

**THE IMPACT OF HUMAN RESOURCE PRACTICES ON EMPLOYEE
PERFORMANCE AT ROYAL VAN ZANTEN, MUKONO**

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DECLARATION

I ACHENG SARAH DINIZE, hereby declare that this research report is my own original work and it has not been presented for any academic award.

Signature: Sarah..... Date: 13th March, 2026.....

ACHENG SARAH DINIZE

APPROVAL

This is to certify that this research has been done under my supervision and guidance.



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DATE: 5 / 3 / 2020

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I could not have completed this journey without the help, love, and support and guidance of so many people.

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ABSTRACT

This research dissertation describes an elaborate study intended on investigating the significant impact of Human Resource (HR) practices on employee performance in the dynamic environment of the modern organizational structures. The correspondence of the HR functions and the indicators of the staff performance can be considered as one of the pillars to the organizational excellence and the maintenance of a competitive advantage.

Although the current academic research has confirmed the general relationship between HR practices and increased employee performance, there is an urgent necessity to further examine the particular Hr practices, such as recruitment and selection, employee development, performance appraisal, and reward systems, and their direct effects on the main performance indicators, such as productivity, quality of work, and employee engagement.

The main aim of the research is the rigorous analysis of a complex issue on the relationship between HR practices and employee performance. To fulfill this objective, the mixed method research design will be used where quantitative surveys to a well-selected sample of employees will be used and qualitative interviews with Human Resource managers carried out. Such a two-facet strategy does not only help in the thorough analysis of statistics but also helps in the in-depth insights of the contextual factors and employee perceptions that permeate such critical relationships.

The expected outcomes of this study will provide meaningful information which will be of tremendous importance to the academic and the practical world of human resource management. This research will provide viable recommendations to companies with the desire to maximize their human resource practices, by determining the exact HR practices that can best improve employee performance. In addition, the findings will be beneficial to the overall academic literature by offering empirical data that will change the theoretical frameworks of HR management and organizational behaviour in their current form.

LIST OF ABBREVIATIONS

HR Human Resource

RVZ Royal Van Zanten

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CHAPTER ONE

1.1 Introduction

The contemporary business environment has seen Human resources (HR) to develop into a back-office role to the staple of business achievement. It is no longer a matter of paperwork but the manner in which we recruit, train, reward and evaluate our people that directly determine their motivation and happiness and ultimate productivity. The ones that are creating the committed, innovative workforces that are ruling the current competitive world are the organizations that view HR as a strategic investment and not a center of cost.

1.2 Background of the Study

The Human resource practices form the core of an organization. They are not a mere set of rules but a coordinated ecosystem of policies in recruitment and training to compensation and employee relations that create a workforce that is not merely skilled but deeply committed(Armstrong &Taylor,2020),In fact, this is evidenced by all the examples they produce, which is why organizations that take the time to make HR a strategic, well aligned priority are always ahead of those with incoherent or inconsistent policies(Jiang&Messersmith,2018).

Employee journey starts with the recruitment and selection whereby it determines whether an organization will prosper in a well-capable talent or will be faced with an ill-fitting work force. Ideally, a clear, merit-based process makes an excellent team, and minimizes the expensive turnover (Oaya, Ogbu &Remilekun,2017). The truth, however, in the majority of the Ugandan organizations is usually complicated by favoritism, nepotism, and the absence of professional testing (Ntiranderuka et al.,2022) The biases do not only undermine the quality of labor, but the whole basis of organizational efficiency.

Training and development will then be the gap between potential and performance once they are on board. Necessary training is a potent driver of innovation (Khan et al.,2020), but in the horticultural industry in Uganda, this intermediation has been lacking because of insufficient investment in skills development, which has contributed to low levels of compliance with international standards that have led to the poor quality of products and huge financial losses(UFEA,2023;Muhangi,2019)

Performance appraisals also contribute to the emotional investment of an employee. Fair and consistent feedbacks help to remove confusion and misinterpretation of expectation so that individuals may be dedicated to the organization (Dahie,Mohamed,&Ali,2020)Unfortunately,

inconsistent or biased feedbacks are widespread in the Ugandan organizations and deteriorate the performance of most horticultural workers, including those working in export oriented farms (Rwothumio et al.,2021).

On the other hand, compensation and rewards such as competitive pay and bonuses are crucial in motivating employees but many horticultural workers cannot cope with wages This results in poor morale of employees, high labor turnover and absenteeism, (UFEA,2023)

1.3 Statement of the Problem

Moved by practices in the human resource including recruitment and training up to the appraisal and compensation, the current state is experiencing inconsistencies in the handling of these practices in the sector. Employees have cited such problems as lack of growth in wages, discriminatory recruiting, absence of career development, which has directly contributed to morale, and high turnover. Although we theoretically know that good HR practices increase performance, there is no hard data on this particular sector of horticultural exports in Uganda. In the absence of this evidence, the management is virtually playing blind, as it cannot make the strategic changes to enhance productivity and commitment of employees.

1.4 Objectives of the Study

The Main Objective of this study is to investigate the impact of Human Resource practices on employee performance at Royal Van Zanten Mukono.

Specific Objectives:

1. To find out the Human Resource practices at Royal Van Zanten Mukono.
2. To examine the overall level of employee performance at Royal Van Zanten Mukono.
3. To find out the challenges faced in implementing HR practices at Royal Van Zanten and propose viable solutions.

1.5 Research Questions

To guide the investigation and achieve the stated objectives, the study will seek answers to the following research questions:

1. What are the of Human Resource practices at Royal Van Zanten Mukono?
2. What is the overall level of employee performance at Royal Van Zanten Mukono?
3. What are the challenges faced in implementing HR practices at Royal Van Zanten Mukono, and what viable solutions can be proposed?

1.6 Scope of the Study

The boundaries that are used in this study are three in number. First, the geographical range makes the study only cover the Royal Van Zanten facility in Mukono, Uganda. Second, the content area that pays attention to the connection between the Human Resource practices and the performance of the staff.

In particular, I will examine the influence of recruitment, training and performance appraisals and reward systems on work at hand and general work behaviour. In this analysis, I will incorporate different levels of opinions of the organization such as the operational, supervisory, and management levels.

Lastly, the time horizon is between 2025 and 2026. This duration enables the study to be up to date through the integration of the new HR adaptations and organizational reactions to the prevailing market trends.

