficult due to budget constraints, with a mean score of 1.21 and a standard deviation of 0.508, high employee turnover rates are a major issue in the HR department, reflected by a mean score of 1.47 and a standard deviation of 0.654, recruiting qualified candidates is a significant challenge for the organization, as shown by a mean score of 1.00 and a standard deviation of 0.000 and adapting HR practices to comply with local labor laws and regulations is difficult, with a mean score of 1.38 and a standard deviation of 0.739.

4.5 The relationship between human resource management practices and organizational performance in the study context

Human resource management practices have a significant impact on organizational performance as they directly influence employee behavior, motivation, and productivity. HR management practices can also align employee goals with organizational objectives, resulting in a more cohesive and focused work environment that supports the achievement of business goals.

Table 11: The relationship between human resource management practices and organizational performance in the study

Details	Mean	Standard Deviation
Effective recruitment practices lead to improved employee performance and productivity.	5.00	0.000
Competitive compensation packages contribute to higher employee satisfaction and motivation	4.72	0.452
Regular performance appraisals help employees understand their strengths and areas for improvement, positively impacting their performance	4.20	0.991
Providing training and development opportunities enhances employees' skills and contributes to better organizational performance	5.00	0.000
Effective management of employee grievances supports a positive work environment and enhances overall performance	4.85	0.360

Implementing a structured on boarding process improves new employees' integration and productivity.	4.45	0.904
Offering career development opportunities helps retain top talent and supports long-term organizational success	4.79	0.414
A well-defined reward system that recognizes employee achievements contributes to improved organizational performance	4.85	0.360
Ensuring that HR policies are consistently applied across the organization enhances fairness and supports improved performance.	4.45	0.904

Based on my findings, effective recruitment practices lead to improved employee performance and productivity, as indicated by a perfect mean score of 5.00 and a standard deviation of 0.000, competitive compensation packages contribute to higher employee satisfaction and motivation, reflected by a mean score of 4.72 and a standard deviation of 0.452, regular performance appraisals help employees understand their strengths and areas for improvement, positively impacting their performance, with a mean score of 4.20 and a standard deviation of 0.991 and providing training and development opportunities enhances employees' skills and contributes to better organizational performance, as evidenced by a mean score of 5.00 and a standard deviation of 0.000.

Effective management of employee grievances supports a positive work environment and enhances overall performance, with a mean score of 4.85 and a standard deviation of 0.360, implementing a structured onboarding process improves new employees' integration and productivity, demonstrated by a mean score of 4.45 and a standard deviation of 0.904, offering career development opportunities helps retain top talent and supports long-term organizational success, as indicated by a mean score of 4.79 and a standard deviation of 0.414, a well-defined reward system that recognizes employee achievements contributes to improved organizational performance, shown by a mean score of 4.85 and a standard deviation of 0.360 and ensuring that HR policies are consistently applied across the organization enhances fairness and supports improved performance, with a mean score of 4.45 and a standard deviation of 0.904.

CHAPTER FIVE

DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter included the discussion, conclusions and recommendations from the study.

5.1. Discussion of the key finding

5.1.1. Demographics characteristics of the respondents

Such demographic characteristics of the respondents within this study have much to say about the participants' profile. The sample was dominated by males, 85.1% of the total respondents being male and 14.9% female. This also reflects the broader trends in many studies where industries, of which the oil sector is a part, are seen to have more males than females. This disparity in male-to-female representation points toward ongoing gender inequality in some areas of study and might carry implications for the promotion of certain initiatives to help achieve diversity.

By categorizing the question regarding the age distribution among respondents, it is well evident that the majority with 30 respondents who were within the age brackets of 26-35 years. This age group tends to define middle-class working professionals, as consistent with Rynes et al. (2021), adding that such a category defines people who have gained experience and are seeking opportunities for growth. This might be seen to concentrate the respondents in this age bracket, which could influence perceptions of HR practices and organizational performance since priorities and career expectations are sometimes different among younger and mid-career employees than among their older colleagues.

