

**EXPLORING THE IMPACT OF HUMAN RESOURCE PRACTICES MAINLY TRAINING, WORK
PLACE SAFETY AND JOB SECURITY ON CAREER GROWTH IN UGANDA CHRISTIAN
UNIVERSITY**

AGAPE MUGABI

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FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF A DEGREE OF BACHELOR
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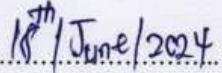
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DECLARATION

I, **MUGABI AGAPE**, declare that this is my original work and has never been presented to any institution or university for any academic award.

Signature.....

Date.....

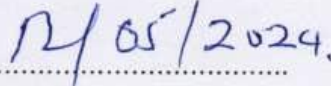
MUGABI AGAPE

REG NO: M22B05/085

APPROVAL

I certify this research report under the title "Exploring the impact of Human Resource practices mainly training, work place safety and job security on career growth in Uganda Christian University" has been under my supervision and it is ready for submission to Uganda Christian University.

Signature.....

Date.....

DR. KATONO ISAAC

(SUPERVISOR)

DEDICATION

I dedicate this research report to my mother Ms. Nakazibwe Rachel who has supported both financially and emotionally right from the beginning of my course, my uncle Pr. Samuel Kawumi and my supervisor Dr. for his genuine guidance. May the almighty God reward you abundantly.

ACKNOWLEDGEMENT

My gratitude is also extended to my dear guardians for the financial support towards this work. My sincere thanks are due to my brothers and sisters for their silent cooperation. My gratitude goes to my supervisor Dr. Katono Isaac for the time he gave me for academic professional guidance and advice organizing this work into its present state. May the almighty God reward him abundantly. I also extend my acknowledgement to the management and staff of Uganda Christian University for sparing some of their valuable time and provided me with the relevant information to make this work complete. Special thanks go to my family for the support and comfort I received which enabled me to accomplish this course with less difficulty. I will forever live to remember your efforts.

LIST OF ACRONYMS

HRM: Human Resource Management

HR: Human Resource

UCU: Uganda Christian University

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ABSTRACT

This study focused on exploring the impact of Human Resource practices mainly training, work place safety and job security on career growth. The study was carried out at Uganda Christian University. The objectives of the study were to: assess the perceived levels of job security among employees within UCU, evaluate the effectiveness of employee training programs in enhancing skill development and knowledge acquisition in UCU, examine the implementation of safety practices and their impact on employee well-being and work place safety perceptions and investigate the relationship between job security, employee training, and safety practices on employees' perceptions of career growth opportunities in UCU. A population of 100 was used including the administrators and support staff members. A sample of 50 respondents was selected for the study purpose. The sample size was determined using Krejci and Morgan (1970). The data was collected using simple random sampling technique together with stratified random sampling technique which helped the researcher select the different categories of respondents.

The findings revealed that the organisation has achieved its objectives through its effective human resource management that is in form of quality outputs, production on a large scale, efficient employees and a large number of committed workers. Followed by some of the respondents disagreeing that it has not yet achieved its objectives, from the findings. It indicated that this where the new employees of the organisation which have not spent there a large period of time. The study concluded that human resource plays a vital role in making an organisation to achieve its objectives hence UCU's human resource management has a vital in its achievements.

The study recommends that UCU should still carry on their ways of human resource practices since it has achieved a lot from it. The UCU should teach its employees on the importance of their activities such that employees work knowing that they are evaluated hence will increase more on their efficiency.

CHAPTER ONE

1.0 Introduction:

This chapter presents the background of the study, statement of the problem, purpose, general objectives, specific objectives, research questions, scope and definition of key terms.

1.1 Background of the study

Human resource management practice are the organisational activities directed at managing the pool of human resources and ensuring that the resources are employed towards the fulfilment of organisational goals (Koontz, 2016). These human resource management practices as carefully designed combinations of such practices geared towards improving organisational effectiveness and hence better performance outcomes (Ahmad and Schroeder, 2019).

Human resource practices have the ability to create organisations that are more intelligent, flexible and competent than their rivals through the application of policies and practices that concentrate on job security, training skilled employees and directing their best efforts to cooperate within the resource bundle of UCU (Gamage, 2019). The attributes of human resource management are job security, employee training and employee safety. Safety programs are concerned with protecting employees and other people affected by what the firm produces and does, against the hazards arising from their employment or their links with the firm. Training is designed to promote employees with the knowledge and skills needed for their present jobs (Schroeder, 2019). The overall aim of the job security process is to provide stability and assurance to employees regarding the continuity of their employment to satisfy the human resource needs of the university (Gamage,2019).

Employee engagement is a workplace method designed to improve an employee's feeling and emotional attachment to the company, their job duties, position within the company. Their fellow employees and company culture (Randal,2016). Human resource has the tools and knowledge to create strategies that really increase employee engagement within UCU and doing so, show the stakeholders both their contribution to business performance (Ahmad and Schroeder, 2019). Employee engagement has emerged (Schaufeli et al. 2018) and it is very essential to understand the condition of employees well being along with its unwell being as engaged employees are

more energetic and dedicated to fulfil their assigned tasks. The attribute of employee engagement is career growth.

1.2 STATEMENT OF THE PROBLEM:

In a company, about 80% of the employees are not allowed to participate in decision making on issues pertaining to a certain organisation due to low level of employee engagement. Despite this problem which affects employees in the organisation, little has been done in addressing the issue of human resource management practices and employee engagement in the organisation.

