

**ANALYSING THE IMPACT OF HUMAN RESOURCE MANAGEMENT ON  
ORGANISATIONAL PERFORMANCE : A CASE STUDY OF THIQA DIGITAL  
FINANCE**

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**UGANDA CHRISTIAN  
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**Dedication**

I dedicate this piece of work to my dearest brothers and sisters, my dad and beloved late mother (may her soul rest in eternal peace) who have really supported me to see that I reach this far and finally complete with my research Dissertation for all this period and to all who helped me when I was stuck my friend and academic supervisor due to the love and care for me.

## Declaration

I Mutesi Edith a student of human resource management, hereby declare that this research report submitted in partial fulfillment of the requirements for the award of my bachelor's degree at Uganda Christian university is my original work. It has been carried out under the guidance of my supervisor Mr. Kibuuka David and has not been submitted previously for any other degree or diploma. I have duly acknowledged all sources of information and ideas that are not my own, and I take full responsibility for content and findings presented in this work.

MUTESI EDITH



4<sup>th</sup>

September 2024

## APPROVAL

This is to certify that this research report has been done with my guidance and supervision and ready for submission.

Supervisor

Kibuka David

Signature..........Date..........

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**LIST OF ACRONYMS AND SHORT FORMS**

- HRM. Human Resource Management
- HR. Human Resource Manager
- HRD. Human Resource Development
- HRP. Human Resource Planning
- HRS. Human resource

## **Abstract**

This study investigated how human resource management (HRM) practices affect organizational performance at Thiqa Digital Finance Limited in Uganda. Employing both quantitative and qualitative methods, the research surveyed 44 out of 50 employees, using a descriptive research design. Data collection involved a mix of primary and secondary sources, including questionnaires, observations, and interviews.

The study concluded that effective HRM practices such as HR planning, employee training and development, job satisfaction, job evaluation, recruitment and selection, performance appraisal, and occupational health and safety significantly enhance organizational performance. Among these, HR planning emerged as particularly influential. The research highlighted the importance of focusing on training, recruitment, job security, and health and safety to maintain and improve organizational performance. It suggested that HRM practices should be regularly reviewed and updated to sustain or boost company performance.

# **Chapter 1: Introduction**

## **1.0 Introduction**

This study examined how human resource management influences organizational performance at Thiqa Digital Finance Limited. It focused on HR practices such as recruitment and selection, employee compensation, and health and safety systems, assessing their alignment with the company's goals and objectives. The research also identified factors hindering effective HR practices at the company and proposed solutions to address these challenges.

In a dynamic economic landscape marked by globalization, increased investor and customer demands, and heightened market competition, organizations need to enhance their performance by setting strategic goals and objectives that maintain their competitiveness.

This chapter outlines the study's background, problem statement, purpose, objectives, research questions, scope, significance, conceptual framework, and concludes with a summary.

## **1.1 Background of the Study**

Human Resource Management (HRM) lacks a single, universally accepted definition, but research has provided several perspectives. According to Armstrong (2006), HRM is described as a strategic and integrated approach to managing an organization's most valuable assets—its people—who contribute to achieving organizational goals. Storley (2001) defines HRM as a distinctive method of employment management aimed at gaining a competitive edge through strategically deploying a committed and capable workforce with various cultural, structural, and personnel techniques. Armstrong and Taylor (2020) refer to HRM as the strategic approach to managing people effectively and efficiently to meet organizational objectives.

Today, human resources are increasingly seen as a source of competitive advantage, achieved through various HRM activities such as training, recruitment, maintaining a safe work environment, and promoting employee engagement. To attain this advantage, organizations must use strategies to attract, retain, and motivate reliable employees, collectively known as HR strategies or policies (Collins, 2021). Without these strategies, an HR department might struggle

to adapt to the complexities of today's environment and utilize human resources effectively. Developing and implementing appropriate HR strategies is crucial for success (Khan and Abdullah, 2019). Strategic HRM serves as a bridge between HR strategies and the business strategy of an organization (Carnevale and Hatak, 2020). For example, organizations like Thiq Digital Finance use HR practices to enhance their competitive performance and employee well-being.

Monitoring tools and strategies are vital for implementing HR practices and collecting feedback to ensure productivity (Contu, 2020). Understanding HRM requires considering both intra-organizational policies and environmental forecasts, as these factors impact HR decision-making and influence organizational performance (Ghalahan, 2012).

Organizational performance is assessed through behaviors and outcomes over a production period. Evaluating performance involves both employee behaviors and results, which helps improve product quality and reduce costs. The balanced scorecard, introduced by Kaplan and Norton in the 1990s, is an effective model for performance evaluation, integrating financial and non-financial metrics and measuring performance from four perspectives: financial, customer, internal business processes, and learning and growth.

HRM plays a critical role in enhancing organizational performance, with research indicating a strong link between HR practices and improved outcomes (Delery & Doty, 1996; Huselid, 1995). For instance, Guest and Clinton (2018) examine how high-commitment HRM practices influence employee voice and organizational performance. Similarly, Demerouti et al. (2019) explore how high-performance work systems impact employee well-being, engagement, and organizational behaviors.

HRM must address diverse workforce needs and align organizational values to enhance performance. The social exchange theory suggests that employees who perceive organizational investments in their development are more committed and likely to stay, thus improving performance (Cross & Dundon, 2019). Poor HRM practices can lead to high turnover, customer management issues, and market instability.

In today's competitive market, HR managers need to address challenges swiftly and effectively to enhance productivity and maintain a positive company image. They must adopt modern techniques

and training methods to attract and retain customers, employees, and investors, ensuring the organization's continued success.

## **1.2 Statement of the Problem**

The research problem for this empirical analysis was the role of human resource management on organization performance on the context of Thiqa digital finance limited. Despite the recognized importance of HRM in influencing organizational performance, there was a variation in the effectiveness of HRM practices across different organizations Thiqa digital finance inclusive. For instance poor recruitment methods had been employed by the HRM which had transpired into the increasing employee turnover. And failure to retain top competitive workforce on the other hand would increase on the cost and expenses of the company and hence limiting the productivity and demoralizing organizational performance. To add on that, the HRM failure to adhere to customer and employee compensation inclusion and satisfaction for instance some customers of Thiqa a rise in the amount they borrow from the company due to the consistent customer base which the company failed to adhere to due to their own reasons, this led to the fall in customer numbers, the customers look for competitive and better companies and this would forcefully lower down organizational performance. There-fore human resource managers at Thiqa digital finance are challenged to implement HRM practices mentioned above like customer satisfaction, proper recruitment and selection among others like proper training of employees on how to handle and maintain a good customer base and how effective that was to the organization performance and its impact on various dimensions of organizational performance and under what conditions these impacts were maximized or minimized.

## **1.3 Purpose of the study**

The purpose of the study was to analyze the impact of human resource management (HRM) practices on organization performance on the context of a case study of Thiqa digital finance limited, Kampala, Uganda, central region.

## **1.4 Objectives of the Study**

1. To establish the HR practices like recruitment and selection employee compensation, health and safety systems for their employees and the surrounding area among other practices
2. Find out the factors limiting effective HR practices at Thiqa digital finance limited.

