

**HUMAN RESOURCE MANAGEMENT PRACTICES AND EMPLOYEE  
PERFORMANCE IN CORPORATE ORGANIZATIONS: A CASE OF  
NATIONAL WATER AND SEWERAGE CORPORATION,  
GULU AREA**

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### DECLARATION

I, OYELLA SHEILA, declare that this research report is my own work and has not been published or submitted for any academic purpose to any university or college of learning.

Signature: .......

Date: 1<sup>st</sup> July 2026

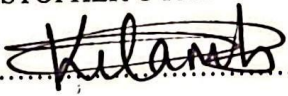
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## **DEDICATION**

I dedicate this work to my beloved parents Mrs. Onencan Lilian and Mr. Nyeko Micheal Douglas, my beloved husband Mr. Opiyo Bob Maxwell, to all my children Rwotomiya Jotham Max and Gum Micah Max who gave me the encouragement and genuine support I deserve in life and during my academic journey.

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## TABLE OF CONTENTS

|                                                 |                              |
|-------------------------------------------------|------------------------------|
| <b>DECLARATION</b> .....                        | Error! Bookmark not defined. |
| <b>APPROVAL</b> .....                           | Error! Bookmark not defined. |
| <b>DEDICATION</b> .....                         | iii                          |
| <b>ACKNOWLEDGEMENTS</b> .....                   | iv                           |
| <b>TABLE OF CONTENTS</b> .....                  | v                            |
| <b>LIST OF TABLES</b> .....                     | xi                           |
| <b>LIST OF FIGURES</b> .....                    | xii                          |
| <b>LIST OF ABBREVIATIONS AND ACRONYMS</b> ..... | xiii                         |
| <b>ABSTRACT</b> .....                           | xiv                          |
| <br>                                            |                              |
| <b>CHAPTER ONE</b> .....                        | 1                            |
| <b>INTRODUCTION</b> .....                       | 1                            |
| 1.0 Introduction.....                           | 1                            |
| 1.1 Background to the study .....               | 1                            |
| 1.2 Statement of the Problem.....               | 4                            |
| 1.3 Objectives .....                            | 4                            |
| 1.3.1 Major objective .....                     | 4                            |
| 1.3.2 Specific objectives of the Study.....     | 4                            |
| 1.4 Research Questions.....                     | 5                            |
| 1.5 Scope.....                                  | 5                            |
| 1.5.1 Content.....                              | 5                            |

|                                                            |           |
|------------------------------------------------------------|-----------|
| 1.5.2 Geographical .....                                   | 6         |
| 1.6 Significance of the study .....                        | 6         |
| 1.7 Conceptual Framework .....                             | 7         |
| 1.8 Operational Definition of Key Terms and Concepts ..... | 8         |
| <b>CHAPTER TWO .....</b>                                   | <b>10</b> |
| <b>REVIEW OF RELATED LITERATURE .....</b>                  | <b>10</b> |
| 2.0 Introduction .....                                     | 10        |
| 2.1 Theoretical Framework .....                            | 10        |
| 2.1.1 Goal Setting Theory .....                            | 10        |
| 2.1.2 Expectancy Theory .....                              | 12        |
| 2.2 Human Resource Management practices .....              | 13        |
| 2.2.1 Support Supervision .....                            | 13        |
| 2.2.2 Performance Appraisal .....                          | 14        |
| 2.2.3 Career Development .....                             | 14        |
| 2.3 Employee Performance .....                             | 15        |
| 2.3.1 Employee Effectiveness .....                         | 15        |
| 2.3.2 Employee Efficiency .....                            | 16        |
| 2.3.3 Timeliness .....                                     | 17        |
| 2.3.4 Quality of Service Delivery .....                    | 17        |
| 2.4 Human Resource Policies and Practices .....            | 18        |
| 2.5 Summary of Literature Review .....                     | 19        |

|                                                    |           |
|----------------------------------------------------|-----------|
| 2.6 Empirical Literature Review .....              | 20        |
| 2.6.1 Introduction.....                            | 20        |
| 2.6.2 Summary of Empirical Literature Review ..... | 20        |
| <b>CHAPTER THREE .....</b>                         | <b>23</b> |
| <b>METHODOLOGY .....</b>                           | <b>23</b> |
| 3.0 Introduction.....                              | 23        |
| 3.1 Research Design.....                           | 23        |
| 3.1.1 Quantitative Approach: .....                 | 24        |
| 3.1.2 Qualitative Approach: .....                  | 24        |
| 3.2 Area of Study .....                            | 25        |
| 3.3 Study population .....                         | 25        |
| 3.4 Sampling procedures.....                       | 25        |
| 3.4.1 Sample size determination .....              | 25        |
| 3.4.2 Sampling techniques .....                    | 26        |
| 3.5 Data sources .....                             | 27        |
| 3.6 Data Collection Methods .....                  | 27        |
| 3.6.1 Qualitative:.....                            | 27        |
| 3.6.2 Quantitative:.....                           | 27        |
| 3.7 Data Collection Instruments .....              | 28        |
| 3.7.1 Questionnaires.....                          | 28        |
| 3.7.2 Interview .....                              | 28        |

|                                                             |           |
|-------------------------------------------------------------|-----------|
| 3.8 Quality Control .....                                   | 29        |
| 3.8.1 Reliability.....                                      | 29        |
| 3.8.2 Validity .....                                        | 29        |
| 3.9 Measurement of variables .....                          | 30        |
| 3.10 Data Analysis and Presentation .....                   | 31        |
| 3.10.1 Quantitative Data Analysis .....                     | 31        |
| 3.10.2 Qualitative Data Analysis .....                      | 31        |
| 3.11 Ethical Considerations .....                           | 31        |
| <b>CHAPTER FOUR.....</b>                                    | <b>33</b> |
| <b>DATA PRESENTATION, ANALYSIS AND INTERPRETATION .....</b> | <b>33</b> |
| <b>4.0 Introduction.....</b>                                | <b>33</b> |
| 4.1 Demographic Background .....                            | 33        |
| 4.2 Human Resource Management Practices.....                | 34        |
| 4.2.1 Support supervision .....                             | 34        |
| 4.2.2 Performance Appraisal.....                            | 38        |
| 4.2.3 Career Development .....                              | 42        |
| 4.3 Employee Performance .....                              | 47        |
| 4.3.1 Effectiveness .....                                   | 47        |
| 4.3.2 Efficiency .....                                      | 51        |
| 4.3.3 Timeliness .....                                      | 56        |
| 4.3.4 Quality of service.....                               | 57        |

|                                                                                                                                        |           |
|----------------------------------------------------------------------------------------------------------------------------------------|-----------|
| 4.4 Legal Policy Framework.....                                                                                                        | 59        |
| 4.4.1 Human Resource Policy.....                                                                                                       | 59        |
| 4.5 Relationship between Human Resource Management practices and employee performance.....                                             | 63        |
| 4.6 Effect of Human Resource Management Practices on Employee Performance.....                                                         | 64        |
| 4.7 Moderation Effect of legal framework on the relationship between Human Resource Management practices and employee performance..... | 66        |
| <b>CHAPTER FIVE .....</b>                                                                                                              | <b>67</b> |
| <b>DISCUSSION OF FINDINGS .....</b>                                                                                                    | <b>67</b> |
| 5.0 Introduction.....                                                                                                                  | 67        |
| 5.1 Human Resource Management Practices.....                                                                                           | 67        |
| 5.2 Employee Performance .....                                                                                                         | 69        |
| 5.3 Relationship between Human Resource Management Practices and Employee Performance.....                                             | 70        |
| 5.4 The influence of Legal Policy Framework .....                                                                                      | 72        |
| <b>CHAPTER SIX .....</b>                                                                                                               | <b>74</b> |
| <b>SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS. ....</b>                                                                      | <b>74</b> |
| 6.0 Introduction.....                                                                                                                  | 74        |
| 6.1 Summary of Findings.....                                                                                                           | 74        |
| 6.2 Conclusions.....                                                                                                                   | 75        |
| 6.3 Recommendations.....                                                                                                               | 77        |
| 6.4 Areas for Further Research .....                                                                                                   | 78        |

|                                                                                |           |
|--------------------------------------------------------------------------------|-----------|
| <b>REFERENCES.....</b>                                                         | <b>79</b> |
| APPENDIX I: CONSENT FORM .....                                                 | 87        |
| APPENDIX II: QUESTIONNAIRE TO THE FIELD STAFF & SUPPORT STAFF .....            | 88        |
| APPENDIX III: INTERVIEW GUIDE FOR MANAGEMENT / KEY INFORMANT .....             | 94        |
| APPENDIX V: TABLE FOR DETERMINING SAMPLE SIZE FROM A GIVEN<br>POPULATION ..... | 96        |

## LIST OF TABLES

|                                                                                                                                                              |    |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------|----|
| 3. 1: Showing the population size and sample size.....                                                                                                       | 26 |
| 3. 2: Computation of Cronbach's alpha .....                                                                                                                  | 29 |
| 3. 3: CVI Computation.....                                                                                                                                   | 30 |
| 4. 1: Showing Background information of respondents .....                                                                                                    | 33 |
| 4. 2: showing Support Supervision .....                                                                                                                      | 35 |
| 4. 3: Showing Performance Appraisal .....                                                                                                                    | 38 |
| 4. 4: Showing Career Development.....                                                                                                                        | 43 |
| 4. 5: Showing Effectiveness.....                                                                                                                             | 47 |
| 4. 6: Showing Efficiency.....                                                                                                                                | 51 |
| 4. 7: Showing Timeliness.....                                                                                                                                | 56 |
| 4. 8: Showing Quality of service.....                                                                                                                        | 58 |
| 4. 9: Showing the relationship between Human Resource Management practices and employee performance. ....                                                    | 63 |
| 4. 10 Model Summary.....                                                                                                                                     | 64 |
| 4. 11: ANOVA.....                                                                                                                                            | 64 |
| 4. 12: Coefficients .....                                                                                                                                    | 65 |
| 4. 13: showing the Moderation effect of Human Resource Policy on the relationship between Human Management Resource practices and employee performance. .... | 66 |

## LIST OF FIGURES

|                                      |   |
|--------------------------------------|---|
| Figure 1: Conceptual Framework ..... | 7 |
|--------------------------------------|---|

## **LIST OF ABBREVIATIONS AND ACRONYMS**

**HOD:** \_\_\_\_\_; Head of Department

**HR;** \_\_\_\_\_; Human Resource

**HRM:** \_\_\_\_\_; Human Resource Management

**HRP:** \_\_\_\_\_; Human Resource Policy

**NPM:** \_\_\_\_\_; New Performance Management

**NWSC:** \_\_\_\_\_; National Water and Sewerage Corporation

**PSRs:** \_\_\_\_\_; Public Service Reforms

## **ABSTRACT**

This study examined the effect of Human Resource Management Practices on employee performance in National Water and Sewerage Corporation(Gulu Area) focusing on Support Supervision ,Performance appraisal and career Development .Guided by the Goal setting theory and the expectancy theory ,the study adopted a cross sectional Design with both Qualitative and quantitative approaches .Data were collected from 112 employees using questionnaires and interview guide and analyzed using inferential and descriptive statistics for association and effects. Results indicate that Support Supervision has a strong significant positive relationship on employee performance whereas career development and performance appraisal has a moderate effect on employee performance, specifically effective training programs with supportive supervision improved employee efficiency and task quality. This clearly confirms that HRM practices are critical predictors of organizational effectiveness. The study concludes that investing in structured HR practices leads to measurable gains in employee effectiveness, efficiency, timeliness and service quality. It recommends that the organization should create more awareness on the human resource Management practices and how they are carried out within the organization so that they align and be able to improve better.

# **CHAPTER ONE**

## **INTRODUCTION**

### **1.0 Introduction**

Employee performance is a critical factor that influences the success and sustainability of corporate organizations, Human Resource Management Practices play a pivotal role in shaping employee performance, particularly in areas such as effectiveness, efficiency, timeliness and quality of service (Alsafadi &Altahat, 2021). The increase in the implementation of of Human Resource Management Practices such as support supervision, Performance appraisal, career Development among others by corporate organizations in Bangladesh, india,China has led to a positive employee performance (Lim & Ahmad, 2021).

The purpose of this study is to examine the relationship between Human Resource Management Practices and employee performance in corporate organizations. Specifically, the study seeks to assess how various Human Resource Management Practices, Including Support Supervision, Performance appraisal and career development influence the performance of employees within a corporate setting. This chapter presents background to the study, problem statement, purpose, objectives, research questions, scope of the study, significance of the study Conceptual Framework and Definition of key terms.

### **1.1 Background to the study**

Globally, employee performance has been a key issue for corporate organizations to remain competitive in ensuring their success (Lim & Ahmad, 2021). Employee performance plays an important role in every organization and is a key variable that most researchers care about (Imran, Majeed & Ayub, 2015). Developed countries such as United states, the United Kingdom, and Germany, companies such as Google, Microsoft, Apple, and Amazon have maintained their competitive edge by continuously improving employee performance through innovative Human Resource Management Practices Such as career development and performance appraisal (Morrison and Thompson, 2022). However, the moderating role of HR policies if clear, well communicated and consistently applied can strengthen the link between HR practices and employee performance.

In developing countries, employee performance has emerged as a central issue for corporate organizations as they strive to maintain a competitive edge in today's global market (Eldor, 2020). This challenge is particularly pressing in economies where the workforce plays a pivotal role in ensuring the success and sustainability of businesses. Companies in developing nations such as India and Brazil, have increasingly focused on human resource management (HRM) practices to enhance employee performance, which in turn drives employee efficiency, effectiveness, quality of services, productivity and overall competitiveness (Eldor, 2020). Human resource management practices have proven to be crucial in enhancing employee performance across these corporate organizations. Well-implemented HRM strategies, such as performance-based rewards, continuous professional development, and inclusive leadership, directly impact employee motivation and, consequently, organizational success (Adam, 2024; Rajapakshe, 2024). By focusing on their human capital, companies in developing nations are not only able to retain talent but also ensure long-term competitiveness in their respective industries.

The World Bank introduced Public Service Reforms in Africa to rectify past shortcomings and bolster employee effectiveness, resulting in heightened workplace efficiency (Leigland, 2018). Molokwane (2019) observed that Botswana was an early adopter of these reforms, implementing them over three decades ago. These initiatives in Botswana were geared towards modernizing and streamlining the Public Service, drawing inspiration from the principles of New Performance Management (NPM). The Botswana Civil Service embraced four interconnected reforms: instituting a performance management system, decentralization, fostering human resources development, and digitizing the personnel management system (Molokwane, 2019). Additionally, a privatization policy was introduced to promote commercialization. These management reforms were designed to elevate employee performance and service provision, although their impact on Local Government Administrators, who have been slow to implement them, has been limited.

In sub-Saharan Africa, approximately 45% of workers exhibit below-par performance, as indicated in studies conducted in South Africa (Taaka, 2022). Haddud & Kanneh (2016) highlight the prevalence of substandard performance within institutions in Sierra Leone, prompting their investigation into methods to enhance performance. Similarly, the Nigerian Local Government system, mirroring patterns observed across many African nations, grapples with challenges such as political turbulence, resource scarcity, accountability deficits, inadequate

planning, deficient political leadership, and limited grassroots involvement. These factors collectively contribute to the suboptimal performance of employees within the organization (Onyemaechi et al., 2018).

In Uganda, management challenges have been reported such as lack of a proper system to manage the performance of workers. For example, the value for-money audit that was carried out in 2016 exposed several loopholes in managing the performance of public corporation workers (Natukunda, 2016). The audit revealed serious staffing gaps, with many of the public corporations like NWSC not being able to attract and retain better qualified workers particularly in key and specialized sections. In addition, the agencies never had clear policies on staff career development, support supervision and performance appraisal (Natukunda, 2016).

In National Water and Sewerage Corporation (NWSC) in Uganda, Mugisha (2019) revealed that the Human Resource management practices saved its collapse. The Human Resource Management practices in NWSC such as support supervision, performance appraisal and career development are critical to improving employee performance (Kanyesigye et al., 2023). Forsyth, Davis, Mitchell and Fryer (2016) agreed that critical Human Resource management practices in organizations like NSWC not only create improved employee performance, but it also relates to emotional intelligence skills in the workplace. Mugisha (2019) argued that the employee performance appraisal in NWSC is carried out together with end of financial year evaluations by staff and supervisors, which becomes the basis for rating staff in their execution of assignments. However, what was benchmarked is seldom achieved because of failure by staff to refer to and system changes which do not seem to favor performance targets set in the appraisals (Nsubuga, 2023).

Nduhura & Magero (2020) found out that the staff professional development is one of the paramount issues in NWSC, because as a public corporation, it must have staff who are better qualified. As a result, there have been collaborations with other public institutions to benchmark and enroll for professional courses as a performance enhancement measure. It was against this background that the study on Human Resource management Practices and Employee Performance in National Water and Sewerage Corporation, Gulu, has undertaken.