1.8 Significance of the Study

The study will be informative to organizations, employees, scholars as well as policy makers. In the case of Royal Van Zanten Mukono, the results will give practical solutions to be taken on board to streamline internal HR policies.

To the employees, the research pinpoints certain HR loopholes, which influence their daily lives and therefore provide options to enhance fairness, career development, and recognition of personnel at work.

Academically, the work is about a very significant gap in the literature on the subject of the HR practices in the sub-Saharan Africa horticulture and agribusiness sectors.

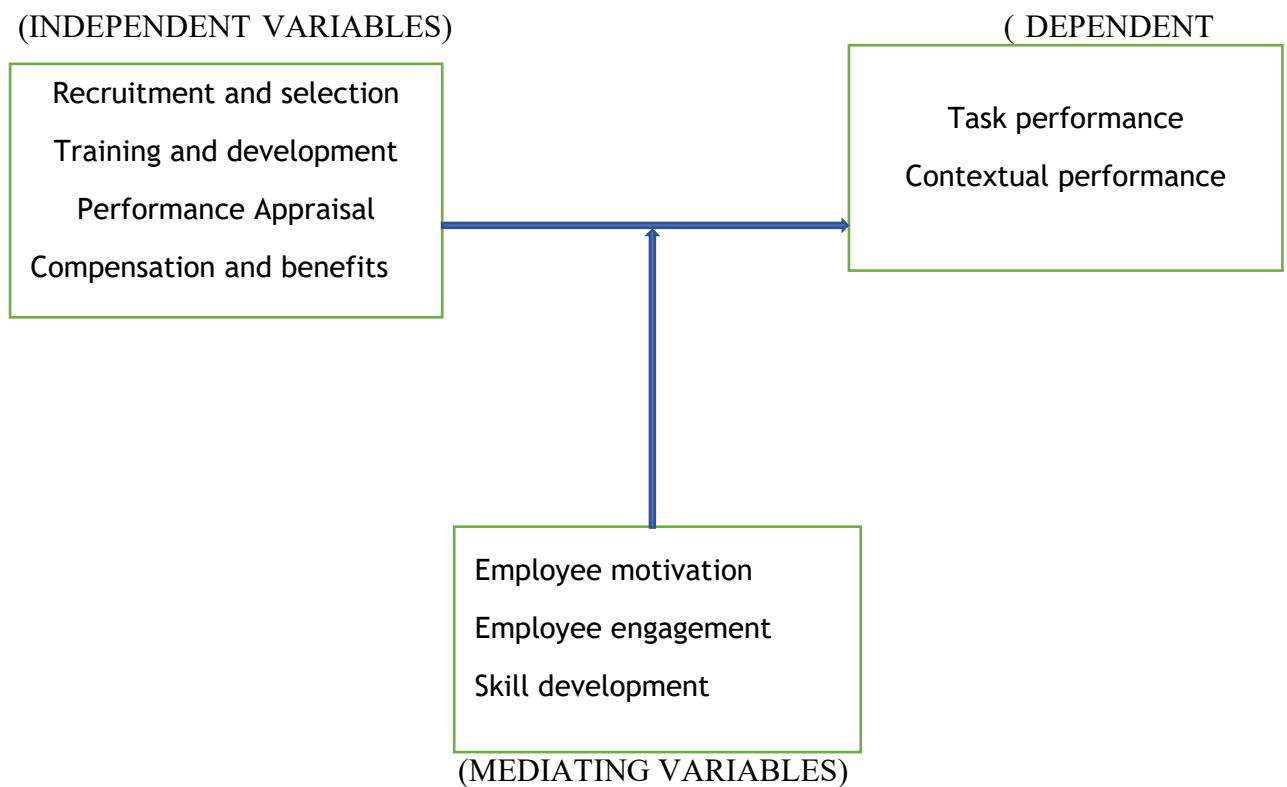
Lastly, policy wise the findings can be used by trade associations, labour regulators and training organizations to formulate a policy that will balance interests of workers with the needs of global trade by export.

1.9 Conceptual Framework

This research paper is based on the fact that the most effective HR practices are those that operate as a work system of high performance and cohesion. Instead of operating alone, these systems enhance the performance of employees by creating true motivation, enhanced job involvement and expertise. Simply put, strategic management will be a reality as employees will be empowered to produce their best outputs.

CONCEPTUAL MODEL

The following diagram visually represents the hypothesized relationships to be tested in the study:



CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

The chapter looks into the actual ways in which HR practices influence the performance of employees. We explore the contributions made by recruitment, training, performance reviews and rewards as the drivers of success by analyzing existing theories and supporting evidence. Lastly, the review does find the gaps in the existing research, namely when we intend to implement these lessons in Ugandan horticultural sector and to the team of Royal Van Zanten Mukono.

2.2 Theoretical Framework

There are different theories that exist among experts on how the HR practices can actually boost the performance of employees. The resource-based view (RBV) is one of these concepts, according to which the actual competitive advantage of a firm is its human resources. With proper support and management, employees are transformed to an organizations most valuable and unique asset (Barney,1991; Wright et., al 2014).

Through intelligent hiring, training and equitable rewards, companies develop a workforce that can hardly be imitated by their competitors. In line with this, the Human Capital Theory (Becker,1993) holds that it is investing in people such as education and career development that results in increased productivity. Training is not necessary in other sectors such as horticulture industry where a lot of international standards have to be met, regular training is not an expense but it is a very crucial investment and thus it will give the team the specialized skills to perform well in the long run.

Equity theory (Adams,1963) lets us see that when individuals feel that they are being treated fairly, they are highly encouraged to give their best efforts and talents are rewarded with fair wages, authentic appreciation and genuine chances to develop, then they are more encouraged. Conversely, when they believe that system of pay and promotions is not fair, their commitment and job satisfaction will automatically decline, This theory is significant to the Royal Van Zanten Mukono, considering that some workers have complained about low salaries in the flower farms throughout Uganda (UFEA,2023)

2.3 Recruitment and Selection and Employee Performance. Workforce quality is based on recruitment and selection where organizations obtain the right people who have the required competencies and motivation in the various job roles. Transparent recruitment has been proven to improve productivity and minimize turnover all over the world. In Uganda,

nepotism and favoritism usually affect the process of recruitment by undermining meritocracy and causing those staff to be hired who may not be the most qualified (Ntirandekura et al., 2022). In the case of Royal Van Zanten Mukono, poor recruiting does not only affect the productivity of an organization, but also compromises the quality assurance of what is to be shipped.