3. Suggest remedies to challenges limiting effective HR practices at Thiqa digital finance limited.

### **1.5 Research Questions**

1. This study was to address the following research questions:
2. What HRM practices are most influential in enhancing organizational performance at Thiqa digital finance?
3. How do HRM practices affect various dimensions of organizational performance within Thiqa as a company?
4. What factors mediate or moderate the relationship between HRM practices and organizational performance at Thiqa digital finance?

### **1.6 scope of the study**

The research took place over a four-month period among employees of Thiqa Digital Finance in Kampala, Uganda. This timeframe allowed for a thorough examination of how human resource management affects organizational performance within the company. Given that HR management activities are ongoing, the study enabled a comprehensive evaluation of the HR function and employee feedback. The focus of the research was to assess the influence of human resource management on organizational performance at Thiqa Digital Finance, specifically in areas such as strategic planning, recruitment practices, customer service capabilities, and market share adequacy.

### **1.7 Significance of the Study**

The research allowed the investigator to explore and record how HRM functions influence organizational performance. It also served as a valuable resource for the company to implement effective HRM practices and for future research on the topic. Additionally, the study was crucial in tackling the challenges and discrepancies that hinder scientific research. Its goal was to thoroughly examine the impact of human resource management on organizational performance, offering practical insights to improve efficiency and productivity in modern work settings.

### **1.8 Justification**

Effective human resource management is integral to achieving enhanced productivity and maintaining a competitive edge. By investigating the specific impacts of HRM practices, this study aimed at bridging the gap between HRM activities and measurable performance outcomes,

providing a detailed analysis that could inform strategic decision-making within Thiqa digital finance among other organizations.

### 1.9 Conceptual framework

<b>HRM FUNCTIONS</b>	<b>ORGANIZATIONAL PERFORMANCE</b>
HR planning	Productivity
Training and Development	Attitude
Job evaluation	Profitability
Recruitment and Selection	Revenue
	Market Share
	Cash Flow

### 1.9 Conclusion

This chapter set the stage for a detailed investigation into the links between HRM and organizational performance. The outlined problem statement, objectives, and questions which aim to dissect the components of HRM that were most influential, paving the way for data-driven enhancements in HR strategies across various industries. Hence these all can be influenced by HRM practices, like HR planning, training and development, recruitment, selection, health and safety among others which were the focus in the chapter that follows.

## **Chapter 2: Literature Review**

### **2.0 Introduction**

This section examines the literature provided by various scholars on the impact of Human Resource Management on employee performance. It also critically analyzes differing viewpoints to identify research gaps in the study variables. The review is conducted objectively, utilizing sources such as newspapers, magazines, encyclopedias, and books relevant to the topic. This section outlines general practices and related information. The study's findings will be derived from survey responses collected from employees.

### **2.1 General overview on HRM**

Maintaining a competitive edge in a company like Thiqa leverages human resources effectively. Research into human resources management (HRM) shows that various strategies can enhance organizational performance by utilizing resources efficiently. According to Amrutha and Geetha (2020), creating a sustainable competitive advantage involves using unique and non-replicable resources. Anwar and Balcioglu (2016) argue that adopting new competitive models and techniques in HRM can quickly enhance both business and organizational performance, as these models are valuable for business success.

Armstrong and Murli (2001) highlight that HRM practices significantly influence organizational performance. They emphasize that implementing HRM strategies can boost employee morale and self-worth by signaling their value to the organization. For lasting motivation and improved performance, Armstrong and Murli suggest that HRM practices, such as rewards and recognition, should be employed. These practices include acknowledging achievements, offering training opportunities, listening to employees, and promoting those who show strong performance. Additionally, according to Maslow's hierarchy of needs (1959), managers can support employees' personal growth through ongoing training and development, which can greatly enhance motivation and performance.

### **2.2 Theoretical Framework.**

The Resource-Based View (RBV) of the firm posits that companies gain a lasting competitive edge by leveraging resources and capabilities that are valuable, rare, difficult to imitate, and non-substitutable. Human Resource Management (HRM) practices are seen as crucial strategic assets

that can boost organizational performance by shaping employee skills, motivation, and organizational structures.

## **2.3 HRM Practices**

Recent studies increasingly indicate that implementing best practices in human resource management (HRM) can consistently enhance organizational performance (Sheehan, 2014). Employing these best practices in HRM is associated with improved performance outcomes (Cho et al., 2006; Becker & Huselid, 1998; Delaney & Huselid, 1996). This section examines various HRM practices, including HR planning, training and development, job evaluation, recruitment and selection, performance appraisal, and occupational health and safety, with the aim of assessing their effects on organizational performance.

### **2.3.1 Human Resource planning.**

Human Resource Planning (HRP) involves determining the workforce needs of an organization and optimizing its employment strategies to meet long-term business goals. It focuses on aligning human resources with organizational requirements to boost performance and ensure effective future planning. The process includes three main steps: forecasting future personnel needs, developing strategic plans to align supply with demand, and predicting future personnel availability. The importance of these steps is highlighted by Reilly (1999), who notes that implementing them can improve skill development, address pending issues, and reduce poor decision-making. HRP is essential for achieving organizational objectives by estimating future needs in terms of skills and personnel, thereby ensuring that workers are used effectively. Additionally, HRP relates to strategic planning by managing employee numbers, appraisals, and growth, aligning with the organization's strategic goals. Buyens and De Vos (2001) affirm that HRP is a crucial component of strategic planning, helping to organize and utilize personnel efficiently across various organizational activities.

### **2.3.2 Employee Training and Development.**

Research indicates that employee training positively impacts both organizational and individual performance. Prabhu et al. (2019) found that training significantly affects activity evaluation and performance improvements (Cuoke et al., 2020; Wood & Bischoff, 2020). Training also enhances overall employee efficiency, as employees can showcase their skills by learning from each other. Collins and McNulty (2020) found that off-the-job training generally improves efficiency more

than on-the-job training. Additionally, training enhances employees' knowledge, skills, and abilities, leading to higher job satisfaction and motivation to achieve organizational goals (Guest et al., 2020). Training provides employees with a deeper understanding and proficiency in their tasks.

Human Resource Development (HRD) involves systematic activities designed to equip members with the skills needed for current and future job demands (De Simone et al., 2002). HRD is crucial for training, educating, and developing human resources to achieve organizational objectives. It encompasses three areas: individual development (skills, abilities, interpersonal skills, and career growth), occupational development (standard requirements for employees), and organizational development.

HRD has undergone significant changes (Heraty & Morley, 2000). Jacobs and Washington (2003) found that HRD positively affects firm performance, while Tzafirir et al. (2004) suggested that HRD fosters environments where employee skills and talents are recognized and encouraged. Mabey and Ramirez (2005) also noted that variations in firm performance can be attributed to factors like company size and management development. Effective management development is thus a key component of HRD, with Yang (2006) arguing that HRD practices are among the most effective strategies for improving management quality and achieving desired organizational performance.