Human resource departments use employee engagement tactics for example employee training, employee safety and job security to boost career growth across all company levels. Employee engagement in human resource management also helps to ensure that each and every employee is fully committed to the company's mission, goals and values and they remain encouraged and inspired contributing to the overall career growth.

1.3 Purpose of the study.

The study was to establish the relationship between human resource management practices and employee engagement in UCU.

1.4 GENERAL OBJECTIVE:

To investigate the relationship between job security, employee training, and safety practices on employees' perceptions of career growth opportunities in UCU.

SPECIFIC OBJECTIVES OF THE STUDY:

To assess the perceived levels of job security among employees within UCU.

To evaluate the effectiveness of employee training programs in enhancing skill development and knowledge acquisition in UCU.

To examine the implementation of safety practices and their impact on employee well-being and work place safety perceptions.

1.5 RESEARCH QUESTIONS:

What is the perceived level of job security among employees in UCU?

How it correlates with their perceptions of career growth opportunities in UCU?

How do employee training programs impact employees career growth trajectories within UCU?

How do safety practices influence employees' perceptions of career advancement and growth prospects within UCU?

1.6 Scope of the study

1.6.1 Content scope

The study focused on the relationship between human resource management practices and employee engagement in UCU. It specifically investigates how human resource management practices used, the procedures used in employee engagement and the relationship between human resource management and employee engagement in UCU.

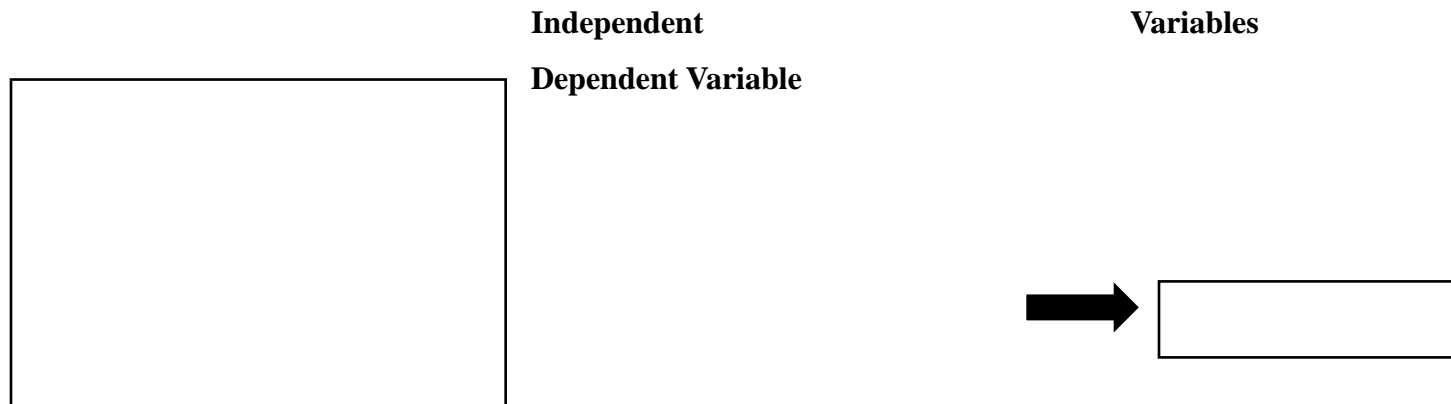
1.6.2 Time scope

The researcher focused to review the literature related to the study and even to collect the primary data. The study took a period of two months from (February – April 2024) for data collection and analysis.

1.6.3 Geographical scope

The study was conducted at UCU located in Mukono. The company was chosen because of its strong human resource practices in enhancing employee engagement. This is because employees in UCU are not allowed to participate in decision making on issues pertaining to the organisation due to low level of employee engagement which the study needs.

1.8 Conceptual frame work for the study.



Source: adopted by Lucy, (2019)

Human resource management practices are based on organisation fit model by Johnson (2016).

From the strategic point of view, it is used to measure in terms of a statement of the intent in an organisation with regards to how the organisation is going to manage its resources through employee engagement. These intentions provide the basis for the plans, developments and programs for change.

Employee engagement is indicated by participation of employees in decision making on issues pertaining the organisation. Employees are desperate to have meaningful relationships with their managers. Engagement can be affected by social cohesion, feeling supported by one's supervisor information sharing, common goals and vision.

Safety programs are concerned with protecting employees and other people affected by what the firm produces and does, against the hazards arising from their employment or their links with the firm (Sharma,2015). Training is designed to promote employees with the knowledge and skills needed for their present jobs. The overall aim of the job security process is to provide stability and assurance to employees regarding the continuity of their employment to satisfy the human resource needs of the university.

CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter reviews literature related to the research problem and objectives of the study. It then shows how this research relates to the existing body of knowledge and it identifies the gaps existing in the current study.

Human Resource Management Practices

Human resource management practices like training and development, performance management system and policy, career growth opportunities, etc. have significant impact on employee's engagement (Gamage, 2019). The researcher opinion on this issue is divided and created a research gap whether HRM practices in the organisation have similar effect on the employee's engagement (Gabriel et al, 2017).