2.4 Employee Performance and Training and Development. Training and development increases capability of the employees through teaching both technical and behavioral skills. International meta-analysis proved that organizational productivity was enhanced by structured training interventions (Khan et al., 2020). Rwothumio et al. (2021) found a positive relationship between training programs and staff effectiveness in Uganda, and training was observed to have a significant role in bringing about flexibility and job satisfaction. In the flower industry, lower rates of product rejection in the export markets are linked to lack of proper training.

2.5 Performance Appraisal and Employee Performance. Performance appraisal offers a formulated way of appraising, rewarding, and enhancing the input of the employees. Studies in Uganda are in favour of the fact that the performance of academic staff has enhanced greatly in systematic appraisal frameworks (Rwothumio et al., 2021). However, the issue of fair and regular appraisals is a problem of many organizations in Uganda, which is also reflected in the UFEA (2023) reports indicating that workers are dissatisfied in flower farms. At Royal Van Zanten Mukono, appraisal systems at the facility may have limitations in terms of their effectiveness as motivation tools due to inconsistency in appraisal systems.

2.6 Compensation and Rewards and Employee Performance. Employee motivation and retention is directly related to compensation and rewards. In Uganda, Muhawenimana et al. (2024) found out that competitive salary and performance-based bonuses enhanced job satisfaction and performance in Mukono Municipality. However, UFEA (2023) has indicated that close to 47 percent of employees in flower farms are still not satisfied with payments. Wage grievances at Royal Van Zanten Mukono have been reported often which has affected employee motivation and performance of the company negatively.

CHAPTER THREE: RESEARCH METHODOLOGY

3.0 Introduction

This chapter gives the strict approach taken in the conduction of the research on how Human Resource practices influence employee performance in Royal Van Zanten Mukono. It describes the research design, study population and sampling plan (including reallocation of departments), data collection procedures and instruments, data analysis plan and key ethical issues.

3.1 Research Design

It used a Quantitative, Explanatory, Cross-Sectional Design that was conducted in the context of a single-case study that was done on Royal Van Zanten Mukono only. Quantitative approach is imposed by the nature of the research as the goal is to quantify the number of the impact and put statistical models into test to find the value of the relationships between HR variables and performance measures and the direction of these relationships. The data needed to fulfill this goal should be the collection of numerical data based on standardized scales.

Explanatory dimension is chosen, as the research question of interest is based on the impact, which requires the application of advanced statistical modelling, namely, the regression, aimed at testing the causal influence and explaining the variance of the dependent variable (performance) in terms of the variance in the independent variables (HR practices).

The Cross-Sectional research design will mean that this study will only capture a data at a given time and this will offer a good summarization of the employee perceptions.

3.2 Study Area

The research will take place in Royal Van Zanten Mukono which is a flower farm in Mukono District, Mawa, Uganda. The location has been selected in that it is one of the most important areas of the horticultural export business in Uganda as well as the particular area that is experiencing the HR challenges under study.

3.3 Study Population and Sampling Frame

The Population of this study will include all 500 permanent employees that are already employed by Royal Van Zanten Mukono (N=500). But through administrative and logistical limitations on the field, the available population to conduct this research is restricted to 60 employees(N=60) that are easily accessible, authorized to participate and spread among the major departments. The sampling frame will be made up of a full listing of these 60 available

employees which are categorized explicitly by department of assignment that they perform which is the strata: the harvest department, accounts department, HR department and the technical department.

3.4 Sample Size Determination and Sampling Technique

3.4.1 Sample Size Determination

Given that the accessible population (N=60) is a finite and known population, the Taro Yamane Formula (1967) of simplified population computations will be used to establish the necessary sample size (n) based on a standard 95 percent Confidence Level with an acceptable 5 percent Margin of Error (e=0.05).

$$n=N/(1+N(e^2))$$

$$n=60/ (1+60([0.05] ^2))$$

$$n=60/ (1+60(0.0025))$$

$$n=60/ (1+0.15)$$

$$n=60/1.15$$

$$n=52$$

The required sample size is 52 employees.

3.4.2 Sampling Technique

The proportionate sampling of the departmental strata will be done on the basis of their respective sizes in the accessible population of 60 employees to give the final sample size of n=52. This guarantees equitable representation at every functional area.

3.5 Data Collection Methods and Instruments

3.5.1 Data Collection Methods

A structured Self-Administered Questionnaire (SAQ) will be used to facilitate the collection of primary data by sending it to the sampled employees. SAQ method guarantees standardization and anonymity and confidentiality of respondents, which leads to honest answers to sensitive questions. The secondary data will be collected by using HR policy documents and relevant literature in the industry.

3.5.2 Data Collection Instruments

A structured Self-Administered Questionnaire with three questions sections will be used as the main instrument. Demographic and Control Variables: Capturing Department, Tenure (years of service), Gender, and Education Level. HR Practices Perception (Independent Variables): Employee perception of the four dimensions of HPWS, including, Staffing, Staff Development, Performance Management and Compensation and Benefits. Employee Performance (Dependent Variables): Task Performance and Contextual Performance Measured with validated scales of self-reported performance. Format Scale: The attitudinal and perceptual items will be measured on the standardized 5-point Likert Scale of 1 (Strongly Disagree /Very Poor) to 5 (Strongly Agree /Excellent).

3.6 Validity and Reliability of Instruments

Validity and reliability are the two concepts that are used to assess the quality and reliability of research studies. They play a central role in making sure that the findings of the research are accurate, consistent, and meaningful (Fiona, 2025). The instrument will be checked with the help of the HR specialists and academic supervisors to preserve the validity (Content and Face Validity). Face and content validity are established by examining questionnaires and interview guides on a pilot basis and expert reviews. Cronbach Alpha coefficient will be applied to test reliability where the minimum acceptable value of 0.70 will be used to ascertain internal consistency.

3.7 Data Analysis Strategy

3.7.1 Descriptive Statistical Analysis

The descriptive statistics (Frequency Distributions, Mean, Median and Standard Deviation) are going to be constructed in order to describe the main characters of the sample and create the starting measurement of perceived HR effectiveness and self-reported performance levels.

3.7.2 Inferential Statistical Analysis

Data collection will be analysed using SPSS to present frequencies, pie-charts and cross tabulations.