### **2.3.3 Recruitment/selective hiring**

Recruitment could be described as the system in which an organization attempts to attract staff through selection (Boxall and Purcell, 2003). It is pointed out by Chew and Horwitz (2004) that competency of human resources is needed if an organization desires to achieve a differentiated competitive advantage. Taylor (2006) argues that the growth and development of a company in turn calls for an expansion in employee numbers, hence more advantageous model given to recruitment and selective hiring. In the same manner, Huo et al. (2002) indicates that selecting the best qualified individuals to fill the vacancy gaps can be referred to as a universal objective not only for the HR department but also any other managers within an organization. This in return has led to transformation of HRM since effective HRM practices start with recruitment then followed by selective hiring which involves selecting the right personnels, those able to respond positively to other organization HRM practices (Armstrong,2006).

According to Vlachos, he states that a highly selective recruitment approach is advantageous for finding the correct candidates who are able to deal with a diverse set of job requirements. It's a simple fact that a company like Thiqa digital finance limited should hire the right people as employees who would then have the least desire to leave for other employment. Anwar and Abdullah Zenari, 2015 point out a key profit generating strategy normally used by human resource management and expensive process of recruitment. Other researchers like Zhao and Zhou (2020) found out that bringing in the right employees has a positive effect on the efficiency, maximizing training and development costs. It has been severally mentioned that the selective recruitment process has kept a focus on results' effectiveness as well as profitability, support of management (Anwar and Surarchich,2015)

#### **2.3.4 Job security/healthy and Safety.**

Work has consequences for health in terms of stress and other related job insecurities. Promoting of a healthy and safety environment in a working area is seen as an instrument used to enhance productivity (Naidoo and Wiills, 2000). Armstrong (2006) states that understanding job security/healthy and safety issues is important in way that it promotes and boosts organizational practices. To understand this, it requires a variety of practicability all of which aim to reduce job insecurities and healthy risks from the stressful work and which may appear in different formats including; individual stress management, education, surveillance, job redesign, collective bargaining, labour management committees, employee compensation, and government regulations (Armstrong, 2006).

Libert et al (2020), points out that the confidence environment among the employees is related to job security. The more the security, the higher the confidence environment which further develops the employee's commitment towards the organization's workforce. Prabhu et al 2020 says that job security involves a certain degree of reciprocity. It indicates that an organization has to ensure and make aware employees, notifying them that the job is safe, workers should be able to Express their confidence regarding the security of the job. Which eventually leads to employee commitment towards their work which increases the organization performance. When an organization provides job security, then the experimental evidence processes that job security has a strong positive impact on the organization performance. Many workers of Thiqa digital finance limited have taken a competitive advantage of their job security. The security of employees is considered to be more

costly to the firm as it may lead to the employee dismissal hence increasing employee turnover. This will lead to recruitment which also incurs costs.

### **2.3.5 Job evaluation**

Research tells it that producing development policies and systematically implementing employee training programs increases the effectiveness of organizations (Heraty and Morley, 2000). This all requires job evaluation to ensure the effectiveness of the training and policies put forward which according to Foot and hook (2005) offers a systematic and consistent approach of reviewing and defining the relative worth of a certain job within a workplace.

Job evaluation consists of a systematic comparison of jobs so as to identify their value to a given firm. Armstrong (2006) points out that the rationale for a job evaluation is to develop a hierarchy of the jobs within the company. While as Purcell and Hutchinson, (2007) state that job evaluation is no longer simply the responsibility of managers. But the HR has the right to involve team leaders and supervisors to evaluate the effectiveness of the past training.

With respect to job evaluation, two techniques can be identified. First job classification and the job ranking (Leopold, 2002). To start with job classification refers to a process whereby each job or position is organized into a grade using a specific prepared set of grading classification.

### **2.3.6 Performance Appraisal.**

The assessment of employee performance is a must necessity for all organizations, to ensure the desired results for all employees. In this process, both quantitative and qualitative measures were used to award the performance of all the employees in the organization. Abu-Doleh and Weir (2007) states that the performance appraisals increase the efficiency, effectiveness and productivity of an organization. Also, McKenna and Beech (2002) argue that there is a tendency for firms to worry about the effectiveness of the policies developed by specialists to improve their performance.

Workers at every level within the company are concerned with the level of their performance unlike their expectations from the company. In this case performance management is the best option used to deal with these worries and concerns (McKenna and Beech, 2002). With all the uncertainty which may remain concerning issues of the best practice in terms of implementing the

performance appraisal process, such appraisals could remain an effective instrument used to enhance the overall performance of the entire organization.

#### **2.4 Organizational performance**

The organization performance measurement can be described as a progress of achievement and attainment of pre-determined goals and objectives. They can be evaluated including information on the efficiency and effectiveness by which resources are transferred into the desired goods and services, their quality and the productivity of the organizational operations in terms of their contribution to the organizational values (Armstrong, and Baldry, 2003). To get to know how well an organization performs, there needs to be measures or a measure of its performance. There are two kinds of measures that can be used which include; financial and non-financial. There are numerous measures of financial performance to mention but a few; gross margin, net income, profit margin, return on equity, asset turnover, returns on assets, cash flow return on

On the other-hand non-financial measures is that concerned with strategic goals and efforts to improve customer and employee satisfaction which change over time as corporation strategy changes. Non-financial measures tend to focus on customer satisfaction more than the financial measures (Ghalayini and Noble, 1996). Maskell (1989). The organization performance measurement can be described as a progress of achievement and attainment of pre-determined goals and objectives.

#### **2.5 Gaps in the Literature**

While extensive research has explored the overall effects of HRM on organizational performance, there is limited insight into the specific mechanisms and contextual factors that shape this relationship. Additionally, studies across varied organizational and cultural settings are still sparse.

## **Chapter 3: Research Methodology**

### **3.0 Introduction:**

The research study was incorporated using a qualitative methodology and a quantitative employing a cross-sectional survey so as to meet its research objectives. Thiqa digital finance was targeted as a case study because of its consistence to stand as a financial company in Uganda. Despite the challenges incurred since its publishment in 2020 with an aim of regularizing the people of Uganda and their businesses through offering loans to big and small businesses and also ensure that Uganda develops at a higher rate.

The study population of the study was focused on the entire staff population due to the employed random sampling method. Thiqa digital finance consisted of 50 employees, all employees were selected for our target population in order to generalize the end results of the study. There-fore different techniques for-instance questionnaires and interviews were used to collect the required information. This analyzed the series of interviews and questionnaires that were distributed to the members of Thiqa digital finance limited including; management team and all employees, and a series of other focus groups within the company.

The research methodology also outlined the strategies and tools that were used to investigate the impact of Human Resource Management on organizational performance. It detailed the research design, data collection methods, sampling technique, data analysis approach, and ethical considerations, validity, then finally limitations and delimitations.

### **3. 1 Research Design:**

To begin with, a research design is a presentation of the plan, structure, or strategy of investigation, which seeks to obtain or answer various research questions (Shuttleworth, 2008., Lesage, 2009). In addition to that, Borg, Meredith and Gall (2008) defined research design as a detailed plan on how the research is to be conducted.

The study adopted a descriptive research design to provide an accurate portrayal of the impact of HRM practices on organizational performance. This design facilitated an in-depth exploration of the current HRM practices at Thiqa Digital Finance and how they relate to performance outcomes. The research employed both qualitative and quantitative approaches to allow a comprehensive analysis of the HRM variables and their correlation with organizational performance. A survey

questionnaire was used to collect data from employees and managers within selected organizational developments. This was best for evaluating the impact of HRM on Thiqa digital finance limited and other private institutions' performance.