Human resource management practices form a major part of an organisation's overall resourcing strategies, which identifies and secures people needed for an organisation to survive and succeed in the short to medium term (Elwood & James, 2015). In fact, the basic purpose of employee training is to create a pool of suitably qualified candidates to enable the selection of the best candidates for the organisation, by attracting more and more employees to apply in the organisation.

Employees want good training opportunities to increase marketability. The conventional wisdom used to be that if the company makes them marketable, employees will leave at the first opportunity. But today, companies are finding that the more training employees get the more likely they are to stay. Indeed, when training ends, the turnover tends to begin (Jamrog, 2016; Wien Tuers and Hill, 2016). According to Storey and Sisson, (2016), Training is a symbol of the employer's commitment to staff. It is also reflective of an organisational strategy based on adding value rather than lowering cost. The training and development of people at work has increasingly come to be recognised as an important part of HRM (Oakland and Oakland, 2017). An analysis of employee's commitment among hospital administrators, nurses, service workers and clerical employees as well as among scientists and engineers from a research lab concluded

that the employees' personal career aspirations had a marked effect on employee commitment (Marchington and Wilkinson, 2015).

All these areas of staffing would be haphazard if the recruiter did not know the qualifications needed to perform the various jobs. Lacking up to date descriptions and specifications, a firm would have to recruit and select employees for jobs without having clear guidelines. This could have disastrous consequences. Job analysis is conducted after the job has been designed, the worker has been trained and the job is being performed. Human resource planning involves matching the internal and external supply of people with job openings anticipated in the organisation over a specified period of time (Dessler, 2017).

Training is considered a form of human capital investment whether that investment is made by the individual or by the firm (Wetland, 2017). Training is designed to promote employees with knowledge and skills needed for their present jobs. Once employees are hired, training programs enhance employees job skills and knowledge, apply them on the job and share them with other employees, (Noe, 2015) found that firms that often delay training to determine whether workers are good matches and therefore have a lower probability of leaving the firm. Development is an effort to provide employees with abilities the organisation will need in the future (Cappeli, 2017). Development involves learning that goes beyond today's jobs. It has a longer terms focus. Skill development could include improving basic literacy, technological know-how interpersonal communication or problem-solving abilities.

Nichorous (2017) says that Training employee' morale especially new candidates who have just joined an organisation and this familiarizes them with the organisational mission, vision, rules and regulations and the working conditions. Training helps the employees to get job security and job satisfaction. The more satisfied the employee is and greater is his morale, the more he will contribute to organisational success which reflects a sign of labour efficiency and the lesser was employee absenteeism and turnover. Hendrix (2017) contends that a well-trained employee was well acquainted with the job and will need less supervision thus: there was less wastage of time and efforts.

Basing on the view by Hendrix (2017), the existing employees are trained to refresh and enhance their knowledge which helps them acquire skills and efficiency during training hence they become more eligible for promotion and also become an asset for the organisation. Having a

trained workforce means your workers are learning new skills that can improve production, cut time spent in creation of your product, reduce production costs, reduce mistakes, build confidence in your workforce and create a better working environment.

Dereket (2016) suggests that training improves efficiency and productivity of employees and therefore well-trained employees show both quantity and quality performance implying that there is less wastage of time, money and resources if employees are properly trained. He contends that the term labour productivity by no stretch of imagination is intended to measure the contribution of labour or impute to workers the credit for increasing industrial efficiency or discredit it for reduced economic efficiency. However, Nichorous (2017) was of the view that expression of productivity only in terms of output per unit of labour time would, therefore, constitute a narrow concept of productivity.

Dessler (2016) had the view that training is basically a hallmark of good management which task managers ignore at their peril, having high potential employees does not guarantee they will succeed, instead they must know what you want them to do and how you want them to do it, if they do not they will do the job their way and not the managers way which may lead to dismissal in relation to poor performance hence good training is vital and contributes to labour efficiency and effectiveness.

Employment safety programs are concerned with protecting employees and other people affected by what the firm produces and does, against hazards arising from their employment or their links with the firm. Occupational health programs deal with the prevention of ill health arising from working conditions and safety programs deals with the prevention of accidents and with minimising the resulting loss of damage to persons and property (Torrington, 2015).

The achievement of highest standards of safety in the work place is important because the elimination of health hazards and risks is the moral and legal responsibility of employees, close and continuous attention to safety is also important ill health and injuries inflicted by systems of work on conditions of work cause suffering and loss to individuals and their dependants. In addition, accidents and absence of ill health or injuries result in losses and damage for the organisation. Welfare services on the other hand are provided for matters concerning employees which are not immediately connected with their jobs. (Torrington, 2015).

Safety programs can enhance proactive injury avoidance and studies conducted has demonstrated that organisations do perceive safety as an essential segment of making and keeping up a healthy workforce. In altering an association's way of life, it is imperative that top management involvement in health and security issues is paramount and that a vibrant and positive attitude is needed to institute safety culture in the organisation. The implementation and review of any safety program becomes successful with the involvement of top level or strategic level management (Fitzgerald, 2015). According to Euro found (2017), a great percentage of workers in current jobs are exposed to work related health risks. They contended that the effect of occupational wellbeing and security of workers depended on the types of hazards faced.