CHAPTER FOUR

PRESENTATION AND ANALYSIS OF FINDINGS

4.0 Introduction

In this chapter, the authors demonstrate the empirical results of the research done in Royal Van Zanten (RVZ), Mukono. Structured questionnaires were used to collect the necessary data with the use of 52 employees who work in different departments, such as the HR department, Harvest department, technical department, and accounts department. The analysis is given in the form of descriptive statistics (tables and percentages) and then thematic interpretations of the qualitative responses given by the staff.

4.1 Profile of Respondents

This paper examined the demographics of the respondents to determine the validity of the information and to gain insight into the human capital make-up in RVZ.

4.1.1 Gender Distribution

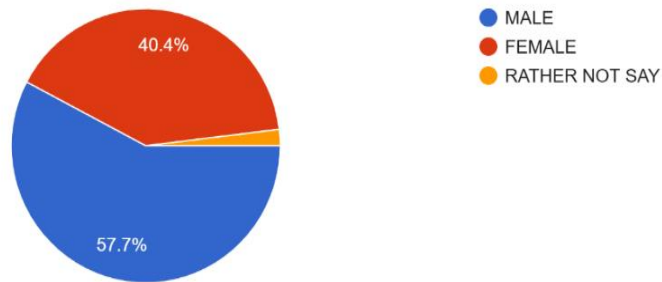
The researcher balanced the genders so as to know whether there were differences in the performance perspectives depending on gender roles in the horticultural industry.

Table1: Distribution of Respondents by Gender

Gender	Frequency (F)	Percentage (%)
Male	30	57.7
Female	21	40.4
Rather not say	1	1.9
Total	52	100%

The majority of the respondents were male.

2. Gender
52 responses



4.1.2 Distribution by Department

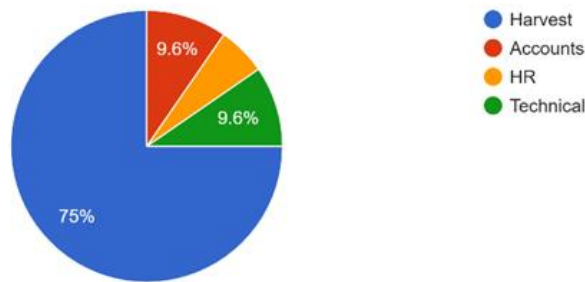
Table 2: Respondents' Departments

Department	Frequency(F)	Percentage (%)
Harvest	39	75
HR	3	5.8
Technical	5	9.6
Accounts	5	9.6
Total	52	100%

The results show that Harvest department is the dominant one in the sample (75%), as it represents the operation unit of RVZ. This will make the performance findings based on the main value-adding activity of the company.

A Pie chart showing the distribution by department

1.Department
52 responses



4.1.3 The workforce tenure

The survey aimed at determining the period that respondents spent working in RVZ, Mukono in order to identify the degree of experience and knowledge of the institution among the respondents.

Table 3 Organizational tenure

Category	Frequency(F)	Percentage (%)
Less than 1 year	17	32.7%
1-3 years	26	50.0%
4-6 years	6	11.5%
More than 6 years	3	5.8%
Total	52	100%

The statistics indicate that a substantial part of the workforce at RVZ, Mukono, is rather recent in the organization. A total of 50 percent (n=26) of the respondents have served 1-3 years, so it represents the most dominant category. This is followed by those who have a period less than 1 year of service which is 32.7. On the other hand, long term employees are few. Even the number of years of service served between 4-6 years is only 11.5 percent and less than 5.8 percent have served longer than 6 years with the institution.

4.1.4 The education level

The highest education level was explored to determine the level of intellectual abilities and skills of the respondents within the organization, these aspects are directly related to the performance of the employees.

Table 4. Education level table

Education Level	Frequency (F)	Percentage (%)
Degree	36	69.2%
Diploma	8	15.4%
Secondary	6	11.5%
Other	2	3.8%
Primary	0	0.0%

The findings reveal that there is a well-educated labor force at RVZ, Mukono. The respondents who have a university degree happen to be a very high minority, 69.2% (n=36). This is in order of 15.4% who are diploma holders, 11.5% secondary level education and a small fraction 3.8 (approx.) other category which can contain post graduate certifications or specialized technical vocational training.

4.2 The objectives of the study

The research findings were categorized according to the objectives of the study.

Thus, the findings are shown below;

4.2.1 To find out Human Resource practices at Royal Van Zanten

Section B. Q5, Q6, Q7 Recruitment and Selection

This section examines the extent to which employees at RVZ, Mukono, perceive the recruitment process as fair, merit-based, and objective.

Table 5. Recruitment and selection

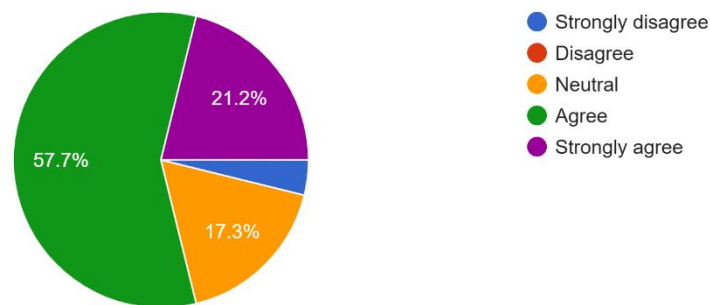
Statement	SD	D	N	A	SA	Total
Q5. The process is fair and transparent.	3.8%	0%	17.3%	57.7%	21.2%	100%
Q6. Qualifications	0%	1.9%	7.7%	57.7%	32.7%	100%

/Experience considered						
Q7. Hiring based on merit.	5.8%	3.8%	17.3%	42.3%	30.8%	100%

Q5. Fairness and transparency in recruitment

The information shows that there is great trust in the integrity of the organization during hiring. The agreement percentage on the question of whether the recruitment process is fair and transparent was 78.9 (including 57.7 and 21.2 which are the percentages of agreement and strong agreement respectively). It was least 3.8 percent and 17.3 percent expressed strong disagreement and remained neutral respectively. This implies that the HR department has put in place a transparent and free flow of information on job opportunities and the rules of selection.