## **1.2 Statement of the Problem**

Employee performance, which includes: (a) effectiveness, (b) efficiency, (c) timeliness, and (d) quality of work among others is what is expected of all employees in any corporate organizations, and these are pivotal to achieving organizational goals (Uster, Moses & Siraj, 2024). Employees at NWSC are characterized by poor performance as indicated by their reluctance in responding to calls aimed at addressing water issues, especially water leakages and bursts, and over-accumulation of customers' bills leading to ruthless water cuts without issuing disconnection orders despite this being a company policy (Auditor General's Report, 2023). This forced customers to resort to alternative, less hygienic water supply sources such as boreholes, local springs, and wells, while others have opted for illegal connections, which have led to further losses to the corporation through non-revenue water that was reported at 43.6% in 2022 from 35.9% in 2019 (Ministry of Water & Environment [MWE] Water Sector Report, 2022/2023), the corporation attributes this to weak enforcement of HR policies which does not account for the role of legal policy framework that governs public service employment ,discipline and accountability. In practice, Disciplinary procedures under the public standing orders and employment act are often delayed or inconsistently applied, reducing the deterrent effect of poor performance. This suggests that legal policy framework may moderate the relationship between HR practices and employee performance -strengthening it where enforcement is strict and weakening it where it is ambiguous. It was against this background that research was carried out to examine the influence of Human Resource Practices on employee performance in the National Water Sewerage Corporation (NWSC), Gulu Area.

## **1.3 Objectives**

### **1.3.1 Major objective**

To examine the influence of Human Resource Practices on employee performance and the moderating effect of legal policy framework in National Water Sewerage Corporation (NWSC), Gulu Area.

### **1.3.2 Specific objectives of the Study**

The study was guided by these objectives below:

- i. To examine the Human Resource Management practices demonstrated by employees of National Water Sewerage Corporation in Gulu area.

- ii. To determine the level of employee performance exhibited in National Water Sewerage Corporation, Gulu area.
- iii. To determine the relationship between Human Resource Management practice and employee performance in National Water Sewerage cooperation, Gulu area.
- iv. To determine the moderating influence of legal policy framework on the relationship between management practice and employee performance at National Water Sewerage cooperation, Gulu area

#### **1.4 Research Questions**

The research Questions were as follows:

- i) What is the extent of Human Resource Management practices demonstrated by employees of National Water and Sewerage Corporation in Gulu area?
- ii) What is the level of employee performance in National Water Sewerage Corporation, Gulu area?
- iii) What is the relationship between Human Resource Management practice and employee performance in National Water Sewerage cooperation, Gulu area?
- iv) What is the moderating influence of legal policy framework on the relationship between Human Resource Management practices and employee performance at National Water Sewerage cooperation, Gulu area?

#### **1.5 Scope**

The study focused on geography, content and time scope.

##### **1.5.1 Content**

The study was limited to the influence of Human Resource Management practices and employee performance in NWSC. Human Resource Management practice was measured through support supervision, performance appraisal and career development while the employees' performance was measured through quality of effectiveness, efficiency, timeliness and quality of service. These variables were critical in understanding how organizations like National Water and Sewerage Corporation (NWSC) could enhance productivity and achieve operational goals.

### **1.5.2 Geographical**

This study was conducted at National Water and Sewerage Corporation (NWSC), located in Gulu district, the district headquarter in the city of Gulu are approximately 333 kilometers (207 mi), by road, North of Uganda's capital city Kampala. Gulu represents an operational hub for NWSC in Northern Uganda, where management practices such as support supervision, performance appraisal, and career development are crucial for achieving the organization's goals. By selecting this location, the study captures a diverse operational environment, ensuring that the findings contribute to a more comprehensive understanding of NWSC's national strategies in various regions of Uganda.

### **1.6 Significance of the study**

This study would be of great significance to policy makers, academicians and other stakeholders in the following ways:

The findings would help to inform policy makers about tailoring management practices to employee performance in public corporations like NWSC. This would need to be accompanied by significant commitment and would implement recommendations that are responsive to employees' needs.

The study findings would act as the basis for further research, basing on the gaps identified and literature provided through the findings. This would contribute to the existing body of knowledge.

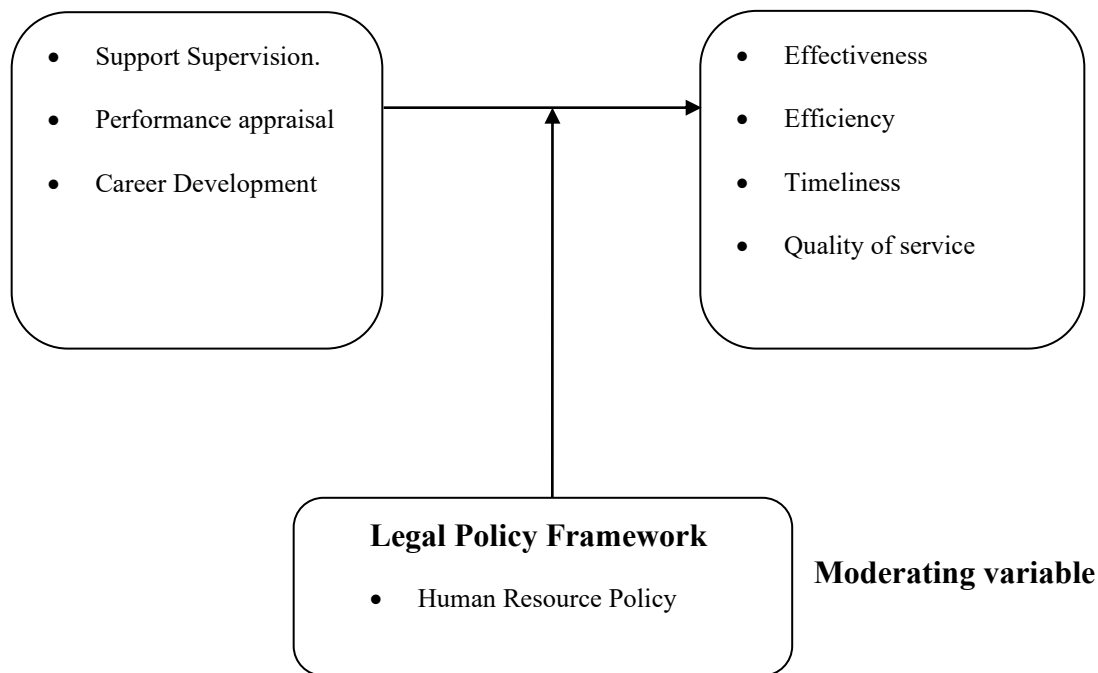
The study would help managers of public corporations to solve problems of employee performance.

The study would enhance the researcher's capacity by enabling her to get grounded in research and excel in her academics leading to the award of a master's degree in business administration.

## 1.7 Conceptual Framework

### Human Resource Management Practices (IV)

### Employee Performance (DV)



**Source:** Adopted from Armstrong, (2017), Peter Boxall and John Purcell (2016) and modified by the researcher, (2024)

**Figure 1:1 Conceptual Framework showing Human Resource management practices and employee performance**

In the conceptual framework above, Human Resource Practices being set of activities, functions and processes designed to attract, develop, and sustain organization's human resources, were measured by Support supervision, performance appraisal and career development. When employees are subjected to supervision by supervisors, appraised on their work performance by their line manager(s), and trained on their career, their (employees') performance would improve. Employee will start using resources, such as time, materials, or money, to complete tasks with minimal waste (efficiency); employee would start to achieve the desired results or outcomes, regardless of the resources used (Effectiveness); employees would start to quickly and punctually complete assigned tasks (timeliness); and lastly their services which they provide would begin to meet or exceed customer expectations and organizational standards (quality of services). When management of National Water Sewerage Corporation (NWSC) conducts staff

supervision, performance appraisal, and supports the staff on their career development, the performance of employees was assumed to improve by timely submission of reports and other tasks, producing quality work outputs among others. However, human resource policy is assumed to have influence on the relationship between Human Resource Management practices and employee performance.

### **1.8 Operational Definition of Key Terms and Concepts**

**Support supervision:** Guiding and directing efforts of employees to accomplish stated work outputs supportive supervision is a process of helping staff to improve their own work performance continuously, it is carried out in a respectful and non-authoritarian way with a focus of using supervisory visits as an opportunity to improve knowledge and skills of health staff (Phillips, 2021).

**Performance Appraisal.** A Process which a manager examines and assesses staff job behavior through comparison with the set standards, documents the outcomes of the comparison and the outcomes are used to give feedback to employees to highlight areas of improvements and reasons for the improvements (Al-Jedaia & Mehrez, 2020).

**Career Development** refers to ways of improving and increasing capabilities of employees through access to education and training opportunities at the job, through external organization, or by watching others' performance at the workplace (Susanto, Soehaditama & Benned, 2023).

**Employee Performance:** It is defined as how well a person executes their job duties and responsibilities (Morrison & Thompson, 2022). Many companies assess their employees' performance on annual or quarterly basis to define certain areas that need improvement and to encourage further success in areas that are meeting or exceeding expectations. It is the ability of staff to accomplish assigned tasks on time. Employee performance is an indicator of an organization's ability to achieve its organizational goals effectively. In addition, employee performance is the success of tasks performed by one or more people, as determined and measured by the top management of the organization

**Human Resource Policy (HRP):** Human Resource Policy (HRP) is a formal statement crafted by an organization that outlines its approach, procedures, and guidelines regarding the management of its human resources (He & Li, 2021). These policies are designed to ensure fair

treatment of employees, compliance with labor laws, and alignment with the organization's goals and values.

## **CHAPTER TWO**

### **REVIEW OF RELATED LITERATURE**

#### **2.0 Introduction**

In this chapter, existing literature from authors and scholars, which is related to and consistent with the objectives of the study, is reviewed. Important theoretical and practical problems are brought out; relevant literature on the aspects pertaining to Human Resource Practices and Employee Performance.

#### **2.1 Theoretical Framework**

Theories have been advanced to explain the link between Human Resource Management practices and employee performance. These theories include;

##### **2.1.1 Goal Setting Theory**

Goal Setting theory was proposed by Edwin A. Locke in the year 1968 but was further developed by Larry and Gary P. Latham (Paauwe, 2024). This theory posits that setting specific and challenging goals can significantly enhance motivation and performance in terms of effectiveness, efficiency, time management and employee quality services in a cooperate organization (Paauwe, 2024). The theory assumes the following; (a) Specific and challenging goals lead to higher performance, goals provide direction and benchmarks for measuring performance; (b) clear goals help employees focus their efforts and resources efficiently, employees can prioritize tasks that align with organizational objectives; (c) deadlines associated with goals encourage timely completion of tasks, setting time-bound goals helps employees manage their time more effectively; (d) Goals related to quality standards enhance service delivery, regular feedback on goal progress helps maintain and improve service quality (Li & Setiawan Sanusi, 2023).

This theory can be applied to this organization (NWSC) in that the management can set specific and challenging goals for employees at various levels. For instance, setting a target to reduce water wastage. The company (NWSC) will subject employees to support supervision, appraisal

and career development (training) on how to management water wastage among others. This will contribute to employee performance in terms of effectiveness, efficiency, quality and timeliness.

NWSC can utilize goal setting theory to ensure that employees are aware of their priorities. For example, a clear goal related to improving water quality standards will direct employees' efforts towards necessary quality checks and maintenance activities. This alignment ensures that resources are used effectively and tasks are prioritized according to their importance to organizational objectives (Rajapakshe, 2024).

By incorporating deadlines into goal setting, any organization like NWSC can improve time management among employees. For example, setting a deadline to complete infrastructure repairs within two weeks ensures that employees allocate their time efficiently and prioritize tasks to meet the deadline. This practice helps in maintaining service continuity and reduces downtime (Li & Setiawan Sanusi, 2023).

NWSC can set goals that focus on maintaining high-quality service standards. For instance, setting a goal to achieve a customer satisfaction rate of 90% through regular water supply and minimal service interruptions. Regular feedback sessions can be conducted to review progress and address any issues, thereby ensuring continuous improvement in service delivery (Nalumenya, Rubinato, Kennedy, Catterson, Bakamwesiga & Blackett, 2023).

Applying Goal Setting Theory in the context of National Water and Sewerage Corporation (NWSC) can significantly enhance Human Resource management practices and employee performance. By setting specific, challenging, and time-bound goals, and providing regular feedback, NWSC can improve efficiency, effectiveness, time management, and service quality. This approach aligns employee efforts with organizational objectives, fostering a motivated and high-performing workforce (Nalumenya, et al., 2023).

Goal setting theory is further applied to Human Resource Management practices in terms of support supervision, performance appraisal and career development as explained below; (a) Support Supervision in that supervisors set clear and challenging goals for employees and provide regular feedback, (b) performance appraisal in that appraisals are based on how well employees meet their set goals, emphasizing progress and achievement, (c) career development

in that the career goals are defined, and progress is regularly reviewed to ensure development and motivation (Paauwe, 2024).

While Goal Setting Theory is a powerful tool for enhancing employee performance, it is essential to be aware of its limitations and delimitations. Organizations should strive to balance goal setting with other management practices, ensuring that goals are realistic, flexible, and aligned with both short-term and long-term objectives. Additionally, providing adequate support, feedback, and considering individual differences can help mitigate some of the potential downsides of goal setting.

### **2.1.2 Expectancy Theory**

Expectancy Theory, developed by Victor Vroom in 1964, posits that an individual's motivation to engage in a particular behavior is determined by the expected outcomes of that behavior (Gyepi-Garbrah, Preko, Mohammed & Mohammed, 2023). The theory is based on the idea that people make conscious decisions about their actions based on their expectations and the desirability of the outcomes. It emphasizes the cognitive processes that underlie motivation and is often applied in organizational settings to understand and improve employee performance in terms of effectiveness, efficiency, time management and quality of services (Virgiawan, Riyanto & Endri, 2021). The theory assumes the followings; (a) Effectiveness in that employees are motivated when they believe their effort would lead to desired performance and rewards, so clear linkages between effort, performance, and outcomes increase effectiveness; (b) efficiency in that employees will allocate their resources and effort efficiently if they expect high performance to lead to valuable rewards; (c) Time Management in that employees manage their time better when they expect timely rewards for timely performance, hence incentives linked to punctuality enhance time management; (d) Employee's Quality of Services where by the high-quality service is a result of employees' expectation of rewards for superior performance. Quality improvements are sustained by aligning rewards with high service standards.

In the aspect of Human resource Management practices, Virgiawan, Riyanto & Endri (2021) argued that this particular theory is applied as follows; (a) Support Supervision in that the supervisors ensure that employees believe their efforts will lead to good performance and that good performance will be rewarded, (b) performance appraisal which focuses on linking performance to rewards, ensuring employees see a clear connection and lastly (c) career

Development whereby employees are motivated to develop their careers if they expect their efforts will lead to valuable outcomes.

However, the theory assumes rational decision-making, which may not always be the case due to emotions and other psychological factors. The theory also relies heavily on individual perceptions, which can be subjective and influenced by personal biases and experiences. Lastly, effective implementation requires well-designed reward systems that are perceived as fair and attainable by all employees.

## **2.2 Human Resource Management practices**

Human Resource Management practices involve systematic approaches to communicate to employees the expected standards of performance and productivity (Das, 2018). In various research studies, such as those conducted by Kloutsiniotis & Mihail (2018) and subsequently by Moustaghfir, Fatihi & Benouarrek (2020), performance management is conceptualized as a series of activities. These activities include defining and measuring goals, conducting performance assessments, delivering feedback, implementing performance-based rewards, aiding in career development, fostering motivation, and supporting training and growth. These elements entail establishing measurable individual objectives for employees, appraising performance, providing feedback, tying rewards to performance, planning, motivating, and facilitating professional development

### **2.2.1 Support Supervision**

Blanchard (2018) noted that a supervisor, often regarded as an experienced leader and problem solver, serves as a role model at the primary level of organizational management. Hence, due to their seasoned leadership, supervisors traditionally play a significant role in facilitating employee training programs. These programs typically involve establishing objectives, selecting trainers, determining program methods, and choosing techniques to be employed (Mohanty et al., 2019). According to Bozionelos, Lin & Lee (2020), supervisors can also act as trainers for employees. In this capacity, they assist employees in completing their tasks by providing guidance, particularly concerning new operational procedures. While a supervisor's support can enhance employee performance, instances exist where supervisors fail to adequately support their employees (Bozionelos et al., 2020). During an interview at National Water and Sewerage Corporation on 3<sup>rd</sup> December 2024, with one Head of Department who noted, sometimes *staff*

*struggle with certain tasks and through supervision, we guide them ,show them how to do it better and build their confidence.*

### **2.2.2 Performance Appraisal**

Al-Jedaia & Mehrez, A. (2020) argued that the function of performance appraisal has evolved beyond merely evaluating employees to become a tool for reinforcing desired behaviors and effective performance. It is regarded as the most potent instrument for aligning employees in a well-structured organization towards achieving strategic objectives. An effective performance appraisal system should establish methods for evaluating successful performance, provide feedback on performance, and facilitate a fairer reward system. The performance method serves as the foundation for assessing employees' performance and their contributions to organizational objectives, encompassing the desired outcomes expected from employees. It is essential for the performance method to be aligned with organizational goals, relevant to specific roles, precise and measurable, within employees' control, and comprehended and accepted by all involved parties (Al-Jedaia & Mehrez, 2020). One Head of Department on 5<sup>th</sup> December 2024 emphasized *,the appraisal tools we use are job specific .Each position has its own targets and responsibilities ,so when we evaluate ,we are evaluating against what someone is employed to do.* This underscored the intentional design of the appraisal system at NWSC.