According to them, when employees feel that their management cares for them, it represents an indication of a positive management of human resource management system which results in a safer working condition with benefits such improved staff morale, stress reduction, improved health, reduced injuries and illnesses and reduced medical expenses. Ward et al. (2018) concluded that effective and efficient human resource management impact positively on the performance of institution, affects workers behaviour towards work and gives a more positive impression towards employee health and security.

The attributes of human resource management practices

The following are the attributes of human resource management practices:

Job security

The overall aim of job security should be employment stability where it analyses how job security contributes to employee retention and reduces turnover rates within the organisation (Macey and Schneider, 2018). The principal purpose of this is contractual guarantees, they investigate the role of contractual agreements, including employment contracts and union agreements in providing job security to employees. Basically, job security explores how economic conditions impact job security measures, such as layoffs, downsizing and restructuring and how organisations can mitigate these effects.

Employee training

Training is considered a form of human capital investment whether that investment is made by the individual or by the firm (Wetland, 2018). Training is designed to promote employees with the knowledge and skills needed for their present jobs. Once employees are hired, training programs enhance employee job skills and knowledge, apply them on the job and share them with other employees, (Noe, 2017) found that firms often delay training to determine whether workers are good matches and therefore have a lower probability of leaving the firm. Development is an effort to provide employees with abilities the organisation will need in the future (Capelli, 2018).

Employee safety

Safety programs are concerned with protecting employees and other people affected by what the firm produces and does, against hazards arising from their employment or their links with the firm (Torrington, 2015). Occupational health programs deal with prevention of ill health arising from working conditions and safety programs deals with the prevention of accidents and with minimising the resulting loss of damage to persons and property (Torrington, 2021). The achievement of highest standards of safety in the work place is important because the elimination of health hazards and risks is the moral and the legal responsibility of employees, close and continuous attention to health and safety is also important ill health and injuries inflicted by systems of work on conditions of work cause suffering and loss to individuals and their dependants (Harter et al., 2019). Welfare services on the other hand are provided for matters concerning employees which are not immediately connected with their jobs (Torrington, 2021).

The procedures used in employee engagement in the organisation

Procedures are used because today, the need for effective employee engagement and participation is greater than ever (Fitzgerald, 2015). If companies fail to engage employees, this will lead to undesirable results that should be avoided at all costs, including lower retention rates, lower productivity, poor communication (Harter et al., 2019).

The first step in the process is about discovering the specific requirements of the organisation and deciding the priorities. After that a customised design of carrying the whole process can be designed. It is recommended to seek advice of expert management consultant in order to increase

the chances of getting it done right at the first attempt (Joo and Mclean, 2016). Design the questions of the employee engagement survey and deploy it with the help of an appropriate media. It can be either in printed form or set online depending upon the comfort level of the employees and your questionnaire evaluation process (Torrington, 2015).

It is the most important step in the entire process. It is time when reports are to be analysed to find out what exactly motivates employees to perform their best and what actually disengages them and finally compels them to leave the organisation. The results and information can be delivered through presentations (Macey and Schneider, 2018). Coaching of line managers as well as HR professionals is very important in order to tell them how to take appropriate actions to engage employees. They should also be told dos and don'ts so that they can successfully implement the changes. Action follow up is necessary in order to find out if the action has been taken in the right direction or not and if it is producing the desired results (Taleo Research, 2019).

The relationship between human resource management and employee engagement in the organisation

Human resource management practices are essential for the development of UCU (Hallberg and Schaufeli, 2016). The main human resource management practices include market adapted training, enhancement of performance, suitable system of exchange, appraisal of social security and planned strategic needs (Tessema and Soeters, 2016). Human resource practices enhance employment engagement in turn employee performance (Harter et al., 2019).

Employee engagement is an intensive emotional linking to a job and organisation that is beyond the satisfaction that allows employee to perform well and wanting to stay with employers and saying good about them (Gubman, 2004). Engaged employees within an organisation provide a competitive advantage to organisations (Joo and Maclean, 2016) and hence there is a need to continuously engage employees. It is an approach in workplace that results in the right circumstances for the employees of the organisation to give their best and commitment towards organisational values and goals, motivation for contributing to organisational success with an increased sense for their own well-being. Employee engagement is built on integrity, trust, two-way communication and commitment between organisation and employees. It is an approach

enhancing the probabilities of success of business, contributing to individual as well as organisational performance, well-being and productivity (Harter et al., 2019).

Employee engagement is about completely including as the team member, focusing on the clear goals, empowering and trusting receiving constructive and regular response, supporting in new skills development, thanking and recognizing for achievement. Employee having low level of engagement are not able to perform well. It has been established that highly engaged employees are two times likely to be better performers (Taleo Research, 2019). Many personnel directors evaluate the performance of each employee on a quarterly or annual basis to help them in identifying the areas of improvement.

Human resource planning is essential for any modern public service organisation in the competitive world of today because in order to improve and manage the workforce within the organisation and achieve better performance (Ward, 2018). Human resource planning is vital for strategic decision making. In order to achieve organisational goals, it is necessary to implement the correct human resource policies. Senior management and all departments of modern public service organisation coordinate with human resource department for completing various tasks and decision making. Human resource planning ensures the right people recruited and working on the right job and right place. It is also helps in hiring skilful and talented staff for organisation. Human resource managers usually ensure that the right persons are hired for job, having ability to complete their jobs and behave well at work place (Taleo, 2019).