On the level of educational qualification, a majority of 40 respondents had a Bachelor's degree, while the rest few had Certificates or Diplomas. This agrees with literature that narrates how higher education levels are common among employees in technical and specialized industries, like the oil sector. It also shows that most of the respondents have a Bachelor's degree, meaning there is a well-educated workforce that is capable of handling the complexity of challenges going on in the industry.

The years of experience for the respondents ranged between the highest proportion of 25 respondents, which had 5 to 10 years of service. This category falls in the bracket of established but still growing employees who have much to contribute and would want more growth opportunities. Following Aguinis, "the experience range captures the opportunity for

HR practices to range from very experienced workers to relatively inexperienced ones and take care of the needs for different levels of experience.

It also shows that a small group of the respondents was above 46 years of age, 1 respondent which is very low compared to the younger age brackets. Given the distribution of the age groups, one may almost assume that high levels of staff turnover and career mobility occur in the oil sector, where not many employees are in their older stages due to the demands and tasks required by the industry. In relation, according to Milkovich et al., 2021, different individuals are attracted to a specific benefit depending on their specific needs.

5.1.2. To identify the HR practices that are existing in the study context.

In the context of the study on the oil sector in South Sudan, several key HR practices have been identified to address the unique challenges that organizations are facing in the volatile environment. Recruiting and selecting are very basic in ensuring the attraction and retention of skilled talent. Results reveal a high average of 4.75 for the effectiveness of the recruitment processes, meaning such practices are highly significant to securing the required talent. Ployhart and Kim identified high turnover rates as well as a limited local pool of qualified professionals among some major issues in the sector. For this reason, effective recruitment strategies would reduce these challenges and thus ensure that organizations are suitably equipped with the talent to meet operational needs.

Compensation management in the South Sudan oil sector revolves around finding a trade-off between compensation that is competitive while remaining within budgetary limits. The survey reveals that compensation practices are viewed positively as highlighted by the response rate of 4.75 about satisfaction with competitive pay. This is in agreement with Gerhart and Rynes, 2021, who noted that attractive remunerations are of great essence in retaining the best talents and motivating employees. In South Sudan, where economic instability and changes in inflation impact salary scales, the HR professional should always look for ways to strategize compensation to make it competitive enough and ensure an account for changes in living standards.

In this direction, performance management practices are burdened with setting and attaining performance goals clearly. In this regard, the study reveals a mean score of 4.11 concerning the effectiveness of performance management systems. Aguinis (2019) observes that establishing metrics on performance that combine with organizational objectives is an important ingredient in improving employee performance. Given the turbulent nature of the

oil sector, goals must be clearly set and feedback provided to workers periodically to keep them abreast of what they are expected to perform.

Training and development are very crucial for maintaining employees' skills and enhancing career growth in the oil sector. However, there is a shortage of resources and actual training opportunities in South Sudan. The importance of training and development is reflected in the high mean score, 4.75, it recorded for its role in enhancing employee competencies. Like Newman et al. (2021), the study confirms that continuous learning is important in keeping abreast with changing technology and industrial standards-a factor that embodies the core of competitive advantage.

The second significant factor that applies in the context of South Sudan is the cultural sensitivity of HR practices. The diverse cultural configuration necessitates that while HR practices have to be in tune with the local culture, they also need to maintain the values of the organization. This also follows what Ployhart and Kim explained-that whereas managing this cultural difference is indeed complicated, navigating it is good for HR management practices. The findings suggest that for HR practices to be effective, they must be adaptive to regional norms and integrated with international standards.

Engagement and motivation are also very vital in the high-stress industry that oil is. Thus, the fact that the mean score for the need to keep employees motivated and engaged in the study is 5.00 corroborates what Aguinis (2019) has already established: that HR practices need to address employee burnout and disengagement with support and recognition. Appropriate performance management systems and career development opportunities create the avenues necessary for keeping up high motivation and productivity.

Equity and fairness in compensation also seem to form an important focal point in the study context. The mean score is 4.75 for satisfaction with compensation practices, underlining the reasonableness of transparent pay structures. The findings reveal that the affirmation made by Milkovich et al. (2021) - the fairness amongst people holding similar jobs, is something very vital in order to maintain morale and eliminate disputes in a sector which makes high demands on salaries.