### **2.2.3 Career Development**

Gyansah (2018) defines career development as the management of a person's growth and progress in his or her career. An individual's career development is a lifetime process that encompasses the growth and change process of childhood, the formal career education at school, and the maturational processes that continue throughout a person's working adulthood and into retirement. (Gyansah, 2018) explains that a career consists of different stages and the individual is faced with different issues during each of these stages. It will therefore be accurate to assume that different individuals have different issues that confront them as they move on in their work lives and it may be possible for this to generate different views about career development and progression in different individuals. As one HOD on 18<sup>th</sup> December 2024 remarked, *when staff come up with training or workshop opportunities, management usually listens. It's not like everything must come from the top.* This encourages staff to think proactively in identifying their learning needs and underlying opportunities.

## **2.3 Employee Performance**

Rose (2022) defines employee performance as the combined tasks and activities carried out by employees in alignment with organizational objectives, encompassing their distinctive behaviors in problem-solving scenarios. Mangkunegara and Octorend (2015) elaborate further, suggesting that individual employee performance is gauged by the quality (the ability to produce work results nearing perfection), quantity (the number of completed tasks), and timely completion of duties (ensuring tasks are finished promptly to maximize available time for other activities).

In Public organizations worldwide, including Local Governments, there is a prevailing perception of inadequate performance (Ekwoaba, Joy O., Ugochukwu, .U. Ikeije, 2015). Taaka (2022) notes that only 13% of employees globally demonstrate satisfactory performance. In specific regions like Indonesia, organizations struggle with attracting and selecting suitable candidates for vacant positions, impacting overall performance negatively. Similarly, Malaysian local governments face public criticism for their inefficiency (Mohd Nazri Zakaria et al., 2017).

In sub-Saharan Africa, notably South Africa, a significant proportion (45%) of employees are deemed underperforming (RWD & Zondo, 2017; Taaka, 2022). Haddud & Kanneh (2016) observed poor performance in Sierra Leonean institutions, prompting a study on performance improvement strategies. Within Nigeria's Local Government system, prevalent issues such as political instability, resource scarcity, lack of accountability, inadequate planning, deficient political leadership, and limited grassroots participation contribute to poor employee performance (Onyemaechi et al., 2018).

### **2.3.1 Employee Effectiveness**

Effectiveness is the degree to which employees achieve desired outcomes or objectives. It focuses on the quality and impact of the work performed, rather than the resources used. Effectiveness is often evaluated based on the achievement of specific performance goals and outcomes. In India, a study by Gupta and Varma (2022) highlighted that training and development programs significantly enhanced employee effectiveness in the Information Technology (IT) sector by improving skill levels and job performance.

According to Parker & Wall (2021), employee effectiveness is a critical factor in the success of corporate organizations. It encompasses the productivity, performance, and overall contribution of employees to the organization's goals. This effectiveness varies across different regions due to

cultural, economic, and organizational differences. Here, we explore employee effectiveness in developed countries, Asian countries, African countries, and Uganda. In developed countries, employee effectiveness is often influenced by advanced technologies, robust human resource practices, and a strong emphasis on work-life balance. For instance, in the United States and Western Europe, companies invest heavily in employee training, development programs, and performance management systems (Noe, Hollenbeck, Gerhart & Wright, 2017).

In Asian countries, the concept of employee effectiveness is often intertwined with cultural values such as collectivism, respect for hierarchy, and a strong work ethic. Countries like Japan and South Korea emphasize long-term employment, continuous improvement (Kaizen), and collective responsibility (Lee & Chen, 2018).

In African countries, employee effectiveness is influenced by economic challenges, varying levels of education and training, and the evolving nature of labor markets. In South Africa and Nigeria, for example, efforts are being made to improve employee performance through better training and development programs, despite the challenges posed by economic instability and infrastructure issues (Akinyemi, 2014).

In Uganda, Akinyemi (2014) revealed that employee effectiveness is shaped by factors such as limited resources, varying levels of organizational support, and a growing emphasis on training and capacity building. The Ugandan context is unique due to its rapid development and the role of initiatives aimed at improving workforce skills and performance, such as the Uganda Digital Truck Project. One of the top managers, in an interview on 1<sup>st</sup>, November 2024 stated that, *Employees generally know what is expected of them and work hard to ensure that customers receive the services they need. Most tasks are completed as planned.*

### **2.3.2 Employee Efficiency**

Efficiency in the context of employee performance refers to the ability to accomplish tasks with the minimum number of resources, including time, effort, and costs (Zhang & Liu, 2022). It is often measured by the ratio of outputs to inputs, indicating how well resources are utilized. Efficiency is a core aspect of employee performance that has been widely studied in recent literature. For instance, a study by Zhang and Liu (2022) in China found that implementing lean management techniques significantly improved employee efficiency in manufacturing sectors by reducing waste and optimizing workflow processes. Similarly, in Germany, the adoption of

digital tools and automation in the automotive industry has been linked to enhanced efficiency, as reported by Müller and Schmid (2023).

In India, the emphasis on employee efficiency is growing as companies compete globally. The adoption of flexible work practices, outsourcing, and information technology services have significantly improved efficiency in many sectors (Budhwar & Varma, 2011). In South Africa, improving employee efficiency is a critical concern due to economic and infrastructural challenges. Companies are focusing on training and development, as well as adopting new technologies to enhance productivity (Zeng & Gunnign, 2013). In Uganda, employee efficiency is crucial for the growth of both private and public sector organizations. Initiatives like the Uganda Digital Truck Project aim to enhance efficiency by providing digital skills and resources to employees in remote areas. In NWSC, one of the heads of departments during an interview stated that on 4<sup>th</sup> November 2024, *despite limited resources, employees often find ways to complete their assignments effectively and economically.*

### **2.3.3 Timeliness**

This study concentrated on time management as an indicator of efficiency which is a measure of employee performance. Time management method determines employee productivity by recording how the employee uses their work time. Accurate measurement will reveal how much time is spent on accomplishing work duties in a timely way, as well as how much time is lost to illness or excessive time off, non-work-related conversations, and distractions such as texting and social media (Bartelsman & Doms, 2000). During an interview conducted at NWSC on 11<sup>th</sup>, November 2024, one of the Heads of Departments noted that, *Although delays sometimes occur due to technical challenges, employees generally try to provide services on time.*

### **2.3.4 Quality of Service Delivery**

Job performance has been identified as the significant key for organizations to gain competitive advantage and superior productivity. According to Ochieng (2016) quality has been defined by the international organization for standardization (ISO) simply as a relative concept encompassing the characteristics (distinguishing feature such as physical, sensory, temporal or functional) of a service that meets the requirements of the customer and is rated as high quality, where quality and customer satisfaction is concerned. Perceived customer service quality has been conceptualized in literatures and considered as an evaluative construct is the result of the

comparison of expectations before services with real experience of service and is considered as the difference between the expectations of service receivers and their perception that meets or exceeds customers' expectations and it is a critical determinant of customer satisfaction (Salim, 2016). Good service quality is generally regarded as one way of retaining existing customers and acquiring new ones, reducing costs, enhancing corporate image, generating positive word-of-mouth, recommendation and improving profitability as indicated by (Lau et al, 2013). During an interview at NWSC Gulu on 11<sup>th</sup>, November 2024, one of the respondents stated that, *The staff are knowledgeable and capable of delivering quality services that meet customer expectations.*

## **2.4 Human Resource Policies and Practices**

Dessler (2020) defines HR policies as “the formal guidelines and procedures put in place by an organization to manage its employees.” These policies are designed to support consistent decision-making and to ensure that the organization's treatment of employees aligns with its goals, values, and legal obligations. Armstrong (2014) describes HR policies as “continuing guidelines on the approach the organization intends to adopt in managing its people.” They provide frameworks for decision-making on issues such as recruitment, training, compensation, and employee relations.

Boxall and Purcell (2016) define HR practices as “the activities carried out by an organization to attract, develop, motivate, and retain its employees.” These practices are critical in ensuring that the organization has the skilled and motivated workforce needed to achieve its objectives. Schuler and Jackson (2014) describe HR practices as “the processes and methodologies adopted by an organization to manage its human resources.” These practices are designed to maximize employee performance and contribute to the organization's overall effectiveness.

According to Mahapatro (2021), human resource policies and practices are integral to the effective management of an organization's human capital. They provide the framework and tools necessary to attract, develop, and retain talent, ensuring that employees are motivated, engaged, and aligned with the organization's goals. Scholarly arguments underscore the importance of aligning HR practices with organizational strategy, considering cultural and contextual factors, and leveraging technology to enhance HR effectiveness. By doing so, organizations can improve their overall performance and gain a competitive edge in the market.

## **2.5 Summary of Literature Review**

Proposed by Edwin A. Locke in 1968 and later developed by Gary P. Latham, Goal Setting Theory posits that specific and challenging goals significantly enhance motivation and performance. The theory assumes that clear goals provide direction and benchmarks, helping employees focus their efforts efficiently. Deadlines encourage timely task completion, and quality standards enhance service delivery through regular feedback (Paauwe, 2024; Li & Setiawan Sanusi, 2023). For NWSC, management can set specific, challenging goals, such as reducing water wastage by 20% within a year, focusing employee efforts on tangible outcomes. Time-bound goals improve time management, while goals related to service quality can enhance customer satisfaction. Regular feedback ensures continuous improvement. This approach aligns employee efforts with organizational objectives, fostering a motivated and high-performing workforce. Additionally, goal setting supports supervision, performance appraisal, and career development by providing clear objectives, emphasizing progress, and defining career goals (Paauwe, 2024).

Developed by Victor Vroom in 1964, Expectancy Theory suggests that motivation is influenced by the expected outcomes of behavior. It emphasizes the cognitive processes behind motivation, where employees are motivated if they believe, their effort will lead to desired performance and rewards. Clear linkages between effort, performance, and outcomes enhance effectiveness, efficiency, time management, and service quality (Gyepi-Garbrah, Preko, Mohammed & Mohammed, 2023; Virgiawan, Riyanto & Endri, 2021). For NWSC, management can apply this theory by ensuring employees understand the connection between their efforts and rewards. Effective support supervision, performance appraisals, and career development practices are crucial. Supervisors must ensure that employees believe their efforts will be rewarded, appraisals should link performance to rewards, and career development opportunities should be perceived as valuable outcomes.

While the theories provide valuable insights, there is limited research on their specific application in the Ugandan context, particularly in the public utility sector like NWSC. There is a need for research on integrating these theories into a cohesive management practice framework tailored to the unique challenges and opportunities within NWSC. Most studies focus on short-term impacts. Longitudinal research is needed to understand the long-term effects of goal setting, expectancy, and motivational theories on employee performance in NWSC.

While previous studies have examined human resource management (HRM) practices and their impact on employee performance in various global, regional, and national settings, there is limited research specifically focused on the National Water and Sewerage Corporation (NWSC) in Gulu Area. Most of the studies tend to concentrate on corporate organizations in more urbanized and central regions such as Kampala, or in different sectors. This study addresses the geographical gap by focusing on the Gulu Area, which may have unique contextual factors affecting Human Resource practices and employee performance.

Existing literature on management practices and employee performance generally explores HRM practices such as recruitment, training, and performance appraisals, but often overlooks specific challenges and contextual influences relevant to organizations like NWSC in Gulu, particularly in a public utility service setting. There was need for a deeper understanding of how management practices in NWSC, specifically in Gulu Area, align with employee performance, especially considering the operational, infrastructural, and regional factors unique to this corporation. This study sought to fill this content gap by focusing on management practices in a public sector utility organization and how they impact employee performance in a semi-urban setting.

## **2.6 Empirical Literature Review**

### **2.6.1 Introduction**

The reviewed empirical literature demonstrates that Human Resource Management (HRM) practices play a significant role in enhancing employee performance across different organizational contexts. Studies have consistently shown that performance appraisal, supportive supervision, and career development positively influence employee productivity, motivation, commitment, and overall job effectiveness. However, despite the substantial body of evidence supporting these relationships, several gaps remain therefore the research will provide additional empirical literature to fill the gaps identified.

### **2.6.2 Summary of Empirical Literature Review**

Regarding performance appraisal, studies by Alshaikh and Alshurideh, Adusei et al., and Hassan and Mahmood found that effective appraisal systems improve employee

performance through feedback, accountability, and role clarity. Nevertheless, these studies primarily focused on the direct relationship between performance appraisal and employee performance, with limited attention given to the conditions under which appraisal systems become more effective. In particular, the role of human resource policy frameworks in influencing appraisal outcomes remains underexplored.

Similarly, empirical studies on supportive supervision indicate a positive association with employee performance. Research by Kim and Park, Nsubuga et al., and Ibrahim and Hassan established that support supervision enhances employee competence, job satisfaction, engagement, and motivation. However, most of these studies concentrated on the direct effects of supervisory support and did not examine how organizational HR policies influence supervisory practices and their effectiveness in improving employee performance.

Career development has also been widely recognized as a key determinant of employee performance. Studies by Al Mehrzi and Singh, Ahmed and Khalid, and Nguyen et al. found that training, mentoring, promotion opportunities, and professional development programs enhance employee competencies, motivation, organizational commitment, and productivity. Despite these findings, most studies have focused on direct relationships and have rarely investigated whether the effectiveness of career development initiatives depends on the existence of supportive HR policies.

The literature further suggests that human resource policy frameworks contribute to organizational effectiveness by promoting fairness, transparency, consistency, and accountability in HRM practices. Studies by Otoo and Mishra, Mensah and Bawole, and Chukwu and Worlu indicate that HR policies strengthen the effectiveness of performance management and employee development initiatives. However, empirical studies examining HR policy framework as a moderating variable remain limited, particularly in developing countries and public sector institutions.

Overall, the major gap identified in the literature is that previous studies have largely examined performance appraisal, supportive supervision, and career development independently and have focused primarily on their direct effects on employee performance. Limited empirical evidence exists on the combined influence of these HRM practices on employee performance and, more importantly, on how the human resource policy framework moderates these relationships. This gap provides the basis for the current study, which seeks to examine the influence of performance appraisal, supportive supervision, and career development on employee performance while assessing the moderating role of the human resource policy framework.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.0 Introduction**

This chapter presents how data was collected by the researcher. It describes the research design, the study population, the sample size determination, sampling procedures, data collection methods and instruments, procedure for data collection, data reliability and validity, data analysis and ethical issues considered.

#### **3.1 Research Design**

This study used a cross-sectional research design and involved the use of both quantitative and qualitative data. American Dietetic Association (2011) defines cross-sectional research design as study where exposures and outcomes are observed or measured simultaneously in a population. In this design, a researcher examined the association between the exposure and the outcome but cannot infer cause and effect. Cross-sectional research design is one of the most common and well-known study designs, and this type of research study, either the entire population or a subset thereof is selected, and from these individuals. The study collected both quantitative and qualitative data to help answer research questions of interest (Olsen, & St George, 2004). Graber (2004) adds that Cross-sectional design was appropriate for collecting data from a sample of respondents at one point in time, and it allowed the collection of both quantitative and qualitative data as open-ended questions can be included in the research tools. Qualitative data was explanatory in nature since it provided detailed explanations to the questions asked from the key informants. The rationale of choosing this design over the other is that it is cheaper and faster and at the same time very appropriate for relationship and correlation between variables at one time

This study used a mixed research approach that comprised both quantitative and qualitative methods. Quantitative data was collected first, followed by qualitative data. All quantitative and qualitative data were collected and were analyzed to address the research questions

### **3.1.1 Quantitative Approach:**

The quantitative approach involved the collection and analysis of numerical data which was dominant to statistically examine the relationship between management practices and employee performance at National Water and Sewerage Corporation (NWSC), Gulu Area. This method was essential for providing measurable and objective results. Standardized surveys with closed-ended questions were distributed to employees of NWSC, Gulu. These questionnaires included Likert scale-type questions to quantify perceptions of management practices.