Forecasting demand means demand for labour force by different departments of public service. For this purpose, human resource department works proactively and reactively. For example, if a department in local government needs staff. It must contact HR department with its requirements and then it becomes responsibility of human resource department to deploy, recruit, or transfer the required number of employees to fulfil their need (Schroeder, 2019).

Human resource planning is very important for modern public service organisation, that is why Uganda local government keeps improving its human resource department according to new rules and regulations. Modern public service organisations in Uganda work for higher good staff and give proper training so that they can contribute in these organisations for achieving organisational goals. Human resource planning helps for strategic decision making, vital for

survival, managing the staff is important for various ways like completing the jobs in professional way and placing the right person to right job (Torrington, 2015).

CHAPTER THREE

RESEARCH METHODOLOGY

Introduction

This chapter contains the research design, sample size, population study, tools for data collection, sources of data, analysis of data and presentation and limitation to the study.

Research Design

The research used case study design because it produces information only on the particular cases studied. A case study research design is combined with both quantitative and qualitative methods that were used for this study. According to Baron (2018), qualitative research design helps to capture qualitative data, based on qualitative aspects that may not be quantified. It aided in discovering the motives and desires or what people think and how they feel about a given subject or situation. This method involved an unstructured approach to inquiry and allows flexibility in all aspects of the research process. It was more appropriate to explore the nature of a problem, issue or phenomenon without quantifying it.

Population of the study

Brinker, (1998) defines a target population as a large population from which a sample population is selected. Female and male respondents were selected by the researcher from UCU to participate in the study. The estimated total target population was 120 including the administrators and support staff members.

Sample size

The researcher selected 100 respondents including the administrators such as human resource manager and the general employees who represented the whole population. The sample size was determined using Krejci and Morgan (1970) as shown in the table below:

Table: Showing a sample size

Types of respondents	Sample
Administrators	6
Employees	94
Total	100

Sampling Techniques:

Purposive sampling method was used where by a few respondents having the required information was selected from the whole population to participate in the study. Purposive sampling technique was used because members are considered to have full knowledge and willingness to provide data about the study variable.

Simple respondent sampling was used and each respondent will get an equal chance of being selected for sample. It is aimed at eliminating mistakes, improving the levels of data accuracy and ensuring that at least every department was selected using random numbers and this helped the researcher pick up the section with which to start from.

Sources of data

Secondary data

The data was collected from the internet, literature review, journals and other resource centres. Under this source, the data was obtained from reports, newspapers and magazines from the resource centres which backed up quantitative data.

Primary data

The researcher got information directly from respondents in UCU.

Methods for data collection

Questionnaire

Questionnaire is a carefully designed instrument for collecting data in accordance with the specifications of research questions. This contains a form of set questions that were answered by

the respondents and the researcher asked simple logic questions every respondent can comprehend fully. Self-administered semi structured questionnaire was designed to collect quantitative data. It involved both open ended and closed ended questions. This research tool was considered to be central for this study simply because it was a convenient tool whereby the respondents chose when to answer the outlined questions without panic.

Interview Method

The researcher used face to face interview on human resource management practices and employee engagement in UCU. The researcher adopted structured interview which gave information to the respondents verbally through face-to-face conversation. This method helped the researcher clarify the information he wanted.

Data collection methods

Questionnaire

A self-administered semi structured questionnaire was designed for respondents to gather quantitative data which included both closed and open-ended questionnaires. The questionnaires enabled the researcher acquire different forms of information and guaranteed anonymity of the respondents. This researcher method was considered to be central for this study simply because it is a convenient tool whereby the respondents chose when to answer the target questions without panic.

Interview Guide

The researcher used face to face interview which involved interactions between the respondents and the researcher about the study. The researcher also adopted structured interview which was in form of simple questions the researcher asked the respondents through face-to-face method. The researcher adopted both formal and informal interview which maximised information from different respondents.

Procedure of data collection

The researcher got an official introductory letter from the school of business which was presented to the respondents in UCU which enabled the researcher officially conduct the study in the areas with ease. The researcher went to the field and the introductory letter was presented to

the respondents on request. It was important that at the start of every interview, the researcher guaranteed to respondents' confidentiality to both the respondents and the informants. Schedule was used for the researcher to suit in the respondent's time to avoid inconvenience and resultant biases. The researcher went the area of study for data collection with support of research assistants.

Data validity and reliability

Validity of the data

The researcher constructed questionnaires and submitted them to the supervisor who examined and approved them for purpose of their validity. After the approval of the questionnaires, the researcher carried out a pre-test pilot study and after pre-testing the tools, ambiguous questions were adjusted accordingly and later data was collected from the field of study.

Reliability of the data

The questions were pilot tested in the study area in order to ensure reliability and consistency of data that was collected.

Ethical considerations

The researcher observed extreme confidentiality while handling the responses and information was availed to the respondents that the researcher did not cause any danger directly or indirectly and that participation was voluntary basically. The researcher obtained consent from all the respondents. The nature of business anonymity was observed as some people never wanted their names and age to be recorded.

Limitations of the study

Unclear information. Some of the respondents were not straightforward and the researcher ended up drawing unclear conclusions. The use of control questions helped to minimise this problem.

Limited cooperation. The researcher was mostly likely to face a problem of limited cooperation from the respondents. This was due to their own reasons being that they had limited time and interest in providing the information required. However, the researcher explained the purpose of the researcher to the target respondents and convinced very respondent to participate in the study.