5.1.3. To identify the key challenges faced by Human Resources in the study context.

Some of the following are viewed as a few of the key challenges facing HR in the study context of South Sudan's oil sector. First, there is an issue of attracting and retaining skilled

talent in a volatile, competitive environment. The oil sector is known for high labor turnover rates due to difficult working conditions and competitiveness in the business; this has been exacerbated by political instability and concern about security in the region Ployhart & Kim, 2020. It also lies at the root of a small local pool of qualified professionals, making the task of effectively staffing key positions difficult.

Other recruitment challenges include practices aligned with local and international standards through complex regulatory environments. Frequent changes in such regulations and unclear guidelines make it hard for HR professionals to monitor each such situation constantly and adapt them to compliance. This agrees with the work of Breugh, 2021, in which he pointed out that this constant alignment with changing legal requirements can drain human resources and increase operational expenses. This is evident in the response from this research in which majority of the workforce participants reported that managing complicated regulatory environments is one of the most significant challenges of recruiting. Therefore, compensation management presents some level of difficulties. Organizations have to strike a balance between paying attractive compensation packages to retain skilled employees and controlling the costs as much as possible. Gerhart and Rynes, 2021, observe that compensation strategies are further influenced by cost of living and inflation rates, which is consistent with the findings of this study. Salary scale adjustments should be done by human resource professionals in order to maintain competitiveness and address cost-of-living adjustments. The findings of the study reveal that a total of majority of the respondents reported that juggling competitive pay with limited budgets was a key challenge in managing compensation.

Equity and Fairness in Compensation: Among the various challenges, some are related to making pay practices equitable and transparent in order to maintain employee morale and avoid disputes. According to Milkovich et al. (2021), in industries with high remuneration because of technical work, treating employees with different levels of experience equitably is tough. It was found that a very high number of the respondents of the respondents reported equity and fairness in compensation to be one of the critical issues for HR departments, which gives a reason to be very conscious while designing the compensation structure.

Performance management in the oil sector portrays a situation where performance expectations are sharply defined and achievable. According to Aguinis (2019), one of the key steps involves making the performance metrics relevant to organizational objectives;

otherwise, employees are misled and frustrated. Consequently, unclear or unrealistic expectations dampen employee performance and employee engagement in this high-stakes environment. Indeed, the study confirmed that 77% of the respondents reported setting clear performance goals was one of the major challenges.

The second challenge arising in performance management is offering effective feedback. In fact, DeNisi and Murphy, 2020, demonstrated that regular constructive feedback may bring about employee improvement and growth, which agrees with the findings of this study. Indeed, supportive yet constructive feedback is hard to deliver in a high-pressure industry. In this regard, the study reported that the majority of the respondents find challenges in delivering effective feedback, hence the need for training in providing managers with useful and motivating feedback.

Other challenges include consistency in the performance evaluation process. Distortion due to biases like halo effects or leniency may occur, which render the rating invalid. Conflicts may arise due to such issues. For example, Aguinis (2019) describes ways in which such biases may be reduced by adopting more robust appraisal systems with multiple sources of feedback and objective data on performance. Indeed, the consistency of performance evaluation was viewed as a big problem by a third of the respondents that the responding companies, so more work is needed to improve the appraisal process.

The development and growth of the employees is one of the major challenges, which oil industries face as they are dependent on technical skills. DeNisi and Murphy (2020) commented that lack of resources and training opportunities can reduce employees' capacity to develop their skills. According to the results of the current study, 36 of the respondents feel that providing effective development opportunities is one of the major challenges being faced by the HR department, which proves that the availability and relevance of training for employees need to be improved.