### **3.2 Research area/ site**

The research was carried out at Thiqa digital finance limited, alongside Clement hill road, in Kampala, Uganda. The road is opposite kingdom Kampala building and found on the former Africell building 4th floor of the building.

### **3.3 Study population**

In this study, the term "population" refers to the group of individuals, events, or objects sharing a common observable characteristic. Specifically, the focus is on the human resources within Thiqa Digital Finance in Kampala, Uganda. The research targeted all staff members of the organization to gather relevant data through a structured questionnaire. The objective was to evaluate the impact of Human Resource Management (HRM) practices on Thiqa's performance by examining HRM strategies and their effects on organizational outcomes. The study involved employees from various departments, including agents, supervisors, appraisers, technical staff, management, marketing, and processing teams, as the total employee count was 50. This diverse participation aimed to provide comprehensive insights into the research questions.

### **3.4 Sample size.**

The sample size was determined based on the recommendations of Krejcie and Morgan's sample size table for finite populations. The sample size selected for the study was 44 respondents. The total respondents were determined by the final results of responses from the data collection. Therefore 50 questionnaires were provided to the different staff members within Thiqa digital finance and the final results were substituted into the table below.

**Table 1: Showing population study and sample size**

<b>Department</b>	<b>Population</b>	<b>Sample size</b>	<b>Sampling method</b>
Managerial sector	4	2	Stratified and random sampling
Appraisal team	2	2	Stratified and random sampling
Technological team	4	2	Stratified and random sampling
Supervisors	4	2	Stratified and random sampling
Other workers	32	30	Stratified and random sampling
Marketing and processing team	4	2	Stratified and random sampling
Communication team	4	2	Stratified and random sampling
Total	50	44	

There-fore from the table above, the sample size included 44 respondents got from a total population of 50 employees from the different departments in Thiqa digital finance limited.

**Sample size determination.**

Solvins formula for determining the sample size was used by the researcher to determine the sample size of the study and in order to achieve this, the confidence interval of 95% and a margin error of 5% was used by the researcher as illustrated below;

$$N= 50/1 + 50 (0.05)^2$$

$$= 50/1 + 50 (0.0025)$$

$$= 44.44$$

Therefore approximately, the sample size is 44.

### **3.5 Sampling method**

Given the size and diversity of the population, a stratified and random sampling methods was utilized to ensure each department was adequately represented in the sample. This approach enhanced the representativeness of the sample and helped in achieving more generalized results. The population was divided into strata based on the department, and random samples were drawn from each stratum proportionally. For the case, random sampling was adopted where by while giving out questionnaires there was no focusing on a specific group that is to say agents/supervisors alone. But instead, this was done at a random basis where employees were chosen from all the sectors within the organization. For instance, in this case, the research was carried out whereby samples were selected from the agents, supervisory, appraisal, managerial, Marketing and Processing, and Technology departments. This was due to their convenience about the topic and area under study hence they were expected to represent each element in the population. As this technique was used in reducing on the costs of collecting and analyzing data.

### **3.6 Sources of data/Reliability**

They were both secondary and primary.

Primary data; This was collected using survey questionnaires consisting of structured questions for the case of the managerial team and other busy staff teams, use of observation method, it gave information even when the participant was not able to willingly give information, interview of the participants to collect data. Secondary data which is that which had already been collected for some other purpose but could benefit the study, were also collected from necessary data entries like from newspapers, internet and journals, books and periodicals.

### **3.7 Data collection methods**

According to Katamba & Nsubuga (2014) these are ways/methods through which the researcher collects data from the field. These helped the researcher to keep track of what she observed and how to report it. The study also made use of the primary data collection methods that were intended to be involved in this research survey by utilizing the Likert scale as a data collection device.

Sampling techniques were employed for collecting the various data from the defined target population by the use of the numerical sample methods like random sampling method where the different required respondents were chosen randomly from different department within the organization. This method ensured that every member of the target population had an equal chance of being selected as this reduces the risk of bias compared to non-random sampling method which didn't offer the same bias removal benefits. Leaving that aside, data was also collected both quantitatively and qualitatively as explained below; For the quantitative part of the study, a structured questionnaire was developed based on validated HRM and performance measurement scales. The questionnaire included items on leadership practices, employee engagement, training and development, and organizational performance indicators like employee productivity, financial performance, and customer satisfaction. As for the qualitative data collection, In-depth interviews were held with HR managers and selected employees to gain deeper insights into the HRM practices and their perceived impact on organizational performance. These interviews helped in understanding the context and subtleties that the quantitative data alone couldn't reveal. Therefore, a maximum of three methods were used by the researcher for data collection. These included questionnaires, observation and interviews.

### **3.7.1 Questionnaire**

This method set out all the required questions for the research study and allowed the respondents to answer at a free will. The questionnaires didn't require the respondent's identity, name, age, race or department one was working hence maintaining one's privacy and giving them freedom to write whatsoever felt right for them. According to Katamba & Nsubuga (2014) a questionnaire is a set of questions designed by the researcher for purpose of collecting data. It can be open ended that is to say; question without answers, semi structured (closed ended) that is to say some questions had answers while other parts were open, and then structured where alternative answers were provided. The researcher used and structured only two options in the questionnaires where alternative answers were required to be provided and other questions were open ended without answers. This was because it gave the respondents opportunity to express their opinion in a free-flowing manner giving them time to think before answering questions and giving more detailed information as they did since it avoided personal cunderstay.

### **3.7.2 Observation.**

Here the researcher studied the environment of the current situation at the study area and made personal conclusions according to her observations. While applying this observation method the researcher always avoided making assumptions as it would end up in wrong data collection. Hence, they endured and had patience while using this method to ensure that correct information was attained.

### **3.7.3 Interviews**

According to Katamba & Nsubuga (2014) Interviewing is the technique that primarily used to gain an understanding of the underlying reasons and motivations for people's attitudes, preferences or behavior. The researcher used face to face structures for instance structured and unstructured types of interviews. For example, face to face interviews enabled the researcher to read other non-verbal communications such as gesture facial expressions; interviews helped the researcher to get complete and immediate information. Interviews were conducted on a specific employee as per the study target to ensure the required information is provided, it was conducted in a quiet place without noise to avoid distraction from other employees. The format of the interview which is an informal conversational interview was established where questions were asked individually and answers recorded by the interviewer.

### **3.8 Data collection procedure**

The researcher obtained an introductory letter from the Faculty of Business at Uganda Christian University, after which the researcher sought permission from Thiqa digital finance limited to be used as the case study. The researcher approached various respondents to administer, distribute questionnaires and conduct interviews with them.

### **3.9 Data analysis**

Data collected was analyzed using statistical software. Quantitative data was subjected to statistical tests such as correlation analysis and multiple regression analysis to determine the relationships between HRM practices and performance outcomes. Qualitative data from interviews were analyzed using thematic analysis to identify recurring themes and patterns. While a qualitative content analysis was implemented to interpret and understand the context behind the data collected that was attained through the interviews, observations and questionnaires that were given to the

various sectors within Thiqa digital finance. This depended on the findings or results as attempted by the respondents.