Secrecy. Since the study subject was sensitive therefore, the researcher anticipated that respondents were not open to offer the much-needed data which is to affect the quality of the findings. However, the researcher explained the purpose of the study as academic as well as the use of an introductory letter to gain their confidence.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS INTERPRETATION AND DISCUSSION OF THE FINDINGS

4.0 Introduction

The study focused the human resource management practices and employee engagement in UCU. The findings from the study were presented and analysed orderly based on the formulated study objectives. Data was analysed using Microsoft excel to generate tables, graphs and pie charts. The chapter begins by presenting the biographic characteristics of respondents in terms of gender, age, education levels, departments, position and period of time spent in the organisation. The study there after discusses findings as per the formulated objectives of the study.

4.1 Response Rate

Table 4.1: Response Rate

Questionnaires	Number of respondents	Percentage (%)
Questionnaires issued	50	50
Questionnaires received	50	50

Source: Primary data

The researcher issued 50 questionnaires and all of them were returned back which ensured 50 per response rate.

4.2 Demographic information of the respondents

Demographic information contains the gender, categories of respondents, age, working experience and education level of respondents.

4.2.1 Sex of respondents

The results in the Table 4.2 below present the sex of the respondents.

Table 4.2: Sex of respondents

SEX	No. of respondents	Percentage (%)
Females	35	35
Males	15	15
Total	50	50

Source: Primary data

Table 4.2 above shows that 35 percent of the respondents were females and 15 percent were males. This implies that the majority of the respondents who participated in the research activities were females.

4.2.2 The age of respondents

The results in the table 4.3 below present the age of the respondents

Table 4.3 Age of respondents

Age bracket (%)	Number of respondents	Percentage rate (%)
19-29	18	18
30-44	17	17
45 and above	15	15
Total	50	50

Source: Primary data

Table 4.3 above indicates that participants in the age range of 19 to 29 represented by 18 percent whereas 17 percent of the total target respondents were in the range of 30-34 years and then people aged 45 and above were represented by 15 percent. This gives implication that all the respondents are mature enough and therefore their opinions are reliable and dependable.

4.2.3. Working experience of the respondents

To establish the experience of the respondents, they were asked to show their working experience and the findings are presented in the table below;

Table 4.4: Working experience of the respondents

Working experience	No. of respondents	Percentage (%)
1 year	26	26
Less than a year	5	5
2-3 years	9	9
4 years and above	9	9
Total	50	50

Source: Primary data

Table above indicates that the findings indicate that 9 percent of the total respondents were in the bracket between 2-3 years, whereas those ones who had worked for less than a year were 5 percent, and then 9 percent of the participants had 4 years working experience and 26 percent was for people who had worked for 1 year. This means that the respondents who participated in the study had relevant experience which ensured the reliability and validity of the study findings.

4.2.4 Education level of respondents

The results in the table 4.5 below present the education levels of respondents.

Table 4.5: Education level of respondents

Academic qualification	Number of respondents	Percentage (%)
Advanced certificate	14	14
Uneducated people	8	8
Diploma	12	12
Degree	8	8
Masters and others	8	8
Total	50	50

Source: Primary data

Results in table 4.5above that the percentage of people with a diploma was 12 percent, the percentage of respondents with a degree was 8 percent and then 8 percent of some respondents had masters and other qualifications. This indicated that the researcher interviewed all participants with different levels of education. However, the researcher interviewed even the

respondents who never went to school with the intention of getting true information from different category of respondents which is reliable and dependable.

4.3 Presentation of the findings as per the study objectives

4.3.1 The resource management practices used in Uganda Christian University

The results in the table 4.6 below present the resource management practices used in Uganda Christian University.

Table 4.6: The resource management practices used in Uganda Christian University

Human resource management practices	Mean	Standard Deviation
Performance consistently delivering high quality work and meeting expectations	4.87	.404
Build professional relationships within and outside organisation	4.68	.694
In my organisation, short listing of candidates is done professionally	4.73	.554
Am given professional training opportunities as part of my job in this organisation	4.10	1.429
My human resource manager supports and facilitates my job training	3.58	1.010
The nature and amount of work done in groups has greater effect on organisational performance	2.85	1.406
Ability to work cooperatively with co-workers incorporates many issues from employment legislation to influence the performance of an organisation	2.90	1.392

Source: Primary data

The results in the table 4.6 above indicates that the organisation hires employees and they perform consistently delivering high quality work and meeting expectations and this view was shared by majority of the respondents who held the view as shown by a mean value of 4.87 and standard deviation of .404.

The findings shows that the professional relationships are built within and outside the organisation and this view was shared by majority of the respondents hold the view as shown by mean value of 4.68 and standard deviation .694.

The findings show that in the organisation. Short listing of candidates is done professionally; this was indicated by a mean value of 4.73 of the mean value and standard deviation .554.

The findings shows that majority of the respondents assert that employees are given professional training opportunities as part of my job in this organisation and this was shown by the mean value of 4.10 and standard deviation 1.429.

The results further indicate that the human resource manager supports and facilitates the employee's job training. This shows that most of the respondents disagreed with the findings as shown by the mean value of 3.58 and standard deviation 1.010.

The findings are in line with Wetland (2018) who argued that training is designed to promote employees with the knowledge and skills needed for their present jobs. Once employees are hired, training programs enhance employee job skills and knowledge, apply them on job and share them with the employees.