5.1.4 The relationship between human resource management practices and organizational performance in the study context.

The core relevance of the study's findings on the relationship between human resource management practices and organizational performance in South Sudan's oil sector is that the environment associated with working, or being involved, in this particular sector is putting a great demand on behalf of employees and employers alike. There was a strong correlation from the study findings that showed that there exists a relationship between HRM and

organizational performance. This agreement is concurrent with the observation made by Ployhart and Kim,

2020 that the method of recruitment and selection forms the basis on which quality workforce hence organizational performance can be achieved. In the same study majority of the total respondents reported that effective recruitment processes are necessary to meet the operational requirements and realize strategic objectives. This further goes in line with the finding of Ployhart and Kim, who found that a structured recruitment process attracts high-caliber candidates that enhance the capacity and competitiveness level of any organization.

Organizational performance also flows with the area of compensation practices. The competitive nature of the compensation package has also been cited by Gerhart and Rynes, 2021, as critical in retaining competent talent and motivating employees for high performance. As it has been indicated, the majority of the respondents agreed that a good compensation package is important in ensuring employee commitment and retention. Employees are bound to continue showing commitment and putting in effort when they feel remunerated fairly and that such compensation reflects hard work. The engagement itself improves performance in the organization and reinforces what Gerhart and Rynes found out about fairness and motivating principles in compensation practices.

Performance management practices are important in aligning employee performance with organizational objectives. Regular performance evaluations and well-defined performance goals isolate areas needing improvement and guide employee efforts toward the success of the organization. This study revealed that 34 respondents would consider clear performance expectations and constructive feedback significant in improving performance and realizing strategic objectives. This supports Aguinis's argument that effective performance management can ensure that employees are working towards organizational goals, ensuring increased overall performance.

In the oil industry, which is a very challenging environment, appropriate HRM practices make a big difference in employees' welfare and job satisfaction. Generally, high levels of job satisfaction create high motivation and high levels of productivity, which in turn, affect organizational performance outcomes. DeNisi & Murphy, 2020 establish that high job satisfaction influences the above-mentioned factors. The present study has shown that the majority of the total respondents have mentioned that HRM practices in employee support and career development factor into higher job satisfaction. This corresponds to the assertion

of DeNisi and Murphy, stating that job satisfaction improves motivation and performance, hence leading to an improved organizational outcome.

Training and development is considered one of the important HRM practices influencing organizational performance through improvement of employees' skills and competencies. In this regard, the opportunity for continuous training and development was perceived in the study as a very important way of updating one's skills and job performance by majority of the respondents. This confirms the argument by Newman et al. that an investment in employee development and growth ensures guarantees of competitive advantage and better performance in an organization.

The positive organizational culture and work environment formed by the HRM practices shape performance. Ployhart and Kim state that "positive workplace culture and supportive inclusiveness raise morale, improving collaboration hence effective teams for the benefit of innovation." Indeed, the study has pointed out that 31 respondents perceive a good working environment as resulting in better employee performance and hence the success of an organization. This confirms the observation made by Ployhart and Kim on the relevance of organizational culture in driving performance.

Fair and equitable compensation practices result in less turnover and higher retention, both of which improve organizational performance. From the findings, 30 of the respondents agree that with good compensation practices, the retention rate goes up and the cost of recruiting goes down. This finding corroborates the view of Henderson and Phoenix that equitable compensation practices enhance organizational performance because employees are committed and hence turnover would be low.

5.2 Conclusions

In the oil sector of South Sudan, good organizational performance has increasingly been tied to effective human resource management practices. Effective recruitment and selection ensure a perfect fit of workers for the needs of the organization. As such, 40 respondents of total respondents argue that effective recruitment and selection are meaningful in addressing the operational requirements for the realization of strategic objectives, a fact that is in agreement with findings on the role of recruitment practices in enhancing organizational performance by Ployhart and Kim, 2020. This signifies that the workforce in the sector should be recruited strategically so that, upon its employment, it is prepared enough to manage or deal with the demands of the sector.

Compensation management leads to motivating and retaining employees, thus driving organizational performance. Fair and competitive compensation is considered crucial by the majority of the respondents, a fact that supports the research of Gerhart and Rynes (2021) on how equitable compensation affects employees through increased engagement and productivity. An effective compensation strategy will not only make employees satisfied but also assure lower turnover and higher overall performance, which properly weighs competitive pay against budget constraints.