The data collected was analyzed using statistical tools to identify trends, correlations, or potential causal relationships between Human Resource Management practices and employee performance. Techniques like correlation analysis, regression analysis, and descriptive statistics were used to measure variables. Quantitative research provided a clear, objective means of analyzing employee performance in relation to specific Human Resource Management practices, ensuring that the findings are grounded in measurable data. The use of large sample sizes through surveys makes the findings generalizable to other corporate organizations or NWSC branches, increasing the reliability of the conclusions.

### **3.1.2 Qualitative Approach:**

The qualitative approach involved collecting in-depth, non-numerical data to gain insights into the lived experiences and perceptions of employees and managers regarding management practices and employee performance. This method captured information that could not be measured numerically.

Semi-structured interviews were conducted with selected managers and key employees at NWSC, Gulu. These interviews delved into their experiences with the current Human Resource Management practices and how they perceive these practices impacting their performance. Focus group discussions also allowed employees to share collective insights and concerns regarding the organization's management strategies. Internal reports, performance reviews, and other relevant documents from NWSC (Employee Performance Review Reports, 2022/2023 – 2024; Ministry of Water & Environment [MWE] Water Sector Report, 2022/2023 - 2024; Auditor General Report, 2022/2023 – 2024; Employee Performance Appraisal Reports, Employees' Supervision Reports among others, were analyzed to understand how management practices are documented and implemented. This provided a richer context for employee performance evaluation. The

qualitative data was analyzed through thematic analysis to identify recurring themes, patterns, and perceptions about management practices.

Qualitative approach allowed the exploration of diverse perspectives and uncovered relationships that exist between the intricate layers of complex research questions. A mixed method was appropriate for answering research questions that neither quantitative nor qualitative could answer alone. Mixed method was used to gain a better understanding of connections or contradictions between qualitative and quantitative data; they can provide opportunities for participants to have a strong voice and share their experiences across the research process, and they can facilitate different avenues of exploration that enrich the evidence and enable questions to be answered more deeply (Smith, 2017).

### **3.2 Area of Study**

The study was limited to examine the relationship between Human Resource Management practices and employees' performance, a case of National Water and Sewerage Corporation Gulu area. Gulu City is in Acholi Sub-Region, 333 KMs North of Kampala city.

### **3.3 Study population**

According to NWSC Performance Annual report (2023), there are approximately 145 employees in the Gulu area. Therefore, the total study population consisted of the 145 employees comprising of 112 field and support staff (middle management) who were responsible for the daily operational activities of the corporation, 9 top management who oversaw the smooth running of the corporation and were decision makers in regards to human resource practices ,5 heads of section who supervise the field staff, support staff and the graduate trainees.

### **3.4 Sampling procedures**

#### **3.4.1 Sample size determination**

The sample size was determined using the population size and sample size table developed by Krejcie and Morgan, 1970. From the table below, total study population size being 145, the total sample size used was 112 employees.

### 3. 1: Showing the population size and sample size

| Category                      | Population size | Sample size | Sampling technique     |
|-------------------------------|-----------------|-------------|------------------------|
| Top management                | 9               | 9           | Purposive Sampling     |
| Heads of sections             | 5               | 5           |                        |
| Field staff and support staff | 131             | 98          | Simple random sampling |
| <b>Total</b>                  | <b>145</b>      | <b>112</b>  |                        |

Source: National Water and Sewerage Corporation Gulu staff list (2023)

### 3.4.2 Sampling techniques

#### Simple Random Sampling

Simple random sampling technique was used on the 98 field and support staff because each member of the targeted population had an equal and independent chance of being included in the sample. The 98 respondents were selected by coming up with eight groups in the eight branches. After creating the eight groups, each eighth member of the group was selected to participate in the study. This subsequently allowed the researcher to get the required number. This method is simple to employ and allows for the generalization of findings.

#### Purposive Sampling

In this study, purposive sampling was used to select the top management and heads of sections at National water and sewerage Corporation (NWSC), Gulu area. Purposive sampling is a non-probability sampling technique in which specific individuals are intentionally selected based on characteristics or roles they hold within an organization that are critical for research.

Members of top management were included in the sample .These individuals are key decision makers in the organization and possess in-depth knowledge and experience related to the management practices at National Water and Sewerage Corporation (NWSC).Their insights provided a valuable perspective on how these practices influence employee performance .Because of their unique and strategic positions ,all members were purposefully selected to ensure that the research captures comprehensive insights from leadership.

Five heads of sections were included in the sample. These individuals directly supervise the field, support staff and graduate trainees, giving them a critical understanding of the operational practices and day-to-day employee performance.

Given the relatively small number of individuals in these categories (Nine top management members and five heads of sections), it is feasible to include all of them, which maximizes the richness of the data collected from key informants.

### **3.5 Data sources**

The study used primary data sources.

**Primary sources:** According to Kothari (2004), primary data are those which are collected afresh and for the first time, and thus happen to be original in character. It is original in nature and directly related to the study problem and current data. Primary data are the data which the researcher collects through various methods like interviews, surveys, questionnaires. Primary data will be collected from respondents in the field.

### **3.6 Data Collection Methods**

#### **3.6.1 Qualitative:**

The primary data collection method explored the originality of data by gathering information directly relevant to the study. Primary data was obtained from respondents at the National Water and Sewerage Corporation (NWSC), Gulu Area. Using questionnaires and interview guides, the researcher gathered data from respondents, which constituted the primary concern of this survey design approach.

#### **3.6.2 Quantitative:**

The data collection method included questionnaires that had closed-ended questions, and responses were rated on a five-point Likert scale. The Likert scale was a set of statements (items) offered for a real situation under study. Field staff and support staff were asked to show their level of agreement (from "strongly disagree" to "strongly agree") with the given statements (items) (Ankur Joshi, 2015).

### **3.7 Data Collection Instruments**

#### **3.7.1 Questionnaires**

The questionnaires had closed-ended questions and responses rated on a five-point Likert scale. Likert scale is a set of statements (items) offered for a real or hypothetical situation under study. Field staff and support staff were asked to show their level of agreement (from strongly disagree to strongly agree) with the given statement (items) (Ankur Joshi, 2015)

The questionnaires were 98 and had six sections which included: demographic characteristics, staff support supervision, staff performance appraisal, staff career development, employee performance, moderating variable (Human Resource Policy). These questionnaires were issued to specifically field and support staff who were 98 in number.

#### **3.7.2 Interview**

Interview guide was used on 9 top management and 5 heads of section to conduct face-to-face interviews to collect primary data from top management and heads of sections. Open-ended questions were employed to allow respondents to provide the required information in detail.

The guide provided an unstructured approach to ensure that all relevant topics were covered, while still allowing flexibility in how the conversation flowed. This approach was beneficial in qualitative research, as it ensured consistency across interviews while allowing respondents to express themselves fully.

Open-ended questions were drafted in an official language (English) since National water and Sewerage Corporation is a corporate organization and the language used there is English. This facilitated the collection of rich, nuanced data that could not have been obtained through closed-ended surveys. Respondents shared their experiences, ideas, and concerns, providing a deeper understanding of how Human Resource Management practices affected employee performance.

Conducting interviews with nine (9) top management and five (5) heads of sections face-to-face who served as key informants in National Water Sewerage Corporation ,Gulu, allowed for better engagement and interaction as required and meaningful information regarding Human Resource Management practices were retrieved from them. The interviewer was able to observe body language, clarify questions, and build rapport, leading to more genuine and thoughtful responses.

### 3.8 Quality Control

#### 3.8.1 Reliability

Reliability concerned the extent to which a measurement of a phenomenon provided stable and consistent results (Taherdoost, 2016). To ascertain reliability, the researcher pre-tested the research instrument on 12 employees of the National Water and Sewerage Corporation in the Soroti area. After pre-testing, the Cronbach's Alpha formula was used to compute the reliability coefficient, which served as an indicator of the instrument's level of reliability. Reliability was checked using Cronbach's coefficient; when the coefficient was 0.7 or greater, the question items were considered consistent and reliable. The instrument was pretested to ensure its reliability.

#### 3. 2: Computation of Cronbach's alpha

| Variables                | Anchor points | Number of items | Cronbach's alpha |
|--------------------------|---------------|-----------------|------------------|
| Human Resource Practices | 5             | 24              | 0.765            |
| Employee Performance     | 5             | 32              | 0.85             |
| Legal Framework Policy   | 5             | 07              | 0.711            |

Field data, 2024

#### 3.8.2 Validity

Validity referred to the degree to which an instrument accurately measured what it intended to measure (Taherdoost, 2016). The instruments were validated by examining their content, whether they could measure the assumed attributes, and whether they were free from bias, contamination, and deficiency. This process helped to ensure that bias and deficiency were minimized as much as possible, thereby establishing a dependable status for the study. A threshold of 0.7 was used to declare the instruments valid.

$$\text{CVI} = \frac{\text{Number of valid items}}{\text{Total number of items}}$$

In the approach, a panel of three experts were used to establish whether it was valid. The researcher used Sekarani (2003), who recommended that for an instrument to be valid, its content validity index had to be 0.7 and above.

In treating the validity of qualitative data, a combination of triangulation, member checking, thick description, and audit trail were employed. Triangulation was achieved in that data was collected from key informants that is the Top management (9) and the heads of sections (5) and responses compared to identify the area of convergence and divergence. Member checking was achieved in that responses from respondents were displayed and the respondents confirmed it was the right information given. Thick description was achieved in a way that detailed accounts of the study context was provide that is Human Resource Management Practices at NWSC ,Gulu area an audit trail was maintained by keeping records of the interview guide, fieldnotes, audio recordings from interviews, interview scripts and data analysis which ensured transparency. These strategies ensure that the data collected from interviews with top management and heads of sections at NWSC, Gulu Area, is credible, trustworthy, and accurately reflects the participants' perspectives on Human Resource Management practices and employee performance.

### 3. 3: CVI Computation

| Experts  | Computation | CVI  |
|----------|-------------|------|
| Expert 1 | 34/47       | 0.72 |
| Expert 2 | 33/47       | 0.70 |
| Expert 3 | 36/47       | 0.76 |

Source: Field data, 2024

### 3.9 Measurement of variables

The dependent variable of this study was employee performance, operationalized by quality of work, achievement of targets, and timely execution of work. The independent variable was Human Resource Management practices, with dimensions of supportive supervision, performance appraisal, and career development. Measurement of variables was done using a coding system adopted by the researcher. The questionnaire had five alternatives: 1-Strongly disagree, 2-Disagree, 3-Not sure, 4-Agree, and 5-Strongly agree. These responses were then entered into the Statistical Package for the Social Sciences (SPSS) to run and generate descriptive statistics, i.e., frequencies, percentages, means, and standard deviations. From the statistical means, linear regressions were generated to help in drawing appropriate conclusions about the study.

### **3.10 Data Analysis and Presentation**

Data analysis was the process of evaluating data using analytical or statistical tools to discover useful information. The researcher used both quantitative and qualitative data analysis techniques to analyze the collected data and presentation.

#### **3.10.1 Quantitative Data Analysis**

The data collected were scrutinized for accuracy and completeness. The data were then coded and entered the Statistical Package for the Social Sciences (SPSS) software and subsequently analyzed. Percentages and average percentages were used to analyze Objectives 1, 2, and 3, respectively, to examine the nature of Human Resource Management practices demonstrated by employees, assess the level of employee performance exhibited, and evaluate the level of implementation of human resource policies in the National Water and Sewerage Corporation, Gulu area.

Pearson's correlation coefficient was used to assess the influence of human resource policy on the relationship between management practices and employee performance at the National Water and Sewerage Corporation. Additionally, regression analysis was employed to determine the coefficient of determination, which helped to show how changes in the independent variable affected changes in the dependent variable.

#### **3.10.2 Qualitative Data Analysis**

The researcher employed thematic analysis method to analyze qualitative data from interviewees. Thematic analysis is a systematic technique used to identify patterns, themes, and meanings within a qualitative data set. The researcher analyzed the content of interview notes, classifying and categorizing the data to generate themes. The findings were then presented in descriptive form, following the research questions.

### **3.11 Ethical Considerations**

The researcher obtained an introductory letter from the faculty of business and development studies to be presented to the management of national water and sewage cooperation Gulu Branch. This enabled the researcher to be granted permission to access respondents.

The researcher was able to observe confidentiality and of the respondents by not exposing their identity. In this case, names of the respondents were not recorded on the questionnaires to conceal their identities.

The researcher asked for informed consent from the respondents and therefore, the first respondent and the ones who follow were not involved in the study against their will.

### **3.12 Limitations and Delimitations**

This study was limited to a single state enterprise (NWSC), which may limit the generalizability of the findings. Future research could explore "Human Resource Management Practices and Employee Performance across Selected State Enterprises in Uganda."

The current study used a cross-sectional design, which does not allow for assessment of changes over time future study should focus on "Human Resource Management Practices and Employee Performance in Uganda's Public Sector."

While this study focused on legal and policy frameworks as moderators, it did not examine how internal organizational culture influences Human Resource Management practices. Future studies should assess: "Organizational Culture and Human Resource Management Practices on Employee Performance in Public Entities."

Some interviewees expected money from the researcher, and this made the study more expensive and caused delays in response. The researcher explained the purpose of the study to reassure respondents that it was purely academic.

Some respondents were not willing to cooperate in filling in the questionnaires. This was due to the large number of studies previously conducted at NWSC (Gulu Area), and some respondents were reluctant to provide certain information for fear of potential implications. However, the researcher had given guidance and sensitized participants about the significance of their contribution by emphasizing that they were providing valuable information.

The researcher encountered difficulties in accessing management staff and stakeholders working in education, as well as regular participants in the organization, since the researcher would interact with them during working hours. However, the researcher overcame this by communicating early with respondents and scheduling appointments at their convenience.

## CHAPTER FOUR

### DATA PRESENTATION, ANALYSIS AND INTERPRETATION

#### 4.0 Introduction

This chapter presents the findings of the study based on the data collected from respondents through structured questionnaires and interviews. The chapter is organized thematically in alignment with the study objectives and research questions. It provides a systematic presentation, analysis, and interpretation of both quantitative and qualitative data to uncover insights into the key variables under investigation.

#### 4.1 Demographic Background

The study commences with demographic background to establish the age of respondents, sex, highest education level and period spent working with National Water and Sewerage Corporation (Gulu).

##### 4. 1: Showing Background information of respondents

|                                     |                    | Frequency | Percent (%) |
|-------------------------------------|--------------------|-----------|-------------|
| Age of the Respondents              | 20 years and below | 4         | 4.1%        |
|                                     | 21-30 Years        | 24        | 24.5%       |
|                                     | 31-40 Years        | 43        | 43.9%       |
|                                     | 41-50 Years        | 18        | 18.4%       |
|                                     | 51 Years and Above | 9         | 9.2%        |
| Sex of the Respondents              | Male               | 75        | 76.5%       |
|                                     | Female             | 23        | 23.5%       |
| Highest Education Level             | Certificate        | 25        | 25.5%       |
|                                     | Diploma            | 37        | 37.8%       |
|                                     | Bachelor's Degree  | 31        | 31.6%       |
|                                     | Master's Degree    | 5         | 5.1%        |
| Period Spent working with NWSC Gulu | < 1 Year           | 8         | 8.2%        |
|                                     | 1-3 Year           | 26        | 26.5%       |
|                                     | 4-6 Years          | 31        | 31.6%       |
|                                     | 7-9 Years          | 21        | 21.4%       |
|                                     | >10 Years          | 12        | 12.2%       |

**Source: Field Data, 2024**

The demographic data from the respondents working with NWSC Gulu presents a diverse workforce in terms of age, gender, education level, and experience. The age distribution shows

that most respondents (43.9%) are between 31 and 40 years, followed by those aged 21 to 30 years (24.5%). A smaller proportion are aged 41 to 50 years (18.4%) and 51 years and above (9.2%), while the youngest group, 20 years and below, represents only 4.1%. In terms of gender, the workforce is predominantly male, accounting for 76.5% of the respondents, with females making up 23.5%.

Regarding educational qualifications, the largest group of respondents holds a diploma (37.8%), followed by those with a bachelor's degree (31.6%). Respondents with certificates constitute 25.5%, while those with a master's degree form the smallest group at 5.1%. This indicates a generally well-educated workforce, with a significant portion having attained tertiary education.

Concerning work experience at NWSC Gulu, most respondents have been with the organization for 4 to 6 years (31.6%), followed by those with 1 to 3 years of service (26.5%) and 7 to 9 years (21.4%). Those who have served for more than 10 years constitute 12.2%, while the least experienced group, with less than one year, makes up 8.2%. This distribution suggests that the workforce includes a healthy mix of both relatively new and experienced employees, which may contribute positively to knowledge transfer and organizational stability.

## **4.2 Human Resource Management Practices**

The analysis of Human Resource Management practices in National Water & Sewage cooperation covered three key practices comprising of support supervision, performance appraisal and career development as presented in the ensuing sections.