Majority of the respondents disagreed with the fact that the nature and amount of work done in groups has greater effect on organisational performance which was shown by the mean value of 2.85 and standard deviation 1.406. Ability to work cooperatively with co-workers incorporates many issues from employment legislation to influence the performance of an organisation and this is shown by the mean value of 2.90 and standard deviation 1.392.

The findings are in line with Torrington (2021) who reported that safety programs are concerned with protecting employees and other people affected by what firm produces and does, against hazards arising from their employment or their links with the firm. Occupational health programs deal with the prevention of ill health arising from working conditions and safety programs deals with the prevention of accidents and with minimising the resulting loss of damage to persons and property.

4.3.2 The procedures used in employee engagement in Uganda Christian University

The results in the table indicate the procedures used in employee engagement in Uganda Christian University.

Table 4.7: The procedures used in employee engagement in Uganda Christian University.

Statements	Mean	Standard Deviation
Rewarding committee for performance motivates employees to perform better which leads to high level of productivity	4.82	.385
Rewarding committee for performance improves employee punctuality to work and reduces employee absenteeism	4.73	.452
The nature and amount of work done in groups has greater effect on organisational performance	3.68	1.047
Ability to work cooperatively with co-workers incorporates many issues from employment legislation to influence the performance of an organisation	3.33	1.309
Ability to work cooperatively with co-workers offers assistance in a variety of ways including employee recognition	2.68	1.289
Valid N (listwise)		

Source: Primary data

The study shows that rewarding committee for performance motivates employees to perform better which leads to high level of productivity. This view is shown by high mean value of 4.82 and standard deviation .385 indicating most of the respondents agreed with the findings.

The findings are in line with Deloof (2019) who argued that the leader makes sure that all the instructions are communicated to each and every employee and whenever the workers are under constant leadership or monitoring then step by step check is kept and if they are deviating from plan then immediate instructions are issued by the supervisor.

The findings show that rewarding committee for performance improves employee punctuality to work and reduces employee absenteeism and this was supported by the fact that the mean value

was 4.73 and standard deviation .452. The results show that the majority of respondents as shown by the mean value of 3.68 and standard deviation 1.047 stated that the nature and amount of work done in groups has greater effect on organisational performance.

The findings are In line with Shields (2017) who argued that employees are rewarded depending on the skills and competencies that they possess, not what the job is worth and it is employees who have market value, and skills-based pay is a payment method in which pay progression is linked to the number and depth of skills that individuals develop and use. The researcher adds that it is paying for horizontal acquisition of skills and vertical development of skills needed to operate at a higher level by undertaking a wider range of tasks.

The results show the ability to work cooperatively with co-workers incorporates many issues from employment legislation to influence the performance of an organisation as it based on the low mean value 3.33 and standard deviation .1.309. Majority of respondents disagreed that the ability to work cooperatively with co-workers offers assistance in a variety of ways including employee recognition and this was evidenced by the mean value of 2.68 and standard deviation 1.289.

The findings are in line with Czaplewski (2018) who reported that employee team work involved the collection of individuals who are independent in the tasks and who share responsibility for the outcome. Teams enable employees in organisation to co-operate, enhance individual skills and provide constructive feedback without conflict between individual.

4.3.4 Relationship between human resource management and employee engagement in Uganda Christian University

Table 4.8: Correlation analysis between human resource management and employee engagement in Uganda Christian University

Variables	Statistics	Employee engagement	Human resource management
Employee engagement	Pearson Correlation	1	0.555
	Sig. (2-tailed)		0.001
	N	100	100
Human resource management	Pearson Correlation	0.555	1
	Sig. (2-tailed)	0.001	
	N	100	100

** Correlation is significant at 0.05 level of confidence

The correlation table above shows that the Pearson's correlation coefficient (0.555) means that there is a strong positive of 0.555 between employee engagement and human resource management in the organisation. And also, since the P-value (0.001) is less than 0.05 the confidence level, we reject that null hypothesis and conclude with the alternative that effective employee engagement depends on the human resource management practices.

The findings are in line with Harter (2019) who reported that human resource practices enhance employee engagement, in turn employee performance and this happens due to the practice of development of wide-ranging training courses and programs related to motivation like developing systems to assist and direct management in performing the ongoing performance appraisals.

CHAPTER FIVE

SUMMARY OF THE FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter shows the summary of major findings, conclusions drawn, recommendations and suggestions on areas of further studies.

5.2 Summary of the major findings

5.2.1 Human resource management perceived levels of job security in UCU.

The study found out that the organisation hires employees through an open, free, competitive and objective process, appointments in UCU is based on merit.

Training ensures that employees have a consistent experience and background knowledge concerning the performance of UCU.

Training builds the employee's confidence because she has a stronger understanding of the industry and the responsibilities of her job.

The study found out that the organisation provides a favourable atmosphere of work for effective and efficient working. The study findings revealed that the organisation has a reasonable size of staffroom for employees to use for work and for social purposes.

5.2.2 Procedures used in employee engagement to evaluate the effectiveness of employee engagement training programs in enhancing skill development in UCU.

The study found out that the leader provides ongoing guidance and support to the employee performance as they complete their action plans. A leader is sometimes confronted with walking a fine line between being a supervisor and employee's confidant.