### **3.10 Ethical consideration**

The collected data and the methodologies adopted in this research was ensured to follow the research ethics. In doing so, this study adhered to ethical guidelines by ensuring participant confidentiality, obtaining informed consent, and protecting the privacy of respondents. Approval was sought from the relevant ethics committee before data collection begins.

According to Nsubuga & Katamba (2013) ethical issues included setting clearances from the ethical body and consent of the respondent. It referred to the moral justification of the investigation or intervention; as regards the minimal about disregard, safety and psychological wellbeing of the person and community. The researcher exhibited a high level of ethical behavior in the course of implementing the study; confidentiality where the information got from the field was only used for academic purposes. There was also anonymity of the respondents as said earlier so that they may get the freedom to express themselves and give the correct information. This was Strict and confidentiality was maintained for all participants, and data was anonymized to prevent identification of individual responses. All participants were informed of their rights and the voluntary nature of the study.

### **3.11 Validity**

The researcher got all the information for the dissertation from the primary source that is to say, the current area of study which was the employees of Thiqa digital finance before consulting the secondary sources like journals, articles newspaper among others to ensure the validity of the information given.

### **3.12 Limitations and delimitations of the study**

The researcher encountered the following limitations;

The study was limited by the response rate of the surveys and the candor of participants in interviews. There were also industry-specific factors that are not applicable universally.

The limitation of time were a great challenge as many of the people in the interested offices did not have time to respond adequately to the questions while doing their tasks. The best solution was to provide questionnaires and collect at a later time.

Some respondents were not willing to provide information because of being suspicious of where the information was to be destined. In this case this was resolved through the nice remarkable reputation in the study context as a learning institution and also helped the researcher obtain an introductory letter from the university.

The researcher was limited by funds that were required to facilitate the research such as motivating the respondents, printing fees, money for meals to avoid hunger strikes and even daily transport to the organization to collect data. However the researcher used self-initiatives, influence and strategies to mobilize financial assistance from family, friends and any other possible source of help.

Some people delayed to bring back the questionnaires which affected the researcher's target time planned to analyze his/ her study. This was solved through issuing more questionnaires beyond the target to help cover up the gaps for those who failed to return the questionnaires.

## CHAPTER FOUR: DATA ANALYSIS AND INTERPRETATION

### 4.0. Introduction

This chapter entails the analysis and interpretation of the diverse data collected through the use of questionnaires as per objectives of the study. A sample of 50 questionnaires were printed out and distributed to respondents who were from different departments of Thiqa digital finance limited for the purpose of collecting the rightful desired data/ information.

### 4.1 Findings on demographic characteristics of respondents.

The background information of respondents was generated on the necessity of the ability of the respondents to give satisfactory information on the study variables and this greatly depends on their background.

The background information of respondents solicited data on the samples and this has been elaborated below categorized into; gender, age, level of education, department and period spent working.

#### 4.1.1 Age of the respondents.

The table below summarizes the gender of the respondents who are management and employees of Thiqa digital finance limited and the data in the table are interpreted below;

**Table 2: Age**

	Frequency	Percentage
21-30 years	30	60.0
31-40 years	10	20.0
41-50 years	6	12.0
Above 50 years	4	8.0
Total	50	100.0

**Source: Primary data**

The data indicates that most respondents are in the 21-30 age range, comprising 60% of the total. The next largest group is those aged 31-40 years, making up 20%, while 12% are between 41-50 years old, and 8% are over 50 years. This distribution suggests that the survey covered a broad age range, indicating no age bias in the data collection.

**4.1.2 Gender of the respondents**

The table below summarizes the gender of the responds who are management and employees of Thiqa digital finance limited and the data in the table were interpreted below.

**Table 3: Gender**

	Frequency	Percentage
Male	27	54
Female	23	46
Total	50	100

**Source: Primary data**

Findings in the table above show that the majority of the questionnaires were filled by males represented by 54% and the rest were females represented by 46% and therefore, there were more male respondents than female respondents in this survey. However, the inclusion of both male and female in the survey was to get a balance view of responses from different people in the company.

**4.1.3 Education level of the respondents**

The table below summarizes the education level of the responds who are management and employees in Thiqa digital finance and the data in the table was interpreted below.

**Table 4. Level of education**

<b>Level of education</b>	<b>Frequency</b>	<b>Percentage</b>
Diploma	8	16
Bachelor's degree	33	66
Master's degree	9	18
Total	50	100

**Source: Primary data**

Findings in the table above revealed that majority of the respondents who are employed by the Thiqa digital finance have attained bachelor's degrees represented by 66%, followed by those who have attained a master's degree represented by 18% whereas 16% of the respondents hold at least a diploma. This implies that respondents were qualified enough to understand and respond to questionnaires with ease since all of them have attained high qualifications with ease.

#### **Department respondents belong to in Thiqa**

The table below summarizes the departments the responds and the data are interpreted below.

**Table 5: Departments of the respondents.**

<b>Departments of the respondents.</b>	<b>Frequency</b>	<b>Percentage %</b>
HR and administration	6	12
Supervisory team	4	8
Marketing and processing	4	8
Technology and communication	8	16
Others	32	64
Total	50	100

**Source: Primary data**

Findings in the table above revealed that majority of respondents represented by 64% are from the different department, followed by those who are from the technology and communication sector represented by 16%, followed by those who are from HR and administration team represented by 12%, followed by those from both supervisory, marketing and processing department each equally represented by 4%. This implies that all employees from different departments and at different levels were involved in the study and this helped to gather information and different views of people about the topic in particular.

#### **4.1.5 The period spent working in Thiqa digital finance.**

The table below summarizes the period respondents who are management and employees of Thiqa digital finance have spent working there and the data in the table was interpreted below.

**Table 6: Period spent working in Thiqa digital finance limited.**

<b>Period</b>	<b>Frequency</b>	<b>Percentage</b>
Weeks – 11 months	14	28
1-4 years	20	40
More than 4 years	16	32
Total	50	100

**Source: Primary data**

Findings from the table above show that majority of respondents represented by 40% have spent between 1- 4 years working in Thiqa digital finance, followed by those who have spent more than 4 years working for the company represented by 32% while those who have spent a week-11 months working with Thiqa are represented the minority with a percentage of 28% of the total population. The findings imply that the respondents have the necessary and efficient knowledge about the topic under study since majority of the respondents have spent reasonable time working with the company.