5. The recruitment process at RVZ is fair and transparent
52 responses

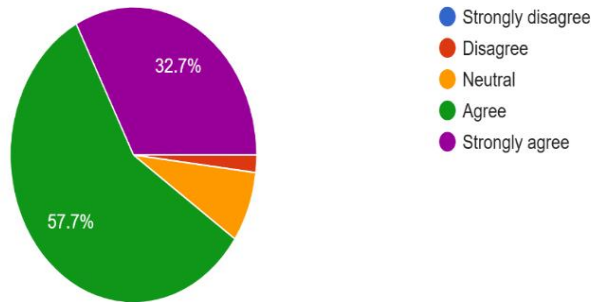


Q6. Considerations of qualifications and experience

The vast majority of the respondents felt that their professional backgrounds were taken into consideration during the hiring procedure (90% (57.7% Agree+32.7% strongly agree)) said that their professional qualifications and experience were taken into account. This corresponds with the earlier demographic concept of a highly educated workforce (69.2%Degree holders).It confirms that the HR practices at RVZ have been effective in aligning the job requirements to the profile of the candidates.

6. My qualifications and experience were considered during my hiring.

52 responses

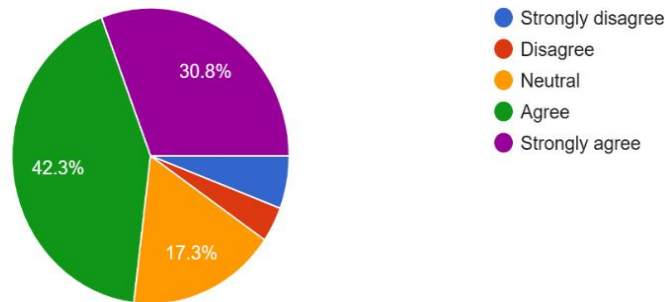


Q7. Meritocracy vs favoritism

While still positive, this statement is the most variation in responses. A total of 73.1% agreed that hiring is based on merit rather than favoritism. However, nearly 10% (combined strongly disagree and disagree) felt otherwise, and 17.3% were neutral. While the majority perceive a merit-based culture, the presence of these dissenting voices suggests a minor perception gap that HR may need to address to maintain high morale and performance.

7. The organization hires employees based on merit, not favoritism.

52 responses



4.2.2 Training and Development

This section gives the frequency distributions for variables related to employee training adequacy, skill development opportunities, and program relevance. (N=52)

Table 6. The table below summarizes the Likert scale responses across all three indicators.

Variable	Strongly	Agree	Neutral	Disagree	Strongly
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	Agree				Disagree
Q8. Adequate training	23.1% 12	63.5% 33	13.5% 7	0.0% 0	0.0% 0
Q9. Skill opportunities	28.8% 15	51.9% 27	11.5% 6	3.8% 2	3.8% 2
Q10. Program relevance	26.9% 14	63.5% 33	7.7% 4	0.0% 0	1.9% 1

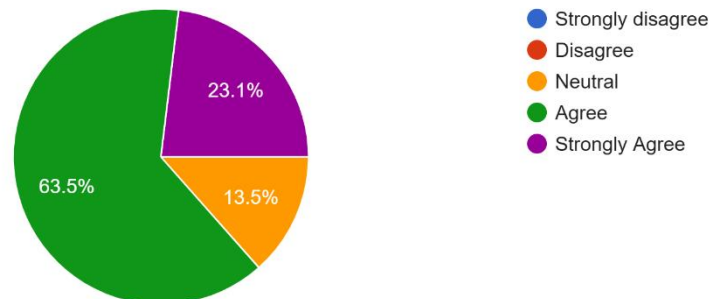
Q8. Training adequacy

This item shows negatively skewed distribution, meaning the bulk of responses are concentrated at a higher end of the scale.

With a combined positive rating of 86.6% (strongly agree and agree), this indicates high internal consistency in how employees perceive their preparation level.

8. I have received adequate training to perform my job effectively.

52 responses

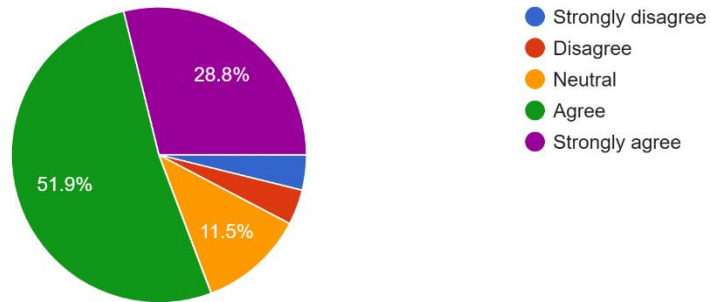


Q9. Skill development availability

While still predominantly positive (80.7%) combined agreement for this variable shows more variance than Q8. The presence of disagree and strongly disagree responses suggests that roughly 8% of the workforce perceives a lack of equal access to growth opportunities.

9. Opportunities for skill development are available to all employees.

52 responses



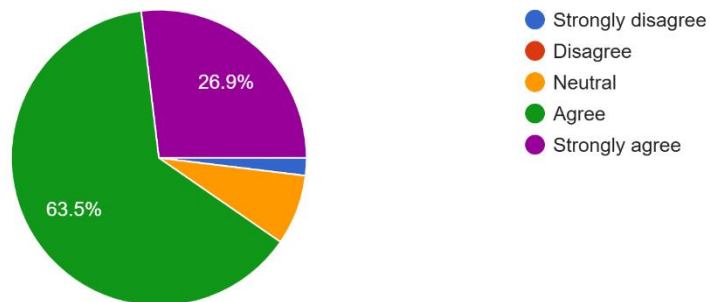
Q 10. Training relevance

This item achieved the highest combined Agree and strongly agree score at 90.4%.

The strong concentration in the 63.5% Agree category suggests that the training content is highly aligned with the daily operational tasks providing high content validity for the organization's curriculum.

10. Training programs are relevant at work.

52 responses



4.2.3 Performance Appraisal

This section measures the frequency, fairness, and quality of the performance appraisal process.

Table 7. Performance appraisal

Statement	Agree / strongly agree	Neutral	Disagree/strongly disagree
Q 11. Regular evaluation	80.8%	15.4%	3.8%
Q 12. Fair and unbiased	69.3%	26.9%	3.8%
Q13. Constructive feedback	82.3%	13.7%	3.9%

Consistency in evaluation is a strength

A combined 80.8% of employees feel their performance is regularly evaluated. This suggests that the organization has a disciplined review schedule and that very few people feel forgotten or overlooked.