### **4.2.1 Support supervision**

Support supervision represents an important component of management practice at NWSC as presented in the section below:

#### 4. 2: showing Support Supervision

| Support supervision                                                                              | SD           | D            | SD+D          | NS            | A             | SA            | A+SA          |
|--------------------------------------------------------------------------------------------------|--------------|--------------|---------------|---------------|---------------|---------------|---------------|
| I am well informed about the purpose of supervision in National Water and Sewerage Corporation   | 9.2%         | 9.2%         | 18.4%         | 18.4%         | 27.6%         | 35.7%         | 63.3%         |
| The heads of department supervise departmental activities on a regular basis                     | 2.0%         | 11.2%        | 13.3%         | 15.3%         | 49.0%         | 22.4%         | 71.4%         |
| Supervision in National Water and Sewerage Corporation aims at mentoring all staff at all levels | 6.1%         | 15.3%        | 21.4%         | 8.2%          | 38.8%         | 31.6%         | 70.4%         |
| Most staff have been able to acquire job performance skills through individual supervision       | 5.1%         | 6.1%         | 11.2%         | 18.4%         | 43.9%         | 26.5%         | 70.4%         |
| Monitoring have been able to detect some errors                                                  | 6.1%         | 3.1%         | 9.2%          | 17.3%         | 38.8%         | 34.7%         | 73.5%         |
| Through performance monitoring, detected errors have been able to be corrected                   | 2.0%         | 7.1%         | 9.2%          | 7.1%          | 49.0%         | 34.7%         | 83.7%         |
| Senior staff dialogue freely with the junior ones on work related issues                         | 2.0%         | 7.1%         | 9.2%          | 16.3%         | 44.9%         | 29.6%         | 74.5%         |
| Senior staff have been able to identify performance gaps in their subordinates                   | 5.1%         | 12.2%        | 17.3%         | 14.3%         | 52.0%         | 16.3%         | 68.4%         |
| <b>Average</b>                                                                                   | <b>4.70%</b> | <b>8.91%</b> | <b>13.65%</b> | <b>14.41%</b> | <b>43.00%</b> | <b>28.94%</b> | <b>71.95%</b> |

**Source: Field data, 2024**

Field table 4.5 above reveals generally high levels of agreement among staff regarding its effectiveness and implementation. On average, 71.95% of respondents agreed (combined “Agree” and “Strongly Agree”) that various aspects of support supervision are practiced effectively within the organization. The data shows that the highest levels of agreement were recorded for the statement that “Through performance monitoring, detected errors have been able to be corrected,” with 83.7% of respondents affirming this. This is followed by “Senior staff

dialogue freely with the junior ones on work-related issues” at 74.5%, and “Monitoring has been able to detect some errors” at 73.5%. These findings indicate that supervision efforts at NWSC are not only systematic but also foster open communication and continuous improvement. Furthermore, mentoring, identification of performance gaps, and the acquisition of job performance skills through individual supervision also received significant support, reflecting a structured and supportive management approach. Overall, the data suggests that support supervision is a well-established and positively perceived element of Human Resource practices at NWSC Gulu.

The above is further explained by findings from interviews with managers and Heads of Departments (HODs) at NWSC Gulu which revealed several key themes related to the practice and perception of support supervision. These included systematic performance monitoring, open and constructive communication, mentorship and skill development, and early identification and correction of performance gaps. The overall narrative suggests that support supervision is both well-established and positively experienced across the institution. The four key themes that emerged are;

| Human Resource Practice | Themes                                              |
|-------------------------|-----------------------------------------------------|
| Support Supervision     | 1.Systematic and continuous monitoring              |
|                         | 2.Open and constructive communication               |
|                         | 3.Mentorship and job performance Development        |
|                         | 4.Identification and correction of performance gaps |

### **Systematic and Continuous Monitoring**

A dominant theme emerging from the data is that support supervision at NWSC is systematic and continuous, rather than sporadic or reactive. Managers emphasized that supervisory practices are embedded in routine operations, allowing for ongoing tracking of employee performance. One Head of Department during an interview on 3<sup>rd</sup>, December 2024 stated, *we do not supervise only when there are issues; monitoring is a normal part of our work processes. It helps us keep track of things before they go out of hand.*

This reflects a proactive approach to management, where performance issues are identified early, allowing for timely interventions.

### **Open and Constructive Communication**

Another recurring theme was the presence of open communication between senior and junior staff during supervision. Many participants described a culture of respectful dialogue, where supervisors are approachable and junior staff feel comfortable discussing work-related challenges. One of the senior management staff on 1<sup>st</sup> November 2024 during an interview noted, *Supervision here is not about intimidation. Senior officers are approachable, and we often have discussions with staff to understand what challenges they are facing.*

This open-door policy reflects a management style that values mutual respect and shared responsibility, which contributes to a positive working environment and enhances staff morale.

### **Mentorship and Job Performance Development**

Support supervision at NWSC is also closely tied to mentorship. Managers see supervision not just as a tool for oversight but as a means for nurturing professional growth, especially among new or underperforming employees. In this regard, One Head of Department on 3<sup>rd</sup> December 2024 explained that, *sometimes staff struggle with certain tasks, and through supervision, we guide them, show them how to do it better, and build their confidence.*

This expression illustrates the developmental intent behind supervision, building competencies and transferring practical knowledge. Mentorship was frequently cited as an embedded aspect of the supervision process, contributing to both individual and organizational performance.

### **Identification and Correction of Performance Gaps**

During the study, participants also reported that supervision plays a critical role in identifying and addressing performance weaknesses. Rather than waiting for formal appraisals, supervisors use ongoing oversight to spot challenges early. As one of the senior management staff shared on 5<sup>th</sup> December 2024, *when we monitor closely, we're able to detect errors and correct them immediately. That saves the team from bigger problems later.*

This statement reinforces the importance of regular supervision in maintaining performance standards and preventing operational inefficiencies. The qualitative findings suggest that NWSC Gulu has cultivated a supportive supervision culture, one where the focus is on guiding rather than fault-finding. Supervisors view their roles as facilitators of success rather than mere enforcers of rules.

#### 4.2.2 Performance Appraisal

Performance appraisal is a key management practice at NWSC which measures the performance of employees annually:

#### 4. 3: Showing Performance Appraisal

| <b>Performance Appraisal</b>                                                                     | <b>SD</b>    | <b>D</b>      | <b>SD+D</b>   | <b>NS</b>     | <b>A</b>      | <b>SA</b>     | <b>A+SA</b>   |
|--------------------------------------------------------------------------------------------------|--------------|---------------|---------------|---------------|---------------|---------------|---------------|
| There is a periodical appraisal of all staff in National Water and Sewerage Corporation          | 4.1%         | 17.3%         | 21.4%         | 15.3%         | 40.8%         | 22.4%         | 63.3%         |
| Performance targets are well explained to all employees at the beginning of every financial year | 7.1%         | 22.4%         | 29.6%         | 13.3%         | 39.8%         | 17.3%         | 57.1%         |
| Performance targets are jointly set by both supervisor and supervisee                            | 1.0%         | 10.2%         | 11.2%         | 18.4%         | 44.9%         | 25.5%         | 70.4%         |
| Evaluation criteria are known to all employees at the beginning of appraisal period              | 5.1%         | 8.2%          | 13.3%         | 9.2%          | 45.9%         | 31.6%         | 77.6%         |
| The evaluation process follows preset criteria                                                   | 3.1%         | 7.1%          | 10.2%         | 12.2%         | 48.0%         | 29.6%         | 77.6%         |
| The evaluation process follows preset criteria                                                   | 1.0%         | 16.3%         | 17.3%         | 17.3%         | 37.8%         | 27.6%         | 65.3%         |
| The evaluation criteria are tailored to job performance requirements                             | 2.0%         | 7.1%          | 9.2%          | 2.0%          | 43.9%         | 44.9%         | 88.8%         |
| All employees are given performance feedback after every appraisal period                        | 2.0%         | 5.1%          | 7.1%          | 6.1%          | 54.1%         | 32.7%         | 86.7%         |
| <b>Average</b>                                                                                   | <b>3.18%</b> | <b>11.71%</b> | <b>14.91%</b> | <b>11.73%</b> | <b>44.40%</b> | <b>28.95%</b> | <b>73.35%</b> |

Source: Field data, 2024

Table 4.6 above indicates a generally positive perception among staff. On average, 73.35% of the respondents agreed that various aspects of performance appraisal are effectively implemented. The three statements with the highest levels of agreement are: “The evaluation criteria are tailored to job performance requirements,” which received the strongest endorsement at 88.8%, followed closely by “All employees are given performance feedback after every appraisal period” at 86.7%, and both at 77.6%.

These results suggest that NWSC Gulu has put in place a structured and transparent performance appraisal system, with clear criteria and timely feedback mechanisms. The high agreement on criteria being aligned with job performance and shared early in the process reflects good communication and fairness in evaluating staff. Moreover, the active involvement of both supervisors and employees in setting targets (70.4%) reinforces a participatory approach to performance management. However, slightly lower agreement levels were noted in the clarity and explanation of performance targets at the start of the financial year (57.1%) and the regularity of appraisals (63.3%), pointing to potential areas for improvement. Overall, the data illustrates that performance appraisal is a well-integrated and positively viewed component of management practice at NWSC Gulu.

Performance appraisal as a Human Resource Management practice at the National Water and Sewerage Corporation (NWSC) Gulu revealed generally positive perceptions participants. The findings highlight the belief that performance appraisal is not only institutionalized but also effectively executed with a focus on transparency, fairness, and staff development. Several key themes emerged from the analysis, including clarity of appraisal criteria, feedback mechanisms, participatory target setting, and implementation challenges.

| <b>HRM practice</b>   | <b>Themes</b>                                          |
|-----------------------|--------------------------------------------------------|
| Performance appraisal | 1.Clarity and Relevance of Appraisal Criteria          |
|                       | 2.Effective and consistent feedback mechanism          |
|                       | 3.Participatory approach to target setting             |
|                       | 4.Challenges in communication and appraisal regularity |

#### **Clarity and Relevance of Appraisal Criteria**

One of the most prominent themes emerging from the qualitative interviews with management and HODs was the clarity and relevance of the performance appraisal criteria used at NWSC Gulu. Participants consistently described a system that is tailored to match the specific duties and expectations of each job role within the organization. This alignment was frequently highlighted as a key strength of the appraisal process. For instance, one Head of Department emphasized on 5<sup>th</sup> December 2024 during an interview that, *the appraisal tools we use are job specific. Each position has its own targets and responsibilities, so when we evaluate, we are evaluating against what someone is employed to do.*

This statement underscores the intentional design of the appraisal system to ensure job relevance, fairness, and objectivity.

Such feedback illustrates that the criteria used for evaluating performance are not arbitrary or generic but instead rooted in the actual functions and output expected from each employee. Managers reported that this alignment improves employee trust in the system and reduces disputes over evaluation outcomes. It was also noted that by linking performance assessment to clearly defined responsibilities, the process reinforces a culture of accountability, where staff are motivated to focus on their core duties.

### **Effective and Consistent Feedback Mechanisms**

Another strong theme that emerged from the data was the role of feedback as a central feature of the performance appraisal process. Managers and HODs pointed out that performance feedback is not only provided but done in a timely, structured, and constructive manner. Performance review meetings are routinely conducted after appraisal periods, creating a formal platform for reflection, guidance, and support. As one manager shared on 3<sup>rd</sup>, December 2024, *we take feedback seriously. After the appraisal period, each staff gets to sit with their supervisor. We go through their scores, discuss achievements, and agree on areas that need improvement.*

This expression reflects a feedback culture that prioritizes mutual understanding and developmental conversations between supervisors and staff. The structured nature of these discussions contributes to enhanced performance because staff are not left in the dark about how they are progressing. Instead, they receive actionable advice that enables them to improve their work. Moreover, the feedback process appears to be more than a top-down instruction it is a

dialogue that reinforces growth and learning. This ongoing communication helps build trust between supervisors and employees and promotes a sense of shared responsibility in achieving performance goals.

### **Participatory Approach to Target Setting**

A further noteworthy theme is the participatory nature of the performance target-setting process at NWSC Gulu. Managers emphasized that performance expectations are typically not imposed but are instead discussed and agreed upon between supervisors and employees at the beginning of the appraisal period. This participatory approach allows staff to contribute to the development of their performance goals, which in turn strengthens their ownership and commitment to achieving them. One HOD explained this process on 14<sup>th</sup> November 2024 by stating, *we do not impose targets. There is usually a conversation at the beginning of the period where staff contribute ideas and agree on their targets with their supervisors.*

This sentiment reflects a collaborative management style where employee voices are heard and valued in the process of defining success. By involving staff in setting performance benchmarks, the organization fosters a stronger sense of autonomy and empowerment. Moreover, such a process reduces ambiguity and conflict during appraisals, since employees are fully aware of the standards by which they will be judged. It also contributes to improved morale and work engagement, as staff feel that their opinions and capabilities are recognized within the performance management framework.

### **Challenges in Communication and Appraisal Regularity**

Despite the generally positive perceptions, respondents acknowledged several challenges that sometimes hinder the optimal implementation of the appraisal process. A recurring concern was the inconsistency in the communication of performance targets at the beginning of the financial year. Some managers noted that delays or lack of clarity in conveying these expectations could negatively affect staff performance planning and preparation. One manager noted on 14<sup>th</sup> December 2024, *there are times when the targets are not clearly explained, or maybe there's a delay in sharing them. This affects how some staff plan their work, especially new ones.*

This sentiment points to a breakdown in the communication pipeline that can create uncertainty and confusion, particularly among less experienced staff members. It suggests a need for more

robust planning and earlier dissemination of performance expectations to ensure all employees start on the same footing.

Another implementation issue raised was the irregular timing of appraisal exercises. While the organization is committed to regular appraisals, some managers admitted that operational pressures such as ongoing projects or emergency service demand sometimes led to delays or rushed evaluations. An interview with a senior manager on 14<sup>th</sup> /November/2024 expressed that, *sometimes we are overwhelmed with projects or emergencies, so appraisals get delayed or rushed. This can affect the quality and value of the process.*

These interruptions not only compromise the consistency of the appraisal system but also reduce its perceived importance among staff. Such findings highlight the need for dedicated time and institutional discipline to ensure appraisals are conducted consistently and meaningfully.

Overall, the qualitative data paints a picture of a performance appraisal system that is well-integrated into the management practices of NWSC Gulu. The strong emphasis on job-specific criteria and structured feedback mechanisms reflects a system designed to be fair, transparent, and development-oriented. The participatory target-setting process further reinforces employee engagement and accountability, illustrating a progressive and inclusive approach to human resource management.

#### **4.2.3 Career Development**

Career development represents an important aspect of Human Resource Management practice at NWSC as presented in the section below:

#### 4. 4: Showing Career Development

| Career Development                                                                                                              | SD           | D             | SD+D          | NS            | A             | SA            | A+SA          |
|---------------------------------------------------------------------------------------------------------------------------------|--------------|---------------|---------------|---------------|---------------|---------------|---------------|
| The corporation supports all their staff in upgrading                                                                           | 3.1%         | 11.2%         | 14.3%         | 16.3%         | 38.8%         | 30.6%         | 69.4%         |
| National Water and Sewerage Corporation welcomes every initiative of staff professional development                             | 2.0%         | 8.2%          | 10.2%         | 22.4%         | 34.7%         | 32.7%         | 67.3%         |
| National Water and Sewerage Corporation have been organizing refresher courses to cater for performance gaps                    | 10.2%        | 13.3%         | 23.5%         | 18.4%         | 36.7%         | 21.4%         | 58.2%         |
| Refresher training courses consider all staff at all levels in the corporation                                                  | 7.1%         | 13.3%         | 20.4%         | 16.3%         | 42.9%         | 20.4%         | 63.3%         |
| The fields of further training depend on the capacity gaps                                                                      | 5.1%         | 15.3%         | 20.4%         | 15.3%         | 41.8%         | 22.4%         | 64.3%         |
| National Water and Sewerage Corporation enhancing the capacity of staff is one way of enabling them to perform at higher levels | 4.1%         | 16.3%         | 20.4%         | 18.4%         | 36.7%         | 24.5%         | 61.2%         |
| Promotions in National Water and Sewerage Corporation consider staff professional abilities to perform at that level            | 5.1%         | 8.2%          | 13.3%         | 22.4%         | 31.6%         | 32.7%         | 64.3%         |
| Promotion of staff have helped them to acquire more job-related skills in the corporation                                       | 11.2%        | 13.3%         | 24.5%         | 18.4%         | 36.7%         | 20.4%         | 57.1%         |
| <b>Average</b>                                                                                                                  | <b>5.99%</b> | <b>12.39%</b> | <b>18.38%</b> | <b>18.49%</b> | <b>37.49%</b> | <b>25.64%</b> | <b>63.14%</b> |

**Source: Field data, 2024**

The analysis of career development as a component of Human Resource Management practice at National Water and Sewerage Corporation (NWSC) Gulu reveals a moderately positive outlook among staff, with an overall average agreement level of 63.14%. This indicates that while there are visible efforts to support employee growth, improvements are still needed to ensure broader effectiveness and consistency. The highest levels of agreement were observed in statements indicating that the corporation supports staff in upgrading their qualifications (69.4%) and

welcomes initiatives for professional development (67.3%). Additionally, 64.3% of respondents agreed that refresher training considers staff at all levels and that promotions consider professional abilities, suggesting that merit and inclusivity are recognized to some extent.