#### **4.2 Findings on the role of human resource management**

**Table 7: Understanding the role of human resource management**

Strongly agree (SA)

Agree (A)

Not sure (NS)

Disagree (D)

Strongly disagree (SD)

	<b>The role of Human resource management on organization Performance</b>	<b>SA</b>	<b>A</b>	<b>NS</b>	<b>D</b>	<b>SD</b>
1	The role of HRM practices at Thiqa contribute to employee motivation.	F 12 24%	F 30 60%	F 3 6%	F 4 8%	F 1 2%
2	There is a strong and effective communication bond between the HR department and the employees regarding on the policies and procedures.	42 84%	8 16%	0 0%	0 0%	0 0%
3	Does your supervisor/manager really care about your wellbeing while in the field which has increased efficiency?	5 10%	28 56%	10 20%	7 14%	0 0%
4	Training and development of employees is well supported by the HR and golden opportunities are given to all employees to attain the suitable skills.	46 92%	4 8%	0 0%	0 0%	0 0%
5	HR and supervisor's guides employees more on what to do aiming towards the goals and objectives of Thiqa digital finance which satisfies me at my job.	25 50%	20 40%	5 10%	0 0%	0 0%
6	The HRM at Thiqa demonstrates a commitment to diversity and inclusion in its workforce.	48 96%	2 4%	0 0%	0 0%	0 0%
7	Recruitment and selection process at the company effectively selects candidates who fit the organizational culture.	16 32%	22 44%	10 20%	2 4%	0 0%
8	The human resource management ordained power to its subordinates to take initiative and contribute innovative ideas to the company.	9 18%	20 40%	4 8%	13 26%	4 8%

9	In my sight as an employee at Thiqa, the organizational structure enables efficient decision-making process.	11 22%	33 66%	8 16%	0 0%	0 0%
10	There is promotion of teamwork as a core aspect within the	43 86%	7 14%	0 0%	0 0%	0 0%
	company.	48	2	0	0	0
11	The HR department at Thiqa is responsive to employee concerns and feedback.	96%	4%	0%	0%	0%
12	There is a competitive compensation system that attracts and helps retain talented employees with the organization.	28 56%	16 32%	3 6%	2 4%	1 2%

**Source: Primary data**

Table 7 presents descriptive statistics regarding the impact of human resource management (HRM) on organizational performance. The data reveals that 24% of respondents strongly agreed and 60% agreed that HRM practices at Thiqa enhance employee motivation. Only 6% were unsure, while 8% disagreed and 2% strongly disagreed. Regarding communication between the HR department and employees about company policies, 84% strongly agreed and 16% agreed, with no respondents expressing uncertainty or disagreement.

The survey also found that 10% of respondents strongly agreed and 56% agreed that supervisors and managers show genuine concern for employees' well-being, leading to increased efficiency; 20% were unsure, and 14% disagreed, with no strong disagreement. Additionally, 92% strongly

agreed and 8% agreed that HR effectively supports employee training and development, with no uncertainty or disagreement.

On the topic of HR and supervisory guidance towards achieving organizational goals, 50% strongly agreed and 40% agreed, while 10% were unsure, and there was no disagreement. The commitment to diversity and inclusion within HRM received strong approval from 96% of respondents, with no dissenting opinions.

Regarding recruitment and selection, 32% strongly agreed and 44% agreed that the process effectively aligns with organizational culture; 20% were unsure, 4% disagreed, and there was no strong disagreement. The empowerment of subordinates to contribute innovative ideas received 18% strong agreement and 40% agreement, with 8% unsure, and 26% disagreed or strongly disagreed.

The study also highlighted that 22% strongly agreed and 66% agreed that the organizational structure supports efficient decision-making; 16% were unsure, with no disagreement. Promotion of teamwork as a core value was strongly supported by 86% of respondents, with no disagreement. Additionally, 96% strongly agreed and 4% agreed that the HR department is responsive to employee concerns, with no dissenting views.

Lastly, 56% strongly agreed and 32% agreed that the compensation system is competitive and helps retain talent; 6% were unsure, and 6% disagreed or strongly disagreed.

#### **4.3 Findings on the relationship between HRM and organizational performance.**

**Table 8: Relationship between HRM and organization Performance**

**Correlations**

Relationship between HRM and organizational performance		O. P	1	2	3	4
Poor human resource bind hinders retention of workforce within the company.	Pearson Correlation Sig. (2-tailed)	1				
Poor training and development support hinders good performance required within the company.	Pearson Correlation Sig. (2-tailed)	.528** .000	1			
Quality recruitment and selection increases workforce passion and retention of top talented employees within Thiqa.	Pearson Correlation Sig. (2-tailed)	.545** .000	.602** .000	1		
A health and safe working environment foster increased productivity of the organization	Pearson Correlation Sig. (2-tailed)	.768** .000	.643** .000	.658** .000	1	
A competitive system and inclusion of benefits at Thiqa enhances effectiveness and efficiency of the organization profit.	Pearson Correlation Sig. (2-tailed)	.468** .000	.562** .000	.826** .000	.651** .000	1

\*\* . Correlation is significant at the 0.01 level (2-tailed).

**Source: Primary data**

The study sought to establish the relationship between HRM and organizational performance. Pearson Correlation analysis was used to achieve this end at 95% confidence level ( $\alpha = 0.05$ ).

Table 8 shows that there was significant correlation established between human resource management and organizational performance. Very good and positive linear relationships of ( $R = 0.528^{**}$ ) was noted where respondents noted that a poor training and development support hinders good performance required within the company. A positive relationship of ( $R = 0.545^{**}$ ) was also noted where respondents agreed that quality recruitment and selection increases workforce passion and retention of top talented employees within Thiqa.

A positive linear relationship of ( $R = 0.768^{**}$ ) was also established where respondents pointed out that a health and safe working environment fosters increased productivity of the organization. Finally, a positive relationship of ( $R=0.468^{**}$ ) was established where respondents agreed that a competitive compensation system and inclusion of benefits at Thiqa enhances effectiveness and efficiency of the organization performance. From the study, it can therefore be concluded that there is a significant correlation or relationship between human resource management and organizational performance.

It should however be noted that the p-values of all the statements used in determining the relationship between human resource management and organizational performance were ( $p = 0.000$ ) which shows that they were all below the significance level ( $\alpha = 0.05$ ) meaning that there is sufficient evidence to conclude that there is a significant linear relationship between human resource management and organizational performance.

#### **4.4 Findings on strategies employed at Thiqa digital finance for improved HR management on organizational performance.**

**Table 9: Strategies employed at Thiqa digital finance for improved Human resource management practices on organizational Performance**

Strongly agree (SA)

Agree (A)

Not sure (NS)

Disagree (D)

Strongly disagree (SD)

	<b>Strategies employed at Thiqa digital finance limited for improved Human resources management on organizational Performance.</b>	<b>SA</b>	<b>A</b>	<b>NS</b>	<b>D</b>	<b>SD</b>
1	There is need for effective communication between the Managers and their subordinates in the organization to easily measure results.	23 46%	14 28%	5 10%	6 12%	2 4%
2	Training supervisors at Thiqa digital finance limited need to be given proper training on how to handle their subordinates in order to increase their job satisfaction	18 36%	12 24%	11 22%	0 0%	9 18%
3	There is need for aligning HR with the company goals and objectives to check their performance in the bid to improve on the organization performance and increasing development.	0 0%	4 8%	3 6%	0 0%	43 86%
4	HR Managers need to always be firm and consistent with all of their subordinates at the company in order to build effective leadership skills	47 94%	2 4%	0 0%	1 2%	0 0%
5	HR Managers at Thiqa digital finance need to promote employee engagement to advance professionally in the bid to enhance organizational performance	35 70%	10 20%	5 10%	0 0%	0 0%
6	Thiqa digital finance limited requires to increase on managing diversity and inclusion in order to avoid discrimination within the company which enhances job satisfaction.	10 20%	15 30%	15 30%	10 20%	0 0%