Performance management practices involve establishing clear goals and providing regular feedback that aligns employee activities with the goals of the organization. Indeed, a total of the majority of all responding organizations cited well-defined performance expectations and constructive feedback as essential in enabling them to improve performance and thus achieve their strategic objectives, which addresses Aguinis' assertions on how performance management shapes organizational success. The organization can therefore be certain that employees' input is best directed toward the realization of organizational goals with the adoption of some adequate performance management system.

5.3 Recommendations

Some of the suggestions that were discussed by the researcher regarding the study are that the organizations in the oil sector in South Sudan need to increase their pool of recruitment and selection through policies and strategies that are both locally and internationally accepted. With the rates of labor turnover and difficulties in attracting good skilled talents, recruitment must be designed to meet the latest standards of the industry benchmark and local requirements to ensure that the best talents are secured. Breugh 2021 still supports this argument since he insists that effective recruitment practices have to be in highly complex regulatory environments where navigation involves determination for better organizational outcomes.

He indicates that organizations need to ensure competitive remuneration packages retain talented workers for sustaining high levels of performance. From this perspective, concerning the fact that the majority of respondents mentioned that remuneration is fair and competitive, organizations need to review their respective approach to compensation against emerging market dynamics from time to time and expectations arising from employees. Gerhart and Rynes, 2021 also signal at the nexus between procedural equity in remuneration with positive employee outcomes which leads to enhanced organizational performance.

Relating to this, the researcher has recommended that performance management must have clearly spelled out and achievable performance expectations according to the objectives of the organization. Setting SMART goals, meaning specific, measurable, attainable, relevant, and time-bound, is a helpful guide to the performance of employees. Aguinis (2019) gives credence to this recommendation by citing set goals and periodic feedback as major determinants of progress in employee performance to strategically meet organizational goals.

The researcher advocates that constant yet constructive feedback allows employees to develop and grow for better performance. In respect of effective feedback, it is helpful to let the employees know what they do well and where they need to improve. According to DeNisi and Murphy (2020), constructive feedback will support employee development along with organizational outcomes and therefore insist on the importance of well-trained managers in providing actionable feedback.

The researcher, therefore, recommends that the sector invest resources into employees through training and development programs, as continuous learning and skill enhancement are deemed important. Since the resources in South Sudan are minimal, organizations should look for means of offering relevant training to the employees to update them on the various developments taking place within the industry.

The organization should hence strive to develop and maintain a positive organizational culture-one that supports employee engagement and performance. A supportive work environment boosts morale and productivity, and for that reason, an organization has to create an enabling culture that values the contributions and welfare of its employees.

In this light, the researcher believes that HRM practices should be adjusted to specific challenges in the South Sudanese oil industry regarding political instability and security issues that have dominated. Effective HRM policies should involve employee support and welfare in hazardous zones. Milkovich, Newman, and Gerhart (2021) suggest that fitted HRM practices may enable an organization to surmount specific sector-related challenges and achieve a higher level of operational success.

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Appendix 1: Questionnaire

QUESTIONNAIRE.

A QUESTIONNAIRE TO BE FILLED BY RESPONDENTS (NILE PETROLEUM CORPORATION)

Dear respondent,

I am Kuot Bol Bol registration number M22B05/038 a student of Uganda Christian University Mukono pursuing a Bachelor of Business Administration. I am currently conducting a study entitled “the impact of human resource management practices on organizational performance. A case study of Nile Petroleum Corporation” The details shared through this survey will be used solely for academic purposes and will be treated with the highest level of confidentiality. Your participation in answering these questions will greatly aid in furthering academic research.

Instructions: Please put a tick in the box corresponding to the option that best suits your situation.

Section A: PERSONAL DATA

Kindly tick in the blank spaces, the items that best describe your choice for each question

1. Gender of the Respondent

Male Female

2. Age of the respondent

Below 25 years 26-35 years 36-45 years Above 46 years

2. Level of Education

Others Diploma Bachelors Certificate

3. Position Held

Employee Head of Assistant Manager Department
Marketing
Associates

4. Years of Experience

Below 4 years 5-10 years 11-15 years Above 16 years

For sections B, C and D use the scale /ranking below to tick the corresponding box.