Feedback quality is high

The highest scoring metric is the receipt of constructive feedback (82.3%). This is an excellent sign, as it means that evaluations aren't just box-ticking exercises, but are providing employees with actionable information the useful for professional growth.

The fairness gaps

While still positive Q12 (fairness and unbiased) has the lowest agreement rate (69.3%) and the highest neutral response (26.9%) Over a quarter of the workforce is on the fence about whether the process is truly objective. This often happens if the criteria for success are perceived as vague or if different managers are thought to use different standards.

4.2.4 Compensation and Rewards

This section shows the employee sentiment regarding compensation and workplace recognition. The metrics are critical indicators of employee retention and overall morale within the organization.

Table 8. Compensation and rewards analysis

Statement	Agree/strongly agree	Neutral	Disagree/strongly disagree
Q14.Competitive salary	67.3%	21.2%	11.5%
Q15.Recognition for work.	76.9%	17.3%	5.8%

Nearly 77% of the employees feel recognized for their contributions at work. High levels of recognition are linked to better engagement and suggest that management is successfully communicating appreciation for individual efforts.

Competitive pay perception

The majority of staff (67.3%) believe their salary is competitive compared to similar roles in other organizations. While this is a positive majority it is lower than the recognition score and over 11% explicitly disagree indicating a potential flight risk for a segment of the work force.

The neutral phase

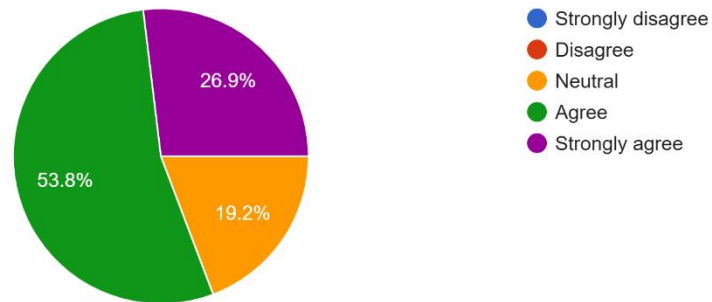
A significant portion of the respondents roughly 17% to 21% remain neutral to these topics. This often represents employees who may not feel strongly either way but may be swayed away by external offers or internal changes.

4.2.2 To examine the overall level of employee performance at Royal Van Zanten Mukono

Q16 Task completion and timeliness

16. I consistently complete my work on time.

52 responses



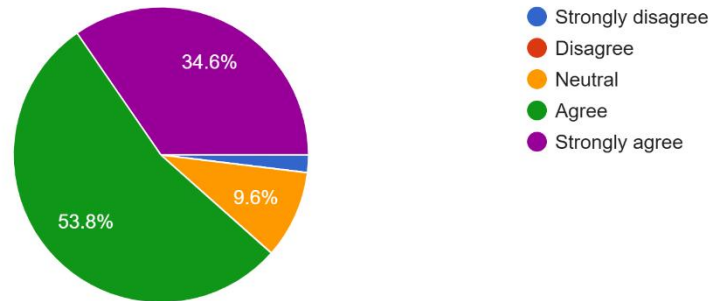
Agree and strongly agree (80.7%), neutral (19.2%), Disagree and strongly disagree (0%)

This is a strong indicator of high efficiency. Over 80% of the staff report meeting deadlines, and notably, none of them reported being unable to finish work on time. The 19.2% neutral group suggests a segment of the workforce that may occasionally struggle with workload or face external bottlenecks.

Q17. Quality standards

17. I meet the quality standards required for my tasks

52 responses

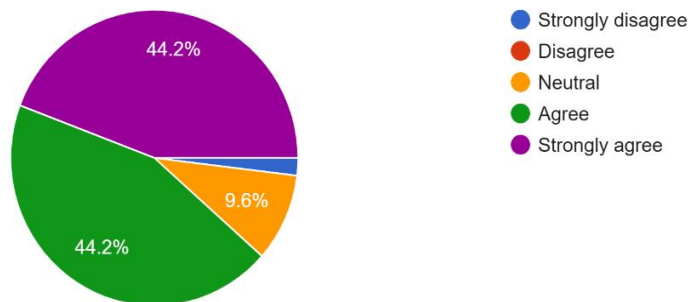


Agree and strongly agree (88.4%), neutral (9.6%), Disagree and strongly disagree (1.9%). This is the highest scoring area for agree it shows that employees are highly confident in their technical competence and the standard of their output. Only a very tiny fraction feels they aren't meeting standards, which is excellent for operational consistency.

Q18. Going above and beyond the organizational expectations

18. I am willing to go beyond what is expected in my job.

52 responses



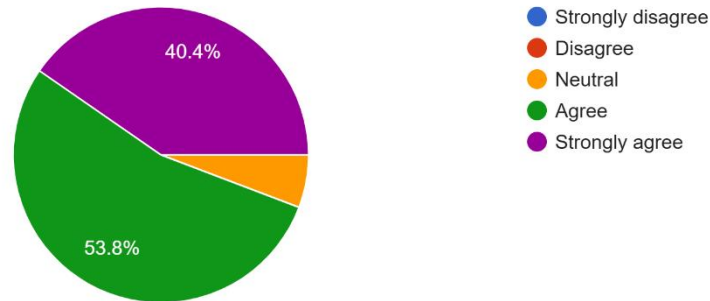
Agree and strongly agree (88.4%), neutral 9.6%, Disagree and strongly disagree (1.9%)

This measures employee engagement, with 44.2 % strongly agreeing the workforce appears highly motivated and invested in the company's success beyond just their basic job descriptions.

Q19.Cooperation and teamwork

19. I cooperate well with my colleagues and supervisors.

52 responses



Agree and strongly agree (94.2%), neutral (5.8%), Disagree and strongly disagree (0%)

This is the strongest area of performance, 94.2% of the staff feel the working environment is collaborative. High cooperation levels are critical for Royal Van, where multidisciplinary teamwork is essential.