7	There is a need to encourage feedback to evaluate the effectiveness of the HR role on organizational performance	34 68%	12 24%	3 6%	1 2%	0 0%
8	The HR managers need to build a cultural vision favorable for all subordinates in bid to enhance positive working culture that improves performance	40 80%	0 0%	2 4%	0 0%	8 16%
9	Managers need to recognize employees with outstanding performance through allowances and accompanying benefits to enhance performance	48 96%	2 4%	0 0%	0 0%	0 0%
10	The need for HR to provide a healthy and safe working environment to avoid job insecurity in bid to increasing performance.	50 100%	0 0%	0 0%	0 0%	0 0%
11	Recruitment in Thiqa digital finance should be fair enough in order to hire the right people and successful retention of suitable employees in bid of increasing performance.	50 100%	0 0%	0 0%	0 0%	0 0%
12	Managers need to support employee development through providing training and development to enhance proper succession planning	38 76%	10 20%	2 4%	0 0%	0 0%

**Source: Primary data**

Table 9 represents the descriptive statistics on the strategies employed at Thiqa digital finance for improved human resource management practices on organizational performance. According to study, 46% strongly agreed and 28% of the respondents agreed that there is need for effective communication between the Managers and their subordinates in the organization to easily measure

results, 10% were not sure whereas a total of 12% and 4% of the respondents disagreed and strongly disagreed with the statement put across respectively. The study also found out that 36% and 24% of the respondents strongly agreed and agreed respectively that training supervisors at Thiqqa digital finance limited needs to be given proper training on how to handle their subordinates in order to increase their job satisfaction, 22% were not sure whereas 18% of the respondents strongly disagreed with the statement put across. The study further contended that 8% of the respondents agreed respectively that there is need for aligning HR with the company goals and objectives to check their performance in the bid to improve on the organization performance and increasing development, 6% of the respondents were not sure whereas 86% strongly disagreed with the statement put across. The findings illustrated that 94% strongly agreed that the HR Managers need to always be firm and consistent with all of their subordinates at the company in order to build effective leadership skills, 4% were not sure while 2% of the respondents strongly disagreed with the statement put across.

The study further contended with the fact that 70% strongly agreed and 20% of the respondents agreed that HR Managers at Thiqqa digital finance need to promote employee engagement to advance professionally in the bid to enhance organizational performance, 10% of the respondents were not sure whereas none of the respondents either way disagreed with the statement put across. The study also found out that 20% and 30% of the respondents strongly agreed and agreed respectively that Thiqqa digital finance limited requires to increase on managing diversity and inclusion in order to avoid discrimination within the company which enhances job satisfaction, 30% of the respondents were not sure whereas 20% of them disagreed with the statement. In the same manner 68% strongly agreed and 24% of the respondents agreed that there is a need to encourage feedback to evaluate the effectiveness of the HR role on organizational performance, 6% were not sure while 2% of the respondents disagreed agreed with the statement put forward. To add on that the study findings, entail that 80% of the respondents strongly agreed with the statement that the HR managers need to build a cultural vision favorable for all subordinates in bid to enhance positive working culture that improves performance, 4% of them were not sure while 16% strongly disagreed with the point at hand.

96% and 4% of the respondents strongly agreed and agreed in their respective manner that Managers need to recognize employees with outstanding performance through allowances and

accompanying benefits to enhance performance and none of the respondents wasn't sure or even disagreed with the statement. The study found out further that 100% of the respondents strongly agreed that there is need for HR to provide a healthy and safe working environment to avoid job insecurity in bid to increasing performance, and non-disagreed or wasn't sure with the statement in case. When we move further, we see that the study findings entail that 100% of the respondents strongly agreed that Recruitment in Thiqa digital finance should be fair enough in order to hire the right people and successful retention of suitable employees in bid of increasing performance, and none of the respondents objected the statement. Lastly, the study illustrated that 76% strongly agreed and 20% of the respondents agreed that the Managers need to support employee development through providing training and development to enhance proper succession planning, 4% of the respondents were not sure whereas not even 1% of the respondents disagreed with the statement put across.

## **CHAPTER FIVE**

# **SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS**

### **5.0 Introduction**

Human Resource Management (HRM) plays a pivotal role in shaping the effectiveness and efficiency of organizations across various industries. As organizations navigate through dynamic and competitive environments, the strategic management of human capital becomes increasingly crucial for achieving sustainable competitive advantage and overall success. This chapter explores the multifaceted relationship between HRM practices and organizational performance. It delves into how strategic HRM initiatives influence key performance indicators such as productivity, innovation, employee satisfaction, and financial outcomes. By analyzing existing literature and empirical studies, this chapter aims to provide a comprehensive understanding of the mechanisms through which HRM practices contribute to organizational success.

### **5.1 Summary of findings**

#### **5.1.1 Understanding the role of human resource management practices**

Understanding the role of Human Resource Management (HRM) on organizational performance revealed its critical impact on various facets. Research consistently highlighted the effective HRM practices that significantly enhanced organizational performance through several mechanisms and practices mentioned above that's to say through training and development, proper recruitment and selection offered by the HRM, rewarding of the suitable employees and appreciating their work, job evaluation and giving feedback, providing job security and ensuring employees health and safety while at the work place. To make this clear, it was evident that the relationship between HRM and organizational performance is mediated by all the HR practices mentioned earlier as per the respondents. High-performance work practices foster employee skills, motivation, and commitment, thereby positively influencing productivity and overall performance metrics. Moreover, strategic HRM aligns human capital with organizational goals, ensuring that HR practices are tailored to support strategic objectives. This alignment strengthens the organization's competitive advantage by optimizing workforce capabilities and fostering innovation and agility

since the company practices employee engagement as seen from the respondents percentages that entail that 70% strongly agreed with the statement that HR Managers at Thiqa digital finance promotes employee engagement to advance professionally in the bid to enhance organizational perform on implementing such effective HRM strategies, Thiqa therefore is prioritizing employee engagement, satisfaction, and well-being. These practices not only enhance individual performance but also contribute to a positive organizational culture, reducing turnover and enhancing retention rates. All in all, the role of HRM on organizational performance is pivotal, leveraging HR practices strategically to optimize human capital and foster a high-performance culture that drives sustained organizational success.

### **5.1.2 Relationship between HRM and organizational performance.**

The study reveals that the connection between Human Resource Management (HRM) and organizational performance is intricate and involves multiple dimensions, affecting various aspects of an organization such as Thiqa Digital Finance. This relationship can be seen through different HRM practices, including those influencing employee preferences, engagement, organizational culture, performance, innovation, financial capabilities, and alignment with organizational strategies, as indicated by the respondents. In summary, the relationship highlights the importance of HR practices in boosting employee performance, engagement, and innovation while aligning with organizational objectives. Implementing effective HRM strategies can significantly enhance individual and team performance, thereby contributing to the overall success and sustainability of an organization. For Thiqa Digital Finance, investing strategically in HRM can lead to improved performance, profitability, and long-term competitiveness.