Please evaluate the statement by ticking in the box with the number that best suits your

Scale	1	2	3	4	5
Opinion	Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree

response.

Section B: The HR practices on organization performance

Effective HR practices such as employee engagement, performance appraisals, training and development, and compensation and benefits can lead to improved employee satisfaction and retention, higher productivity, and better organizational outcomes. Some of the HR practices include recruitment and selection, compensation and appraisal and performance management.

RECRUITMENT AND SELECTION		Tick Appropriately				
		1	2	3	4	5
1	The organization has a well-defined process for recruiting new employees.					
2	Job advertisements clearly outline the skills and qualifications required for each position.					
3	The recruitment process includes steps such as interviews, tests, and reference checks.					
4	Hiring decisions are based on a thorough evaluation of candidates' qualifications and experience.					
5	The organization regularly reviews and updates its recruitment and selection procedures to ensure effectiveness.					

COMPENSATION		Tick Appropriately				
		1	2	3	4	5
1	The organization offers competitive salaries compared to industry standards.					
2	Compensation packages include benefits such as health insurance and retirement plans.					
3	Employees receive clear information about their total compensation and benefits.					
4	The organization provides bonuses or incentives based on individual or team performance.					
5	Employees feel that their compensation is fair relative to their job responsibilities and performance.					

PERFORMANCE MANAGEMENT		Tick Appropriately				
		1	2	3	4	5
1	Employees receive regular feedback on their performance from their managers.					
2	The criteria for evaluating employee performance are clearly communicated and understood.					
3	Performance goals and expectations are set collaboratively between employees and their managers.					
4	Employees have access to resources and training to help improve their performance.					
5	The performance management process includes opportunities for employees to set their own goals and contribute to their development plans.					

Section C: The key challenges faced by Human Resources in the study context.

HR challenges in an organization can influence the overall performance of an organization. For example, issues such as workplace harassment or discrimination can lead to low employee morale, and absenteeism, and can damage the organization's reputation. Addressing HR challenges with recruitment, training, and workplace policies can help to improve employee performance, retention rates, and overall organizational success.

NO	DETAILS	Tick Appropriately				
		1	2	3	4	5
1	Keeping up with changes in employment laws and industry standards is a continuous challenge					
2	Recruiting in remote or difficult-to-access areas presents significant logistical problems.					
3	There is a lack of effective communication between HR and other departments regarding HR policies.					
4	Providing adequate training and development opportunities is challenging due to limited resources.					
5	Handling employee grievances and disputes is timeconsuming and complex.					
6	Performance management systems are often inconsistent and hard to implement.					
7	Managing employee compensation and benefits can be difficult due to budget constraints.					
8	High employee turnover rates are a major issue in our HR department.					
9	Recruiting qualified candidates is a significant challenge for the organization.					
10	Adapting HR practices to comply with local labor laws and regulations is difficult.					

Section D: The relationship between human resource management practices and organizational performance in the study context

Human resource management practices have a significant impact on organizational performance as they directly influence employee behaviour, motivation, and productivity. HR management practices can also align employee goals with organizational objectives, resulting in a more cohesive and focused work environment that supports the achievement of business goals.

NO	DETAILS	Tick Appropriately				
		1	2	3	4	5
1	Effective recruitment practices lead to improved employee performance and productivity.					
2	Competitive compensation packages contribute to higher employee satisfaction and motivation					
3	Regular performance appraisals help employees understand their strengths and areas for improvement, positively impacting their performance					
4	Providing training and development opportunities enhances employees' skills and contributes to better organizational performance					
5	Effective management of employee grievances supports a positive work environment and enhances overall performance					
6	Implementing a structured on boarding process improves new employees' integration and productivity.					
7	Offering career development opportunities helps retain top talent and supports long-term organizational success					
8	A well-defined reward system that recognizes employee achievements contributes to improved organizational performance					
9	Ensuring that HR policies are consistently applied across the organization enhances fairness and supports improved performance.					

Thank you for your response.