The findings revealed that rewarding committee for performance motivates employees to perform better which leads to high level of productivity.

The finding revealed that rewarding committee for performance improves employee punctuality to work and reduces employee absenteeism and ability to work cooperatively with co-workers

incorporates many issues from employment legislation to influence the performance of an organisation.

5.2.3 The relationship between human resource management and employee engagement in UCU to examine the implementation of safety practices and their impact on employee well-being and work place safety perceptions.

The correlation table above showed that there is a strong positive correlation of 0.555 between employee engagement and human resource management in the organisation. And also, since the P-value (0.001) is less than 0.05 the confidence level, we reject the null hypothesis and conclude with the alternative that effective employee engagement depends on the human resource management practices.

5.2 Conclusion

The organisation has achieved its objectives through its effective human resource management that is in form of quality outputs, production on a large scale, efficient employees and a large number of committed workers. Followed by some of the respondents disagreeing that it has not yet achieved its objectives, from findings. It is indicated that this where the new employees of the organisation which have not spent there a large period of time. Lastly also other respondents did not know if human resource plays a vital role in making an organisation to achieve its objectives. These were basically the workers from the production department. This implies that basing on the majority UCU's human resource management has played a vital role in its achievement.

5.3 Recommendations

5.3.1 Human resource management perceived levels of job security in UCU.

UCU should still carry on their ways of human resource practices since it has achieved a lot from it. The management of UCU should develop all the employees in form of training to enable them attain company effectiveness.

Employees should be rewarded depending on the skills and competencies that they possess and not what the job is worth. The emphasis on skills development should be necessitated by rapid developments in technology and changing manufacturing methods that require flexibility.

5.3.2 Procedures used in employee engagement to evaluate the effectiveness of employee engagement training programs in enhancing skill development in UCU.

The leader must make sure that all the instructions are communicated to each and every employee. The top level and middle level must plan out all the instructions but the instructions must be issued only by supervisory level management.

The management of UCU should also be told about dos and don'ts so that they can successfully implement the changes. Action follows up is necessary in order to find out if action has been taken in the right direction or not and if it is producing the desired results.

Team work should be promoted to enable employees in UCU to cooperate, enhance individual skills and provide constructive feedback without conflict between individual.

5.3.3 The relationship between human resource management and employee engagement in UCU to examine the implementation of safety practices and their impact on employee well-being and work place safety perceptions.

Human resource planning is essential for any modern public service organisation in the competitive world of today because in order to improve and manage the work force within the organisation and achieve better performance.

Employee engagement should be built by the human resource manager on integrity, trust, two-way communication and commitment between organisation and employees to enhance the probabilities of success of business.

5.4 Area for further research

Government policy and human resource strategies by different organisations; that is to say the strategies employed should encourage quality and productivity among employees.

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APPENDIX I: RESEARCH QUESTIONNAIRE FOR THE STAFF MEMBERS

Introduction

I am, **MUGABI AGAPE**, a final year student of Uganda Christian University, pursuing degree of business administration. I am carrying out a study on “The human resource management practices and employee engagement.” As part of the requirement for the completion of my course. You have been selected to be part of this study. The success of this study therefore depends on your kind of cooperation. I kindly request you to participate in the study to provide me with the necessary information needed. The study is purely for academic purpose and all the information provided will be kept confidential.

SECTION A: Demographic Information:

1.1 Age:

19-29 30-44 45 years and above

1.2 Gender: Male Female

1.3 Please specify your position within the organization.

1.4 How many years have you been working in your current role?

1.5 Which department do you belong to?

1.6. How would you rate your overall satisfaction with your current job? (On a Scale: 1-5, where 1 is Extremely dissatisfied, 5 Extremely satisfied)

SECTION B: Questionnaire

QUESTIONNAIRE FOR THE CURRENT STUDY:

Section 2: Human Resource Practices

2.1. How would you rate the effectiveness of the employee training, job security and employee safety in our organization? (On a Scale: 1-5, where 1 Highly ineffective, 5 is Highly effective)

2.2. Do you feel that the performance appraisal system in place motivates employees to perform better? (Yes/No)

2.3. To what extent do you believe our organization provides opportunities for professional development and training? (On a scale: 1-5, where 1 Very limited, 5 is extensive)

Section 3: Employee Engagement

3.1. On a scale from 1-5, how engaged do you feel in your day-to-day work? (On a scale 1-5, 1 Not engaged at all, 5 Highly engaged)

3.2. What specific initiatives or activities do you believe contribute to a positive work environment and employee engagement?

3.3. How frequently do you receive feedback from your superiors regarding your performance and contributions? (Daily, Weekly, Monthly, Quarterly, Annually, Rarely)

Section 4: Relationship Between HRM and Employee Engagement

4.1. How well do you think HR practices align with the overall goal of enhancing employee engagement? (On a Scale: 1-5, where 1 is not aligned at all, 5 is highly aligned)

4.2. In your experience, how responsive is HR to employee concerns and feedback? (On a Scale: 1-5, where 1 is not responsive, 5 is highly responsive)

4.3. Have you observed any specific HR practices that have significantly impacted employee engagement positively or negatively? Please provide examples.

4.4. How would you describe the level of collaboration between HR and other departments in promoting employee engagement? (On a Scale: 1-5, where 1 Not collaborative, 5 is highly collaborative)