### **5.1.3 Strategies employed at Thiqa digital finance to improve HRM practices**

The study found that Thiqa Digital Finance employs key strategies to enhance HRM practices and organizational performance. A major focus is on creating a healthy and safe work environment to prevent job insecurity and boost performance. Additionally, fair recruitment practices are crucial for hiring the right candidates and retaining suitable employees, with 100% of respondents supporting these approaches. Other strategies at Thiqa include supporting employee development through training for effective succession planning, recognizing outstanding performance with allowances and benefits, aligning HR practices with company goals to enhance performance and

development, and fostering a positive cultural vision to improve working conditions and overall performance.

## **5.2 Conclusion.**

The study aimed at examining the impact of human resource management on organizational performance?" the study findings indicate that effective HRM positively affects organizational performance. This is revealed through the responses by the staff. Majority of the respondents indicated that HRM was so effective to a large extent of 96% and a minimum of 10% rated. This echoes the remarks of Baird and Meshoulam (1988) that business objectives are accomplished when human resource practices, procedures and systems are developed and implemented based on organizational needs. The findings were of a view that HRM positively affected organizational performance through the roles and practices carried out. Hence an indication that the HRM is responsible to finding and engaging the right people for the job as M. Armstrong (2006) put it out.

## **5.3 Recommendation on the study**

The study found out that the functions of HR planning, employee training and development, recruitment and selection, job security/ health and safety, job evaluation and performance appraisal played a major role on organization performance as evidenced in the areas of increased customer base and revenue. In continuous improvement on organizational performance, the company should improve more and more on the HR management functions most especially recruitment and selection, job security/health and safety, training and development and rewarding of employees which will enable the organization to have the right people for the job and enhance commitment to their duties resulting to a well-established organizational performance.

## **5.4 Recommendations for further research.**

Basing on the study, it was confined to one company (Thiqa digital finance, Uganda) majoring in the human resource sector and how it affects/impact organizational performance through the outlined functions that include; HR planning, employee training and development, recruitment and selection, job security/health and safety, job evaluation and finally performance appraisal. This therefore limited the study from exploring other functions that still could affect organizational performance. The study in that case proposes further studies to be conducted to help in creating other functions that were not shortlisted in the research topic. Furthermore, research should also

be carried out in the other out sourced sectors within the company to increase on the feedback collected.

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## **APPENDICES**

### **Appendix 1: Questionnaire for staff of Thiqa Digital Finance Limited.**

Introduction

Dear Respondent,

I am Mutesi Edith a bachelor's student of Human Resource Management from Uganda Christian University-Mukono conducting research on "Analyzing the role of human resource management on organizational performance at Thiqa Digital Finance Limited". You have been selected to participate in this study because the contribution you make to your organization is central to the kind of information required. The information you provide is solely for academic purposes and will be treated with utmost confidentiality.

Please kindly spare some few minutes to respond to the following questions.

### **SECTION A: BACKGROUND DATA**

*Please TICK the numbers representing the most appropriate responses for you in respect of the following items:*

1. Age

a) 21-30 years

b) 31 -40 years

c) 41 – 50 years

d) Above 50 years

2. Gender

a) Male

b) Female

3. Education level

a) Certificate  b) Diploma

c) Degree  d) Masters

e) Others specify.....

4. Department you belong to in Thiqa digital finance

a) HR & Administration  b) Technological Team

c) supervisors  d) Agents

e) Others specify.....

5. Period spent working at Thiqa digital finance limited.

a) weeks  b) months

c) 1-4 years  d) more than 4 years

***Guide for Completing the Questionnaire:***

Please answer questions by making a tick (✓) and explain where necessary.

**For the following sections, please rank by ticking in the boxes the alternative which best suits your answer using the likert scale below**

<b>Strongly Agree</b>	<b>Agree</b>	<b>Not sure</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>

**Section B: Understanding the role of Human resource management on organizational performance**

	<b>Understanding the role of Human resource management on organization Performance</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
1	The role of HRM practices at Thiqa contribute to employee motivation.					
2	There is a strong and effective communication bond between the HR department and the employees regarding on the policies and procedures.					
3	Does your supervisor/manager really care about your wellbeing while in the field which has increased efficiency?					
4	Training and development of employees is well supported by the HR and golden opportunities are given to all employees to attain the suitable skills.					
5	HR and supervisor's guides employees more on what to do aiming towards the goals and objectives of Thiqa digital finance which satisfies me at my job.					
6	The HRM at Thiqa demonstrates a commitment to diversity and inclusion in its workforce.					
7	Recruitment and selection process at the company effectively selects candidates who fit the organizational culture.					
8	The human resource management ordained power to its subordinates to take initiative and contribute innovative ideas to the company.					
9	In my sight as an employee at Thiqa, the organizational structure enables efficient decision-making process.					
10	There is promotion of teamwork as a core aspect within the company.					
11						

12	The HR department at Thiqa is responsive to employee concerns and feedback.					
	There is a competitive compensation system that attracts and helps retain talented employees with the organization.					

How else do you understand the role of Human resource management on Organization Performance apart from the above?

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**Section C: Relationship between HRM and organization Performance**

	<b>Relationship between HRM and Organization performance.</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
12	Hiring poor human resource management hinders retention of workforce within the company.					
13	Poor Training and development support hinders good performance required within the company.					
14	Quality recruitment and selection increases workforce passion and retention of top talented employees within Thiqa digital finance.					
15	A healthy and safe working environment fosters increased productivity of the organization.					
16	A competitive compensation system and inclusion of benefits at Thiqa digital finance enhances effectiveness and efficiency of the organizational performance.					

How else is Human Resource management related to Organization Performance apart from the above?

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**Section D: Strategies employed at Thiqa digital finance for improved Human resource management practices on organizational Performance**

	<b>Strategies employed at Thiqa digital finance limited for improved Human resources management on organizational Performance.</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
1	There is need for effective communication between the Managers and their subordinates in the organization to easily measure results.					
2	Training supervisors at Thiqa digital finance limited need to be given proper training on how to handle their subordinates in order to increase their job satisfaction					
3	There is need for aligning HR with the company goals and objectives to check their performance in the bid to improve on the organization performance and increasing development.					
4	HR Managers need to always be firm and consistent with all of their subordinates at the company in order to build effective leadership skills					
5	HR Managers at Thiqa digital finance need to promote employee engagement to advance professionally in the bid to enhance organizational performance					
6	Thiqa digital finance limited requires to increase on managing diversity and inclusion in order to avoid discrimination within the company which enhances job satisfaction.					

7	There is a need to encourage feedback to evaluate the effectiveness of the HR role on organizational performance					
8	The HR managers need to build a cultural vision favorable for all subordinates in bid to enhance positive working culture that improves performance					
9	Managers need to recognize employees with outstanding performance through allowances and accompanying benefits to enhance performance					
10	The need for HR to provide a healthy and safe working environment to avoid job insecurity in bid to increasing performance.					
11	Recruitment in Thiqa digital finance should be fair enough in order to hire the right people and successful retention of suitable employees in bid of increasing performance.					
12	Managers need to support employee development through providing training and development to enhance proper succession planning					

Kindly outline any other strategies that may be employed at Thiqa digital finance aimed at improving human resource practices on organizational Performance other than the above

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**Thank you so much for your cooperation**