However, some areas reflected lower levels of agreement, such as the organization of refresher courses (58.2%) and the role of promotions in helping staff acquire job-related skills (57.1%). These figures imply that while such practices may exist, they are not consistently experienced by all staff. Furthermore, a notable proportion of respondents expressed neutrality or disagreement across several items, pointing to gaps in communication or implementation. In conclusion, although NWSC Gulu has made commendable strides in fostering career development, strengthening the consistency, accessibility, and clarity of these initiatives would significantly enhance their impact as a core element of management practice.

Career development as a component of Human Resource Management practice at National Water and Sewerage Corporation (NWSC) Gulu reveals wider and moderately positive perception among management and heads of departments (HODs). While managers generally acknowledged the presence of initiatives geared toward staff growth, their narratives illuminated areas where such practices remain unevenly implemented or inequitably accessed. The analysis revealed five major themes: support for further education, encouragement of staff-initiated development efforts, merit-based promotion and inclusivity, gaps in refresher training implementation, and inconsistencies in communication and planning of career development.

| HRM practice       | Themes                                                                   |
|--------------------|--------------------------------------------------------------------------|
| Career Development | 1.Support for further education and promotional development              |
|                    | 2.Encouragement of staff-initiated development efforts                   |
|                    | 3.Merit based on promotion and inclusivity                               |
|                    | 4.Gaps in refresher training implementation                              |
|                    | 5. Inconsistencies in communication and planning for career development. |

**Support for Further Education and Professional Development** emerged as a dominant theme, with many managers indicating that the organization demonstrates openness and flexibility toward staff pursuing additional qualifications. For instance, one manager stated on 3<sup>rd</sup> December 2024, *we have staff who are currently pursuing degrees and even postgraduate*

*studies, and the management is quite supportive in terms of flexible work schedules and recommendations.*

This statement reflects an organizational culture that values academic and professional advancement, fostering a workplace that is conducive to continuous learning. The support offered such as flexibility in work hours, provision of study leave, and endorsement letters highlights NWSC Gulu's recognition that employee development contributes not only to individual growth but also to institutional capacity. However, while these practices are commendable, the degree to which all employees equally benefit from them remains a critical point for reflection and possible improvement.

**Encouragement of Staff-Initiated Development Efforts** revealed that the organization tends to welcome ideas from employees regarding professional growth. Managers noted that development opportunities are not exclusively designed or dictated by top-level leadership but can also originate from staff at different levels. As one HOD on 18<sup>th</sup>, December 2024 remarked, *when staff come up with training or workshop opportunities, management usually listens. It's not like everything must come from the top.*

This participatory approach to professional development contributes to a sense of ownership and engagement among employees. It empowers staff to be proactive in identifying their learning needs and pursuing opportunities for skill enhancement. This kind of decentralization in career development fosters innovation and responsiveness, yet it requires that management consistently support and operationalize such staff-driven initiatives for maximum impact.

**Merit-Based Promotion and Inclusivity** emerged as another positive aspect of NWSC Gulu's management practices. Several managers asserted that promotions within the organization are based on demonstrated skills, achievements, and professional qualifications, rather than favoritism or personal connections. A senior manager on 4<sup>th</sup> December 2024 emphasized, *we usually look at what someone has achieved and whether they have the skills needed. It's not about who you know, but what you can offer.*

Such a meritocratic approach enhances employee morale and trust in institutional processes, motivating staff to invest in personal development with the belief that it will be rewarded. Furthermore, it suggests that NWSC Gulu is making efforts to align promotional criteria with

performance standards and professional competency. However, the analysis also suggests that more can be done to ensure these promotion policies are consistently applied across all departments, especially when viewed against the disparities observed in other career development practices.

Despite these positive elements, concerns about Gaps in Refresher Training Implementation were raised by multiple respondents. While refresher training programs were acknowledged to exist, managers noted that participation tends to be skewed, with the same individuals repeatedly selected while others are excluded. One Head of Department expressed concern on 18<sup>th</sup> December 2024 stating, *refresher training happens, but not everyone gets the opportunity. Sometimes it's the same group of people who attend, and others feel left out.*

This feedback points to a systemic issue in how training opportunities are allocated and communicated. Inequitable access to training not only undermines staff motivation but also creates disparities in skill development across departments. These findings suggest the need for a more transparent and inclusive system for identifying training beneficiaries, one that ensures equal access and avoids reinforcing existing inequalities.

Lastly, the theme of Inconsistencies in Communication and Career Development Planning surfaced repeatedly in the interviews. Participants highlighted a lack of structured dissemination of information regarding available training programs, scholarship opportunities, or internal promotion criteria. A manager noted on 3<sup>rd</sup> December 2024, *sometimes people miss out because they didn't even know there was training or an opening for a course. The communication isn't always clear.*

This observation underlines a critical weakness in the current career development framework. While opportunities for growth may exist, their impact is significantly diluted if they are not clearly communicated to all staff members. These communication gaps contribute to perceptions of unfairness and limit the overall effectiveness of development initiatives. Improved planning, a centralized career development calendar, and regular updates on available opportunities are necessary to address these gaps.

In summary, the qualitative findings present a mixed yet informative picture of career development as a Human Resource practice at NWSC Gulu. On one hand, there is strong

evidence of institutional support for further education, responsiveness to staff-driven initiatives, and merit-based promotions elements that are likely to foster employee engagement and performance. On the other hand, challenges remain in ensuring equitable access to refresher training, maintaining consistent communication, and standardizing implementation across departments.

### 4.3 Employee Performance

Employee performance includes four major components covering Effectiveness, Efficiency, Timeliness and Quality service as elaborated in the sections below;

#### 4.3.1 Effectiveness

Effectiveness as a component of employee performance is analyzed and presented in the section below

#### 4. 5: Showing Effectiveness

| <b>Effectiveness</b>                                                                                                         | <b>SD</b>    | <b>D</b>      | <b>SD+D</b>   | <b>NS</b>     | <b>A</b>      | <b>SA</b>     | <b>A+SA</b>   |
|------------------------------------------------------------------------------------------------------------------------------|--------------|---------------|---------------|---------------|---------------|---------------|---------------|
| I always complete the tasks assigned within the expected time frame.                                                         | 6.1%         | 13.3%         | 19.4%         | 16.3%         | 43.9%         | 20.4%         | 64.3%         |
| I have the ability to produce work that meets organizational standards.                                                      | 5.1%         | 15.3%         | 20.4%         | 15.3%         | 41.8%         | 22.4%         | 64.3%         |
| I have the ability to identify and address work related issues to avoid work stress and delays                               | 4.1%         | 16.3%         | 20.4%         | 18.4%         | 36.7%         | 24.5%         | 61.2%         |
| I have the ability to adjust to the changes in the workplace and learn new skills as needed so as to improve my performance. | 5.1%         | 13.3%         | 18.4%         | 19.4%         | 36.7%         | 25.5%         | 62.2%         |
| I work well with others well contributing to a positive team environment                                                     | 5.1%         | 16.3%         | 21.4%         | 17.3%         | 45.9%         | 15.3%         | 61.2%         |
| I understand and work towards the organization's objectives and values.                                                      | 6.1%         | 10.2%         | 16.3%         | 9.2%          | 62.2%         | 12.2%         | 74.5%         |
| I always act positively to customers' feedback through their work.                                                           | 6.1%         | 30.6%         | 36.7%         | 15.3%         | 24.5%         | 23.5%         | 48.0%         |
| My being effective has improved on my work performance at National Water and Sewerage Corporation.                           | 12.2%        | 22.4%         | 34.7%         | 18.4%         | 34.7%         | 12.2%         | 46.9%         |
| <b>Average</b>                                                                                                               | <b>6.24%</b> | <b>17.21%</b> | <b>23.46%</b> | <b>16.20%</b> | <b>40.80%</b> | <b>19.50%</b> | <b>60.33%</b> |

**Source: Field data, 2024**

The analysis of effectiveness as a component of employee performance at National Water and Sewerage Corporation (NWSC) Gulu reveals a moderately positive perception among staff, with an overall average agreement level of 60.33%. This suggests that a fair majority of employees

believe they perform effectively in various aspects of their work, although there is notable variation across different indicators. The highest level of agreement was observed in the statement “I understand and work towards the organization’s objectives and values”, with 74.5% of respondents affirming this. This indicates strong organizational alignment and awareness among employees, which is a critical aspect of effectiveness. The next highest agreements were seen in “I always complete the tasks assigned within the expected time frame” and “I have the ability to produce the work that meets organizational standards”, both at 64.3%, suggesting that most staff can deliver timely and quality outputs in line with organizational expectations.

However, other areas reflected lower levels of agreement. For instance, only 48.0% agreed that they always act positively to customer feedback, and just 46.9% felt that their effectiveness has improved their performance, these being the lowest-rated statements. These figures point to possible challenges in applying feedback constructively and recognizing the direct link between effectiveness and performance improvement. Additionally, the average disagreement across all items stands at 23.46%, which is relatively high and indicates that a significant portion of staff may feel ineffective or disconnected in certain aspects of their roles. In conclusion, while most employees at NWSC Gulu demonstrate a reasonable level of effectiveness in their work particularly in goal alignment, task completion, and work quality there are areas needing attention, especially around responsiveness to feedback and perceived personal performance growth.

The qualitative analysis of effectiveness, as a core dimension of employee performance at National Water and Sewerage Corporation (NWSC) Gulu, revealed generally favorable perceptions among managers and heads of departments (HODs). Most respondents described staff performance as satisfactory in terms of work output, task completion, and adherence to institutional values. However, several key themes also emerged that highlighted gaps in responsiveness to feedback and employees’ own sense of growth and improvement.

| Employee performance | Themes                                         |
|----------------------|------------------------------------------------|
| Effectiveness        | 1.Organisational alignment and value adherence |
|                      | 2.Task completion and output standard          |
|                      | 3.Responsiveness to feedback                   |
|                      | 4.Limited self-perceived growth                |

## **Organizational Alignment and Value Adherence**

A dominant theme emerging from the narratives of managers and heads of departments (HODs) was the strong organizational alignment exhibited by employees. Many respondents commended staff for having a clear understanding of the institution's mission and actively aligning their work behavior with NWSC's core values. This internalization of institutional goals appears to be a foundational aspect of employee effectiveness at NWSC Gulu. One senior manager observed on 4<sup>th</sup> December 2024 that *our team knows what NWSC stands for. You can tell from how they approach their duties—they try to live by our service values and prioritize the customer.*

This quote highlights a sense of shared purpose that goes beyond mere task execution, it highlights a culture where employees view themselves as custodians of the organization's values. Such alignment promotes consistency in service delivery, reinforces employee accountability, and supports a coherent institutional direction. The effectiveness of staff, therefore, is not just about doing the right things, but doing them in a way that reflects and reinforces the organization's broader mission and public service mandate.

## **Task Completion and Output Standards**

Another positive theme that emerged from the data was the consistency with which employees complete assigned tasks within required timelines while adhering to established quality standards. Managers frequently highlighted that task execution is generally timely and reliable, reflecting a level of discipline and dedication among the workforces. A department head on 1<sup>st</sup> December 2024 , stated *most of the staff deliver what is expected of them, especially in terms of timelines and meeting quality expectations. We rarely have issues of lateness or incomplete work.*

This response reflects the operational strength of NWSC Gulu's workforce in handling routine functions effectively. It suggests that employees are dependable and understand the technical and procedural requirements of their roles. The ability to consistently meet deadlines and maintain quality standards forms a critical foundation for institutional effectiveness, as it assures stakeholders of service reliability and operational stability. This competence also builds trust in the organization's systems and enhances customer satisfaction over time.

## **Responsiveness to Feedback**

Despite these positive observations, one of the most significant concerns raised by managers and HODs was the limited responsiveness of staff to feedback. While feedback systems appear to be in place and regularly used by supervisors, many managers expressed frustration that employees do not always incorporate the feedback provided into their subsequent work. A manager on 1<sup>st</sup> December 2024 commented, *we give feedback all the time, especially when something goes wrong. But you find that not everyone takes it well or even changes anything afterward.*

This comment reveals a structural and perhaps cultural gap in the organization's performance management process. It implies that feedback, though present, may not be effectively delivered, received, or acted upon. Employees may lack the reflective skills or motivation needed to translate observations into behavior change. Alternatively, it may reflect a gap in follow-up mechanisms, mentorship, or supervisory engagement. The inability to act constructively on feedback undermines the potential for continuous improvement and may limit the overall impact of existing performance management systems.

### **Limited Self-Perceived Growth**

Another concern that surfaced from the interviews was the apparent lack of personal performance awareness or growth recognition among employees. Some managers pointed out that several staff members appear unaware of their own developmental trajectory or fail to link their daily work activities with long-term professional growth. One Head of Department on 18<sup>th</sup> December 2024 reflected, *sometimes you talk to someone and realize they don't see how their work has improved over time. It's like they just do what they've always done without thinking much about development.*

This finding is particularly important as it draws attention to the psychological dimension of effectiveness, namely, an employee's ability to assess, acknowledge, and build upon their experiences. The lack of self-reflection may stem from an absence of structured development plans, limited mentorship, or unclear career progression pathways. When employees cannot trace their own growth or do not feel that they are advancing, they may become demotivated or stuck in repetitive performance cycles, even if their basic task execution remains adequate. Encouraging self-assessment and offering regular developmental feedback could help bridge this gap and elevate performance beyond routine task completion.

In summary, the qualitative analysis paints a balanced picture of effectiveness at NWSC Gulu. On the one hand, staff members demonstrate commendable alignment with institutional values, reliable task execution, and adherence to output standards all key hallmarks of an effective workforce. On the other hand, issues such as inadequate responsiveness to feedback and limited self-perceived growth suggest areas where the organization's performance culture could be strengthened. These findings indicate that effectiveness, while present at a functional level, may be constrained in its developmental and adaptive dimensions.

#### 4.3.2 Efficiency

Efficiency as a component of employee performance is analyzed and presented in the section below;

#### 4. 6: Showing Efficiency

| <b>Efficiency</b>                                                                                   | <b>SD</b>    | <b>D</b>      | <b>SD+D</b>   | <b>NS</b>     | <b>A</b>      | <b>SA</b>     | <b>A+SA</b>   |
|-----------------------------------------------------------------------------------------------------|--------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Management practices given have helped most employees to meet their targets                         | 7.1%         | 25.5%         | 32.7%         | 14.3%         | 28.6%         | 24.5%         | 53.1%         |
| Number of customers attended to has improved in last two years                                      | 8.2%         | 22.4%         | 30.6%         | 24.5%         | 30.6%         | 14.3%         | 44.9%         |
| I always perform my job and responsibilities well                                                   | 8.2%         | 26.5%         | 34.7%         | 11.2%         | 38.8%         | 15.3%         | 54.1%         |
| My amount of output or work produced is relative to the inputs or resources used.                   | 6.1%         | 28.6%         | 34.7%         | 17.3%         | 34.7%         | 13.3%         | 48.0%         |
| My standard of work produced, including accuracy, reliability and adherence to standards.           | 13.3%        | 19.4%         | 32.7%         | 18.4%         | 40.8%         | 8.2%          | 49.0%         |
| I have the ability to accomplish tasks with the least amount of wasted time, effort, and resources. | 6.1%         | 10.2%         | 16.3%         | 23.5%         | 43.9%         | 16.3%         | 60.2%         |
| I have high level of enthusiasm and commitment toward my work and organization.                     | 11.2%        | 18.4%         | 29.6%         | 12.2%         | 37.8%         | 20.4%         | 58.2%         |
| I always respond to changes and challenges in the workplace.                                        | 6.1%         | 20.4%         | 26.5%         | 25.5%         | 35.7%         | 12.2%         | 48.0%         |
| <b>Average</b>                                                                                      | <b>8.29%</b> | <b>21.43%</b> | <b>29.73%</b> | <b>18.36%</b> | <b>36.36%</b> | <b>15.56%</b> | <b>51.94%</b> |

**Source: Field data, 2024**

The analysis of efficiency as a component of employee performance at National Water and Sewerage Corporation (NWSC) Gulu presents a mixed but slightly positive outlook. The overall average agreement level (combining “Agree” and “Strongly Agree”) is 51.94%, indicating that just over half of the respondents perceive themselves and their work processes as efficient. The three statements with the highest levels of agreement were: “I have the ability to accomplish

tasks with the least amount of wasted time, effort, and resources” at 60.2%, “I have high levels of enthusiasm and commitment toward my work and organization” at 58.2%, and “I always perform my job and responsibilities well” at 54.1%. These results suggest that a good number of employees are self-motivated, committed, and aware of how to manage their work efficiently.