Table 9. Table of Employee Performance

Performance metric	Agree/strongly agree (%)	Neutral (%)	Disagree /strongly disagree (%)
Timeliness	80.7%	19.2%	0%
Quality	88.4%	9.6%	1.9%
Extra Effort	88.4%	9.6%	1.9%
	94.2%	5.8%	0%

The overall level of employee performance at Royal Van Zanten is exceptionally high. Teamwork and quality are the company's greatest cultural assets. The only notable gap is the 19.2% neutral response regarding timeliness. While not a failure, it indicates that 1 in 5 employees feel their ability to meet deadlines is inconsistent.

4.2.3. To find out the challenges faced in implementing HR practices at Royal Van Zanten Mukono and propose viable solutions.

Q20. This segment shows the challenges that are faced by the employees in implementing HR practices at Royal Van Zanten Mukono.

The most mentioned problem was communication gaps and transparency. The workers particularly the ones with the harvest department do not feel connected with the management and the employees. They go further to indicate that there is ambiguity as far as HR policies, sexual harassment procedures and internal opportunities are concerned.

Slow response on employee issues, lack of openness on promotions and organizational change and finally under communication gaps there existed references to language barrier issue that influenced efficient communication in the workplace.

Pay and job security. The conflict over the aspect of effort vs reward balance was quite strained, several cases of low salary and poor allowances despite huge workloads were recorded. There was a lack of assurance among the employees with regards to job security since most contracts were of a short-term nature.

Finally, there were the overtime problems where the employees alleged that they were being subjected to unpaid over time work just to achieve quite high and unattainable expectations.

Work place culture and health. Certain reference to backache as a result of excessive bending, musculoskeletal diseases, fatigue and exposure to pesticides, the employees expressed concerns of hard bosses, victimization and use of expletives this indicates that people need better training on soft skills as a leadership trait. The shortage of rest time and fatigue was identified as performance impediments.

Fairness in HR processes Complaints of favouritism when it comes to performance appraisals and a slow and biased recruitment process that exhibits a sense of perceived bias and that performance evaluation might not be completely objective.

Table 10. Summary table for the challenges Faced in implementation of HR practices at RVZ.

Category	Key issues identified
Communication	Policy updates, feedback delays, language

	barriers.
Financial	Low pay, lack of allowances, unpaid overtime.
Well-being	Physical pain, exhaustion, stress, chemical exposure.
Management	Bias in appraisals, harsh leadership styles, lack of transparency.
Growth	Stagnant career acceleration

Q21.The viable solutions to the problems

The most stable methods of improving communication and transparency, which helps to bridge the information gap between the HR management and the staff, are;

Adopting a systematic feedback process the 360-degree feedback system and frequently conducting team meetings, to make sure communication is a two-way street.

Setting up avenues where employees are comfortable to express themselves without the fear of being victimized.

Communication on the policy changes, promotions and internal opportunities regularly to do away with the sense of ignorance. HR strategic and operational changes. The employees are seeking greater modernization and more equity in the way the department operates, recommendations to adopt technology by automating HR performance and reporting systems to achieve more efficiency and minimum delays particularly in giving out appointment letters and notices.

Working on shortening the recruitment process in order to make it more transparent and quick in order to eliminate the bias perceptions. Welding of individual task with company objectives to ensure that all people in the company are aware of how their performance is gauged. Safety and wellbeing of employees.

The type of work of the harvesting and technical department warrants a keen appeal to health-oriented interventions such as the employee wellness programs, the creation of health programs, such as gymnastics or stretching exercises to counteract muscle skeletal disorders that are brought about by over bending.

First hand demands to supply proper safety gears and free medication against work related physical illness. To steal exhaustion and stress, the introduction of resting hours days off and the improvement of work life balance.

The compensation and motivation strategies. In order to enhance organizational performance, respondents recommend a more competitive and fair reward system. Implementation of merit-based compensation, which is the method of paying the employees based on their performance, achievements and productivity instead of seniority.

Correct allowance and performance-based reward budgeting to employee morale. This should be ensured by providing constant training, workshops and mentorship schemes on how to ensure that the employees develop in the company and do not stagnate.

Table 11. Summary table for the viable solutions

Focus area	Key solutions
Communication	360-degree feedback, regular updates, feedback channels.
Wellbeing	Wellness programs, safety gear, allocated resting hours.
Rewards	Competitive salary, allowances, performance-based recognition
Growth	Mentorship, skills workshops, clear succession planning
Management	Automation of HR, fast tracking recruitment, kindness.

4.3 Conclusion

The research was established to find out the influence of HRM on the performance of employees. This discussion in this report has addressed the human resource practice in RVZ, the general performance of the employees in RVZ and the difficulties experienced in undertaking HR practice at RVZ. A body of theory suggests that HRM is correlated with performance, grounded in the influence of HR practices on employee attitudes and behaviour. The analysis has established that although the HR activities at RVZ, Mukono help create a good operating platform that ensures employees perform well within the organization, the

physical tension and lack of communication undermine the sustainability of this performance. To reach the primary goal of the study the optimization of the role of HR on performance of employees, it is necessary to change the administrative management of the organization to a more comprehensive approach that values the well-being of employees, open communication, and rewards based on merit.

CHAPTER FIVE

5. SUMMARY OF FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS

5.1 Introduction

The chapter contains a summary of the results provided by the research, conclusions based on the study, and the analysis of HR practices and their role in improving the performance and cooperation of the employees in the organization (RVZ, Mukono). The research was conducted to assess the effectiveness of recruitment, training, performance appraisal, and compensation systems and their impact on employee performance and cooperation. A total of 48 participants were targeted, including employees from the harvest, technical, and accounts departments, as well as Human Resources personnel, through a response based on 3. The study's research questions guided the analysis of the results. The data were then presented and interpreted, and conclusions and recommendations were made.

5.2 Summary of findings

The analysis of the survey data yielded the following key findings.

5.2.1 Demographic profile of respondents.

Gender: The majority of the respondents were males.

Departmental distribution: It has a substantial workforce in the harvest department, followed by the accounts and technical departments, and finally the HR department.

Years of service: Most employees have 1-3 years of service, with a few having less than 1 year.

Education level: The labour force is highly educated, with the majority of respondents holding a university degree, followed by a diploma.

5.2.2 HR practices and Employee performance

The recruitment process is generally perceived as fair and transparent. Responses were strongly positive, noting that the key factors in their hiring were qualifications and experience. This was one of the best-rated areas, training and development.

Employees reported that they were well trained and that training programs were highly relevant to their day-to-day activities.

Performance is appraised frequently, and most employees recognize they receive constructive feedback. But the qualitative feedback also revealed fears of favouritism in appraisals.