However, other key indicators reflect lower levels of agreement. For example, only 44.9% of employees agreed that the number of customers attended has improved over the last two years, and just 48.0% felt that their output is well-aligned with input or that they respond effectively to changes and challenges in the workplace. Notably, Human Resource Management practices helping employees meet their targets were also relatively low at 53.1%, signaling potential gaps in managerial support or process optimization. The average level of disagreement stands at 29.73%, which is significant and suggests that a substantial portion of staff feel that efficiency could be improved, either through better systems, clearer roles, or more effective resource use. In summary, while many employees at NWSC Gulu recognize their own efforts toward working efficiently and maintaining enthusiasm in their roles, the broader efficiency of systems and support mechanisms appears to need strengthening. Enhancing Human Resource Management practices, investing in streamlined work processes, and addressing resource gaps could lead to improved efficiency across the organization.

**Efficiency** as a core dimension of employee performance at National Water and Sewerage Corporation (NWSC) Gulu reveals a blend of self-reported commitment and systemic challenges. Through insights gathered from key informant interviews with managers and heads of departments (HODs), several key themes emerged, including personal motivation, task execution, systemic inefficiencies, and managerial support structures.

| Employee performance | Themes                                           |
|----------------------|--------------------------------------------------|
| Efficiency           | 1. Personal commitment and task management       |
|                      | 2. Enthusiasm and workplace energy               |
|                      | 3. Gaps in systemic efficiency                   |
|                      | 4. Limited responsiveness to operational changes |
|                      | 5. Inconsistent managerial support               |

### **Personal Commitment and Task Management**

One of the most prominent themes that emerged from the qualitative interviews was the strong sense of personal commitment among employees toward their work. Managers and department heads described how certain staff members take personal initiative and demonstrate a high degree of responsibility in executing their duties. According to one Head of Department during an interview on 14<sup>th</sup> November 2024 stated, *you can clearly see that some of our staff are very committed, they show up early, they are eager to complete their tasks, and they don't just sit around waiting to be told what to do.*

This statement not only reflects punctuality but also highlights a deeper level of work ethic and internal motivation. The ability to work independently without continuous supervision, coupled with the tendency to complete assignments proactively, indicates that many employees are self-regulating and mindful of productivity. These behaviors align closely with operational efficiency, especially when tasks are handled with minimal wastage of time and resources. Therefore, at the individual level, there is a notable presence of task ownership, which lays a solid foundation for efficient work performance.

### **Enthusiasm and Workplace Energy**

Beyond task execution, several respondents observed that employees exhibit high levels of enthusiasm and emotional commitment to their roles. A senior manager on 3<sup>rd</sup> December 2024 shared that *there's a group of employees here who are very passionate about what they do. They even go beyond their scope to make sure services are delivered.*

This perspective reinforces the notion that emotional investment often described as affective commitment is not lacking among a considerable segment of the workforce. Passionate

employees are typically more inclined to take initiative, cooperate with others, and find creative ways to meet their targets. Their positive energy tends to have a contagious effect on team dynamics, encouraging others to also strive for excellence. In service organizations such as NWSC, this type of workplace enthusiasm is essential, as it can drive innovation, improve customer satisfaction, and accelerate service delivery. As such, enthusiasm does not only benefit the organization on a cultural level but also becomes a direct contributor to operational efficiency.

### **Gaps in Systemic Efficiency**

However, despite the recognition of individual motivation and enthusiasm, many respondents raised concerns about systemic inefficiencies that act as barriers to optimal performance. Several managers noted that even the most dedicated employees are often constrained by organizational challenges that limit their ability to work efficiently. As one HOD on 14<sup>th</sup> November 2024 noted, *we sometimes find that even when staff are working hard, the system doesn't support them to be fully efficient. You'll find delays in approvals, or equipment not working, or poor communication.*"

This statement illustrates the mismatch between individual effort and organizational support mechanisms. For example, outdated systems, slow decision-making processes, and poorly maintained tools can frustrate even the most motivated employees. Such inefficiencies often result in time wastage, redundancy, and frustration, which ultimately erode the benefits of individual commitment. The interviews suggest a clear need for investment in better infrastructure, faster communication channels, and more streamlined procedures to remove these bottlenecks. Without addressing these systemic limitations, the organization risks undermining the productivity and morale of its workforce.

### **Limited Responsiveness to Operational Changes**

Another concern raised by several key informants was the lack of responsiveness among some staff when faced with new procedures or unforeseen operational demands. One manager on 3<sup>rd</sup> December 2024 commented, *some staff are not very flexible. When we introduce new procedures or face emergencies, it takes time for them to adjust or shift how they do things.*

This reveals a gap in employee adaptability, a critical component of efficiency in any dynamic work environment. The reluctance or slowness to embrace change can stall implementation processes, delay service delivery, and reduce overall responsiveness to customer needs. This issue is especially problematic in utility service organizations like NWSC, where adaptability is crucial for managing technical challenges, system upgrades, or crisis responses. The lack of agility among some employees may stem from insufficient training, unclear HRM strategies, or limited exposure to varied job roles.

### **Inconsistent Managerial Support**

A final yet critical theme that emerged from the interviews was the perceived inconsistency in managerial support across departments. Some managers candidly admit that while staff are generally motivated to meet their performance targets, they do not always receive the necessary guidance, resources, or encouragement from leadership. One manager on 4<sup>th</sup> December 2024 noted, *we know people want to meet their targets, but sometimes we don't do enough as leaders to support them. Whether it's clear guidelines, resources, or even encouragement, there are gaps.*

This reflection highlights the importance of leadership in creating an environment conducive to efficient work. Inconsistent managerial support may lead to role ambiguity, insufficient resource allocation, and lack of accountability, all of which hinder productivity. Employees need structured supervision, consistent communication, and timely feedback to remain aligned with performance expectations. Additionally, clear standard operating procedures and managerial engagement in problem-solving are crucial for reinforcing efficiency. The recognition of these gaps points to a need for leadership development and the institutionalization of performance support systems that are uniform across the organization.

Overall, the qualitative findings present a complex but insightful narrative around efficiency at NWSC Gulu. On one hand, employees demonstrate a commendable level of personal motivation, discipline, and commitment to task completion. These individual attributes form a strong foundation for efficiency, suggesting that the human resource potential within the organization is largely positive. On the other hand, systemic inefficiencies, adaptability challenges, and inconsistent managerial practices dilute these strengths, preventing the full realization of efficient work performance. It becomes evident that efficiency is not solely the result of employee

behavior, it is a multi-dimensional outcome shaped by organizational structures, leadership practices, and resource availability.

### 4.3.3 Timeliness

Timeliness as a component of employee performance is analyzed and presented in the section below;

#### 4. 7: Showing Timeliness

| <b>Timeliness</b>                                                                                           | <b>SD</b>    | <b>D</b>      | <b>SD+D</b>   | <b>NS</b>     | <b>A</b>      | <b>SA</b>     | <b>A+SA</b>   |
|-------------------------------------------------------------------------------------------------------------|--------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Enhanced Management practices have resulted in timely completion of tasks                                   | 5.1%         | 13.3%         | 18.4%         | 19.4%         | 36.7%         | 25.5%         | 62.2%         |
| Most tasks take less time to be completed                                                                   | 5.1%         | 16.3%         | 21.4%         | 17.3%         | 45.9%         | 15.3%         | 61.2%         |
| Management practices have improved overall employee performance at National Water and Sewerage Corporation. | 6.1%         | 10.2%         | 16.3%         | 9.2%          | 62.2%         | 12.2%         | 74.5%         |
| I always determine and prioritize the most important tasks and focus on them first.                         | 6.1%         | 30.6%         | 36.7%         | 15.3%         | 24.5%         | 23.5%         | 48.0%         |
| I always plan for the day, week, or month to allocate time for various tasks and activities.                | 12.2%        | 22.4%         | 34.7%         | 18.4%         | 34.7%         | 12.2%         | 46.9%         |
| I always set clear, achievable goals and set deadlines to accomplish them.                                  | 7.1%         | 25.5%         | 32.7%         | 14.3%         | 28.6%         | 24.5%         | 53.1%         |
| I always break larger tasks into smaller, manageable parts.                                                 | 8.2%         | 22.4%         | 30.6%         | 24.5%         | 30.6%         | 14.3%         | 44.9%         |
| I always take immediate action on tasks rather than delaying them.                                          | 8.2%         | 26.5%         | 34.7%         | 11.2%         | 38.8%         | 15.3%         | 54.1%         |
| <b>Average</b>                                                                                              | <b>7.26%</b> | <b>20.90%</b> | <b>28.19%</b> | <b>16.20%</b> | <b>37.75%</b> | <b>17.85%</b> | <b>55.61%</b> |

**Source: Field data, 2024**

The analysis of timeliness as a component of employee performance at National Water and Sewerage Corporation (NWSC) Gulu reveals a moderately positive perception, with an overall average agreement level of 55.61% (combining “Agree” and “Strongly Agree”). This suggests that just over half of the employees believe they manage their time effectively and complete

tasks in a timely manner. The highest level of agreement was found in the statement “Human Resource practices have improved overall employee performance at NWSC”, with 74.5% of respondents in agreement. This indicates a strong belief that organizational management strategies have had a positive impact on performance, particularly in relation to timeliness. The second highest agreement was for “Enhanced Human Resource practices have resulted in timely completion of tasks” at 62.2%, followed closely by “Most tasks take less time to be completed” at 61.2%, reflecting an overall improvement in efficiency and time management driven by organizational support.

Despite these positive indicators, several areas showed lower levels of agreement. For example, only 48.0% agreed that they prioritize important tasks, and just 46.9% reported regularly planning their schedules. Similarly, the practice of breaking large tasks into manageable parts and setting clear goals both received agreement rates below 55%, indicating that time management skills may not be consistently applied by all staff. Additionally, a relatively high average disagreement level of 28.19% across all items highlights that a significant portion of employees feel they struggle with time management or perceive delays in task completion. In conclusion, while management practices at NWSC Gulu appear to be positively influencing timeliness in task execution, individual time management habits such as goal setting, task prioritization, and proactive action remain areas for improvement. Investing in training focused on personal productivity and task planning could enhance overall performance and further strengthen timeliness as a key element of employee efficiency.

#### **4.3.4 Quality of service**

Quality of services as a component of employee performance is analyzed and presented in the section below;

#### 4. 8: Showing Quality of service

| Quality of service                                                                                                        | SD           | D             | SD+D          | NS            | A             | SA            | A+SA          |
|---------------------------------------------------------------------------------------------------------------------------|--------------|---------------|---------------|---------------|---------------|---------------|---------------|
| The work produced by employees has been of high quality for the last three years.                                         | 5.1%         | 6.1%          | 11.2%         | 18.4%         | 43.9%         | 26.5%         | 70.4%         |
| HRM practices at National Water and Sewerage Corporation have led to enhanced competence of staff members.                | 6.1%         | 3.1%          | 9.2%          | 17.3%         | 38.8%         | 34.7%         | 73.5%         |
| HRM practices have resulted in the provision of quality services by employees at National Water and Sewerage Corporation. | 2.0%         | 7.1%          | 9.2%          | 7.1%          | 49.0%         | 34.7%         | 83.7%         |
| I always do my work with high level of accuracy and precision                                                             | 2.0%         | 7.1%          | 9.2%          | 16.3%         | 44.9%         | 29.6%         | 74.5%         |
| I have maintained a steady level of performance over time                                                                 | 5.1%         | 12.2%         | 17.3%         | 14.3%         | 52.0%         | 16.3%         | 68.4%         |
| The amount of work produced is relative to my time and resources used.                                                    | 4.1%         | 17.3%         | 21.4%         | 15.3%         | 40.8%         | 22.4%         | 63.3%         |
| I have the ability to come up with new ideas and improve processes or products.                                           | 7.1%         | 22.4%         | 29.6%         | 13.3%         | 39.8%         | 17.3%         | 57.1%         |
| I have the ability to meet or exceed customer expectations, both internal and external.                                   | 1.0%         | 10.2%         | 11.2%         | 18.4%         | 44.9%         | 25.5%         | 70.4%         |
| <b>Average</b>                                                                                                            | <b>4.06%</b> | <b>10.69%</b> | <b>14.79%</b> | <b>15.05%</b> | <b>44.26%</b> | <b>25.88%</b> | <b>70.16%</b> |

**Source: Field data, 2024**

The data on the extent to which quality services contribute to employee performance at National Water and Sewerage Corporation reveals a generally positive perception among respondents. The highest levels of agreement (combining Agree and Strongly Agree) are observed in three key areas: firstly, the statement that Human Resource Management Practices have resulted in the provision of quality services by employees receiving the strongest endorsement, with 83.7% of respondents agreeing or strongly agreeing. Secondly, 73.5% of respondents agreed or strongly agreed that management practices have enhanced the competence of staff members, highlighting the perceived effectiveness of leadership in driving performance improvements. Thirdly, 74.5% of employees affirmed that they consistently perform their work with high accuracy and

precision, demonstrating individual commitment to quality. On average, across all measured statements, 70.16% of respondents expressed agreement or strong agreement, indicating a solid overall confidence in the quality of services as a key component of employee performance within the organization.

#### 4.4 Legal Policy Framework

The analysis of legal policy framework in national water & sewage cooperation covered one important key area of human resources policy as presented in the ensuing sections

##### 4.4.1 Human Resource Policy

Human Resource Policy as a component of legal policy framework is analyzed and presented in the section below;

#### 4. 9:Showing Human Resource Policy

| Human resource Policy                                                                                                                                   | SD    | D      | SD+D   | NS     | A      | SA     | A+SA   |
|---------------------------------------------------------------------------------------------------------------------------------------------------------|-------|--------|--------|--------|--------|--------|--------|
| I am well informed of the human resource policy of this National Water & Sewerage Corporation                                                           | 13.3% | 19.4%  | 32.7%  | 18.4%  | 40.8%  | 8.2%   | 49.0%  |
| The human resource policy gives me clear directions to execute my duties                                                                                | 6.1%  | 10.2%  | 16.3%  | 23.5%  | 43.9%  | 16.3%  | 60.2%  |
| National Water and Sewerage Corporation has in place clear terms of employee management like employee appraisals, supervision, and career development   | 11.2% | 18.4%  | 29.6%  | 12.2%  | 37.8%  | 20.4%  | 58.2%  |
| National Water and Sewerage Corporation has clear recruitment and selection criteria                                                                    | 6.1%  | 20.4%  | 26.5%  | 25.5%  | 35.7%  | 12.2%  | 48.0%  |
| National Water and Sewerage Corporation has in place clear terms and conditions of employment, including job roles, responsibilities, and expectations. | 5.1%  | 13.3%  | 18.4%  | 19.4%  | 36.7%  | 25.5%  | 62.2%  |
| There are compensation and benefits in National Water and Sewerage Corporation                                                                          | 5.1%  | 16.3%  | 21.4%  | 17.3%  | 45.9%  | 15.3%  | 61.2%  |
| There are clear policies which ensures a safe and healthy work environment                                                                              | 6.1%  | 10.2%  | 16.3%  | 9.2%   | 62.2%  | 12.2%  | 74.5%  |
| Average                                                                                                                                                 | 7.57% | 15.46% | 23.03% | 17.93% | 43.29% | 15.73% | 59.04% |

Source; Field data, 2024

The analysis of the data on the extent of human resource policy as a component of the legal framework at the National Water and Sewerage Corporation (NWSC) reveals a generally high level of agreement among respondents. Overall, the combined average for agreement (A+SA) stands at 59.04%, indicating that most employees recognize the existence and effectiveness of human resource policies in the organization. The three highest levels of agreement are observed in the areas of clear policies ensuring a safe and healthy work environment (74.5%), clear terms and conditions of employment, including job roles, responsibilities, and expectations (62.2%), and availability of compensation and benefits (61.2%). These findings suggest that employees feel most assured about their safety at work, clarity in job expectations, and the presence of rewards and benefits, which are essential for fostering motivation and compliance. In contrast, the lowest agreement is recorded on awareness of the human resource policy (49.0%) and the clarity of recruitment and selection criteria (48.0%). This indicates a need for improved communication and sensitization on HR policies, as well as greater transparency in hiring processes. Nonetheless, the high overall average shows that NWSC's HR policy framework is relatively strong, with notable strengths in employee welfare, working conditions, and clarity of employment terms.

work quality as a central component of employee performance at the National Water and Sewerage Corporation (NWSC), Gulu, reveals a complex but largely positive picture shaped by institutional policy direction, reward structures, and career development frameworks. Drawing from interviews with managers and Heads of Departments (HODs), several themes emerged around policy clarity, motivation through compensation, and structured performance management as presented below.

| <b>Legal policy framework</b> | <b>Themes</b>                                   |
|-------------------------------|-------------------------------------------------|
| Human policy                  | 1.Policy direction and role clarity             |
|                               | 2.Compensation and motivation                   |
|                               | 3.Structured supervision and career development |

### **Policy Direction and Role Clarity**

A recurring theme among respondents was the usefulness of the HR policy in providing structured guidance on how employees should perform their duties. Several managers

emphasized that the policy helps ensure clarity and standardization in task execution. One HOD on 18<sup>th</sup> November 2024 noted: *What I find valuable about our HR system is that it sets a clear path for staff. They know what they expect, and there are fewer excuses for underperformance.*

This quote reflects the perception that policy-driven direction promotes consistent and predictable behavior in the workplace, which is essential for maintaining quality standards. The clear guidelines embedded in the HR policy appear to reduce ambiguity and empower employees to take ownership of their responsibilities. As such, the policy functions not only as a compliance tool but also as an enabler of accountability and high performance.