Compensation and benefits Salary competitiveness was the least rated HR practice though still positive. Employees said that although they feel appreciated for their contributions, there is room for improvement in financial rewards.

Employee performance: Employees reported high levels of commitment, cooperation with colleagues and supervisors, and a strong willingness to work beyond their job descriptions. Respondents believe they can meet quality standards and deliver work on time.

5.3 Conclusions

According to the findings, RVZ, Mukono has a favourable HR environment and a sound foundation in HR practices, particularly in training and recruitment. The fact that most employees are well educated results in a workforce that appreciates and adheres to professional standards.

Employee cooperation and motivation are also high, as evidenced by high scores for teamwork and extra-mile attitude. The research indicates that other HR practices are robust, but the compensation framework is perceived as less competitive, which could pose a potential employee retention risk over the long term.

Obstacles, including language barriers, a sluggish feedback loop on employee issues, and delays in administrative procedures, disrupt optimal performance.

5.4 Recommendations

It is recommended to improve the HR practices and employee performance at RVZ, Mukono, as follows.

In re-evaluating remuneration packages, management should conduct a pay survey to ensure pay scales are competitive with similar organizations, thereby improving morale and employee retention.

To address the slow feedback identified by respondents, HR should implement more open communication channels, such as convenient online documents and automated reporting processes, to provide faster feedback.

To engage employees in investment, more refreshment and socialization areas should be developed, which will enhance interpersonal relationships and reduce work-related stress.

Role clarity/ automation: RVZ should demystify roles and performance expectations and automate administrative functions to operate more efficiently.

5.5 Limitations of the study

Wording and tone: There are no direct 1:1 translations of some concepts in Luganda or other local dialects, and I got responses of the participants, especially the women and men working in the harvest department. The deep, emotional, specific cultural metaphoric thoughts of the participants were somewhat watered down during the process of translation.

The cost of transport was also very high, which restricted the frequency of my visits to the organization to collect data, The boda boda guys used to charge me depending on the weather. The research was conducted on only 52 employees that were available which might not be a complete picture of the HR area of the whole organization.

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APPENDIX (1)***TIMEFRAME***

DATE	ACTIVITY
AUGUST -SEPTEMBER 2025	LITERATURE COLLECTION
SEPTEMBER -NOVEMBER 2025	PROPOSAL
DECEMBER -JANUARY 2025 &2026	DATA COLLECTION
JANUARY 2026	REPORT WRITING
FEBRAURY 2026	REPORT SUBMISSION

APPENDIX (2)***BUDGET***

ITEMS	COST(SHS)
TRANSPORT	60,000
STATIONARY	12,000
PRINTING	70,000
BINDING	10,000
FOOD AND BEVERAGES	40,000

TYPING AND SECRETARIAL	10,000
MISCELLENEOUS	30,000
TOTAL	232,000

APPENDIX 3

QUESTIONNAIRE

Human Resource Practices effects on Employee performance at Royal Van Zanten, Mukono.
Dear Participant, I am carrying out research to explore the HR practices and their effects on employees performance at Royal Van Zanten, Mukono. Your involvement will be much appreciated. To the best of your knowledge, please respond to the following questions. Your details will be kept confidential and will only be utilized in the research purposes. Mark your response by either a tick to the most suitable question or writing where required.

SEC A (Demographic information)

1. Department

- Harvest
- Accounts
- HR
- Technical

2. Gender

- Male
- Female
- Prefer not to say

3. Years of service at RVZ, Mukono

- Less than 1 year

- 1-3 years
- 4-6 years
- More than 6 years

4. Education level

- Primary
- Secondary
- Diploma
- Degree
- Other

Section B: Human Resource Practices (Independent Variables)

Please indicate your level of agreement with the following statements regarding Human Resource Practices at Royal Van Zanten Mukono. Use the scale:

Scale	1	2	3	4	5
Meaning	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

No.	Statement	1	2	3	4	5
B1	The company hires employees who are the best fit for the job's needs.					
B2	Job descriptions accurately reflect the responsibilities and the expectations of the role.					
B3	The selection process effectively					

No.	Statement	1	2	3	4	5
	identifies candidates with the necessary skills and qualifications.					

No.	Statement	1	2	3	4	5
B4	I receive adequate training to perform my roles.					
B5	Training programs are relevant to my current job responsibilities.					
B6	There are sufficient opportunities for professional development within the organization.					

No.	Statement	1	2	3	4	5
B7	Performance appraisals are conducted regularly and fairly.					
B8	Feedback from appraisals is constructive and helps improve employee performance.					
B9	The criteria used in performance appraisals is clear and relevant to my job.					

No.	Statement	1	2	3	4	5
B10	The compensation package is competitive compared to industrial standards.					

No.	Statement	1	2	3	4	5
B11	I am satisfied with the non-monetary benefits (e.g., leave, medical insurance) provided by the organization.					
B12	Recognition and rewards are consistently given for good work performance.					

Section C: Mediating Variables

Please indicate your level of agreement with the following statements regarding Internal Employee States (Motivation, Engagement, and Skill Development).

Scale	1	2	3	4	5
Meaning	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

Motivation and Engagement

No.	Statement	1	2	3	4	5
C1	I feel energized and motivated to come to work every day.					
C2	I am committed to the success of Royal Van Zanten.					
C3	I often go above and beyond what is expected of me in my role.					

Skill Development

No.	Statement	1	2	3	4	5
C4	My job has helped me develop new and valuable skills.					
C5	The company provides me with resources to improve my professional					

No.	Statement	1	2	3	4	5
	abilities continuously.					

Section D: Employee Performance (Dependent Variable)

Please indicate your level of agreement with the following statements regarding your Work Performance.

Scale	1	2	3	4	5
Meaning	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

Task and Contextual Performance

No.	Statement	1	2	3	4	5
D1	I consistently meet or exceed my performance targets (Task Performance).					
D2	The quality of my output is consistently high (Task Performance).					
D3	I take the initiative to improve my work processes even if not asked (Contextual Performance).					
D4	I willingly collaborate with my colleagues to achieve team goals (Contextual Performance).					

Section E: HR Practice Challenges (Objective 4)

Based on your experience, please briefly list the top three challenges you face regarding Human Resource Practices at Royal Van Zanten Mukono.

1. _____

2. _____

3. _____