### **Compensation and Motivation**

Another strong theme that emerged was the motivational effect of compensation and benefits on work quality. Many managers highlighted the role of financial and non-financial rewards in boosting employee morale and encouraging them to maintain high-quality standards in service delivery. A senior manager on 3<sup>rd</sup> December 2024 stated: *When staff know they are going to be appreciated, whether through a bonus or recognition, they naturally put in more effort to produce good work. It's a psychological contract.*

This statement underscores the intrinsic link between reward systems and the perceived quality of work. Compensation, when fair and timely, not only incentivizes performance but also communicates the organization's commitment to valuing its workforce. The use of structured benefits, guided by the HR policy, thus emerges as a key driver in reinforcing quality-focused behavior among employees.

### **Structured Supervision and Career Development**

The theme of structured employee Human Resource Management practices including supervision, appraisals, and career progression was another focal point in the narratives. Respondents acknowledged that the HR policy outlines performance expectations and embeds continuous feedback mechanisms that support improvement. One Head of Department on 5<sup>th</sup> December 2024 shared: *We conduct regular appraisals, and because they are based on clear criteria, staff take them seriously. They know it's not just about ticking boxes it affects their growth here.*

This reflection highlights how the institutionalization of transparent and goal-oriented performance management contributes to better work outcomes. The appraisal system, backed by policy, is seen not merely as an evaluative tool but also as a developmental one. Employees reportedly appreciate knowing that their efforts contribute to long-term career advancement, which in turn reinforces their commitment to high-quality performance.

Overall, the qualitative findings indicate that the HR policy, as a component of the legal policy framework, positively influences work quality by providing clarity, incentives, and developmental support. Managers and HODs perceive this framework as effective in fostering a work environment where expectations are clearly communicated, effort is rewarded, and growth is systematically supported. The alignment between policy intent and employee behavior is key to sustaining high levels of performance quality at NWSC Gulu.

However, it was also subtly acknowledged that policy alone is not sufficient; consistent implementation and leadership reinforcement are critical. The most effective outcomes seem to occur where policy is not just present but actively championed by management. As such, NWSC Gulu's experience highlights the importance of embedding legal and policy structures into day-to-day management practices to elevate and maintain the quality of employee output.

#### 4.5 Relationship between Human Resource Management practices and employee performance.

The study established the relationship between Human Resource management practices and employee performance.

#### 4. 10: Showing the relationship between Human Resource Management practices and employee performance.

| Variable                            | 1             | 2             | 3             | 4        |
|-------------------------------------|---------------|---------------|---------------|----------|
| Support Supervision (1)             | 1             |               |               |          |
| Performance Appraisal (2)           | .565**        | 1             |               |          |
| Career Development (3)              | .383**        | .317**        | 1             |          |
| <b>Employee (4)<br/>Performance</b> | <b>.477**</b> | <b>.524**</b> | <b>.654**</b> | <b>1</b> |

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

Correlation table 4.13 presented above shows that support supervision has a moderate significant positive relationship with employee performance reflected by ( $r=.477^{**}$ ;  $p<.01$ ). This indicates that improvement in support supervision is associated with improvement in employee performance.

Similarly, performance appraisal has a moderate significant positive relationship with employee performance as revealed by ( $r=.524^{**}$ ;  $p<.01$ ), indicating that improvement in appraisal performance is associated with employee performance that is the more the organization conducts appraisal, employees are able to get crucial feedback which serves as a basis for performance-based decisions.

Lastly, the correlation result indicates a strong significant positive relationship between career development and employee performance as revealed by ( $r=.654^{**}$ ;  $p<.01$ ) which implies that improvement in career development is associated with improvement in employee performance.

#### 4.6 Effect of Human Resource Management Practices on Employee Performance.

Regression analysis was undertaken to determine the effect of the different components of Human Resource Management practices (support supervision, performance appraisal and career Development) on the employee performance, and the result is presented in the table below:

#### 4. 11Model Summary

| Model                                                                                      | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
|--------------------------------------------------------------------------------------------|-------------------|----------|-------------------|----------------------------|
| 1                                                                                          | .740 <sup>a</sup> | .547     | .533              | .39275                     |
| a. Predictors: (Constant), support supervision, Performance appraisal & Career Development |                   |          |                   |                            |

**Source: Field data, 2024**

The model summary presented in the above table revealed a strong positive relationship between the predictor variable (Human Management Resource practices) and the employee performance ( $R = .740$ ), with the model explaining approximately 54.7 % of the variations in the employee performance as revealed by ( $R^2 = .547$ ).

#### 4. 12:ANOVA

| Model                                                                                      |            | Sum of Squares | df | Mean Square | F      | Sig.              |
|--------------------------------------------------------------------------------------------|------------|----------------|----|-------------|--------|-------------------|
| 1                                                                                          | Regression | 17.535         | 3  | 5.845       | 37.892 | .000 <sup>b</sup> |
|                                                                                            | Residual   | 14.500         | 94 | .154        |        |                   |
|                                                                                            | Total      | 32.035         | 97 |             |        |                   |
| a. Dependent Variable: employee Performance                                                |            |                |    |             |        |                   |
| b. Predictors: (Constant), support supervision, Performance appraisal & Career Development |            |                |    |             |        |                   |

**Source: Field data, 2024**

The result presented in the Analysis of Variance (ANOVA) table confirms the statistical significance of the overall regression model ( $F = 37.892$ ;  $p < .001$ ). This shows that the predictor (management practice) is significant in explaining variation in the employee performance. In other words, Human Resource Management practice is a significant predictor of employee performance.

#### 4. 13: Coefficients

| Model |                       | Unstandardized Coefficients |            | Standardized Coefficients | T     | Sig. |
|-------|-----------------------|-----------------------------|------------|---------------------------|-------|------|
|       |                       | B                           | Std. Error | Beta                      |       |      |
| 1     | (Constant)            | .419                        | .318       |                           | 1.318 | .191 |
|       | Support supervision   | .104                        | .082       | .110                      | 1.264 | .209 |
|       | Performance Appraisal | .319                        | .091       | .298                      | 3.511 | .001 |
|       | Career Development    | .389                        | .057       | .518                      | 6.831 | .000 |

##### a. Dependent Variable: Employee Performance

Examining individual predictors presented in the table above, support system demonstrates insignificant positive effect on employee performance reflected by ( $\beta = .104$ ;  $p > .05$ ). This implies that a unit increase in support supervision leads to an insignificant increase in employee performance.

Contrastingly, the result indicates that performance appraisal has significant effect on employee performance as reflected by the values of ( $\beta = .319$ ;  $p < .05$ ). This implies that for each unit increase in performance appraisal, employee performance is predicted to improve by 0.319 units. Similarly, the result shows that career development significantly affects the performance of employees as revealed by the values of ( $\beta = .389$ ;  $p < .05$ ). This indicates that for a unit increase in career development, employee performance is predicted to increase by 0.389 units.

#### 4.7 Moderation Effect of legal framework on the relationship between Human Resource Management practices and employee performance.

#### 4. 14: showing the Moderation effect of Human Resource Policy on the relationship between Human Management Resource practices and employee performance.

##### Model Summary

| R     | R-sq  | MSE   | F       | df1    | df2      | p     |
|-------|-------|-------|---------|--------|----------|-------|
| .5945 | .3534 | .2868 | 40.4481 | 3.0000 | 222.0000 | .0000 |

##### Model

| Coeff                         | se    | t      | p      | LLCI    | ULCI  |         |        |
|-------------------------------|-------|--------|--------|---------|-------|---------|--------|
| Constant                      |       | 4.6387 | 1.3580 | 3.4159  | .0008 | 1.9625  | 7.3149 |
| Human Mgt Resource practice p |       |        |        | -.6425  | .3613 | -1.7786 | .0767  |
| 1.3545                        | .0694 |        |        |         |       |         |        |
| Legal Policy framework        |       | -.7212 | .4061  | -1.7760 | .0771 | -1.5214 | .0791  |
| Int_1                         |       | .2922  | .1049  | 2.7868  | .0058 | .0856   | .4989  |

**Source: Field data, 2024**

- Independent variable (X) -Human Resource Management Practice
- Dependent Variable (Y)- Employee Performance
- Moderator Variable (W)- Legal Policy framework

As presented in table 4.17 above, moderation analysis was performed, the model summary table shows that Legal policy framework explains the relationship between Human Resource Management practice and employee Performance by 35.3% as reflected by ( $R^2=.3534$ ). Looking at the interaction term reflected by ( $p=.0058$ ;  $p<.05$ ) indicates that legal policy framework has a significant moderating effect on the relationship between Human Resource Management practice and employee Performance. This implies that in NWSC legal policy framework's strength greatly improves employee performance. Thus, Human Resource Management practices cannot influence employee performance without the presence of legal policy framework.

## **CHAPTER FIVE**

### **DISCUSSION OF FINDINGS**

#### **5.0 Introduction**

This chapter provides a detailed discussion of the research findings in relation to the study objectives, and existing literature. The study examined how selected Human Resource Management practices namely support supervision, career development, and performance appraisal influence employee performance within the National Water and Sewerage Corporation (NWSC), a state enterprise in Uganda. It also explored the moderating role of the legal policy framework in shaping this relationship. The discussion is structured around the major thematic areas derived from the research objectives. Attention is given to how the findings support or deviate from previous knowledge, particularly within the context of public sector organizations in developing countries.

#### **5.1 Human Resource Management Practices**

The findings of this study revealed a strong implementation of Human Resources Management practices in the areas of support supervision, career development, and performance appraisal. Support supervision emerged as a critical aspect of effective management implementation, one of the heads of department during an interview stated that support supervision entails mentorship and helping staff perform better because they are being guided and shown the approach on how to work which greatly and positively impacts their performance. The goal setting theory developed by Larry and Garry posits that setting specific and challenging goals can significantly enhance performance in terms of effectiveness, efficiency, time management and quality service in corporate organizations. These findings align with those of Aguinis and Burgi (2021), who argue that support supervision facilitates performance improvement by offering timely feedback and ensuring alignment with organizational goals. Similarly, Obicci (2020) found that in Ugandan public institutions, enhanced supervisory support contributed to employee satisfaction and reduced absenteeism. However, some studies present differing views; for instance, Bayo-Moriones et al. (2021) argue that supervision can have a demotivating effect when it is perceived as controlling or overly bureaucratic. This suggests that the quality and perception of supervision matter just as much as its frequency or structure.

On the component of career development, the findings revealed that organizations that invest in training, mentorship, and promotion opportunities tend to retain more engaged and competent staff. This supports the conclusions of McKinsey & Company (2022), which emphasized that career development is one of the top five factors influencing employee retention globally. In agreement, Anlesinya (2020) found that career development programs enhance employee loyalty and reduce turnover intentions in African organizations. These observations are consistent with the human capital theory, which posits that investment in employee development yields returns in the form of improved productivity and innovation (Becker, 1993). However, contrasting evidence is offered by Rana and Abbasi (2021), who caution that without proper alignment between career development plans and organizational capacity, such initiatives may lead to frustration among staff if expectations of upward mobility are not met. Thus, while career development remains a vital Human Resource practice, its success relies on strategic integration into human resource planning.

Regarding performance appraisal, the study found a strong implementation of performance appraisal system at play. Expectancy theory developed by Victor Vroom in 1964 posits that an individual's motivation to engage in a particular behavior is determined by expected outcome of that behavior. These results are consistent with the work of DeNisi and Murphy (2017), who argue that performance appraisals, when done correctly, serve both evaluative and developmental purposes. Similarly, Kagaari and Munene (2020) observed that in Ugandan institutions, regular performance evaluations led to greater accountability and performance benchmarking. However, there are scholars who argue that appraisals can be counterproductive when they are overly rigid or fail to capture the complexity of employee contributions. For example, Pulakos et al. (2019) highlight that traditional appraisal systems often struggle to adapt to dynamic and team-based work environments, which may limit their effectiveness. These critiques underline the importance of designing performance appraisal systems that are both contextually relevant and flexible enough to capture diverse work outputs.

## 5.2 Employee Performance

The findings of this study indicated a varied level of employee performance, characterized by high effectiveness, moderate efficiency, moderate timeliness, and high work quality. These results suggest that while employees are achieving intended results and maintaining high standards of output, there are still constraints affecting how quickly and economically they work. The observation of a high level of effectiveness indicates that employees are largely able to meet organizational goals and deliver desired outcomes. This finding is consistent with the work of Bakker and Demerouti (2018), who argue that job resources such as autonomy, feedback, and task significance significantly boost employee effectiveness by fostering intrinsic motivation. Similarly, Albrecht et al. (2021) found that effective employees are typically those whose work environments provide psychological safety and clear performance expectations. These findings also align with the goal-setting theory, which posits that employees perform more effectively when given clear and challenging objectives (Locke & Latham, 2019). The expectancy theory developed by Victor Vroom in 1964 assumes that effectiveness in that employees are motivated when they believe their effort would lead desired performance and rewards other performance. However, the current context suggests that even with higher effectiveness, other components like timeliness and efficiency may not reach the same level, indicating that effectiveness alone does not ensure holistic performance and so other elements like motivation and reward should be considered.

The moderate level of efficiency observed implies that while employees are achieving results, they may be using more time or resources than ideal. This aligns with the findings of Shah, Irani, and Sharif (2020), who argue that efficiency is often constrained by systemic issues such as inadequate tools, poor workflow design, or unclear operational processes. In Ugandan public service institutions, for instance, Mutumba and Ahimbisibwe (2021) found that despite high employee commitment, inefficiencies persisted due to bureaucratic delays and insufficient digital infrastructure. In contrast, organizations with lean management approaches, as discussed by de Leeuw and van den Berg (2021), report significantly higher efficiency rates. Therefore, the moderate efficiency observed in this study may reflect operational barriers rather than individual incompetence, reinforcing the need for systemic interventions.

Regarding timeliness, the study revealed only a moderate level, suggesting that while tasks are being completed, delays or missed deadlines may occasionally occur. This is echoed in the

findings of Obicci (2020), who noted that timeliness is often compromised in environments with unclear deadlines or overlapping responsibilities. Moderate timeliness may also reflect external constraints such as poor coordination among departments, which was highlighted in the work of Adegbite and Sarpong (2020), who studied time management practices in African public and private sectors. On the other hand, some studies suggest that moderate timeliness can coexist with high work quality, particularly in environments where accuracy is prioritized over speed (Pulakos et al., 2019). This balance between speed and quality must be carefully managed, as excessive pressure on speed may undermine quality and cause employee burnout. However, expectancy theory developed by Victor Vroom in 1964 states that, Time management in that employees manage their time better when they expect timely rewards for timely performance, hence incentives linked to punctuality enhance time management amongst employees.

Lastly, the finding of a high level of work quality signifies that employees are producing outputs that meet or exceed standards of excellence. This is in strong agreement with the findings of Anitha (2021), who asserts that work quality is directly linked to job satisfaction, organizational support, and continuous feedback mechanisms. Moreover, research by Inuwa (2020) found that employee commitment and supervisor support were key drivers of high-quality performance in both private and public sectors in East Africa. However, some scholars caution that high-quality outputs may sometimes come at the expense of time or cost efficiency, especially in resource-constrained settings (DeNisi & Murphy, 2017). In addition, Victor Vroom (1964) in his expectancy theory laments that high quality service is a result of employees' expectation of rewards for superior performance therefore, quality improvement is sustained by aligning rewards with high service standards. This trade-off may explain the observed disparity between high work quality and only moderate efficiency and timeliness in the current study.

### **5.3 Relationship between Human Resource Management Practices and Employee Performance**

The results of this study revealed a significant positive relationship between Human Resource Management practices and employee performance, indicating that when organizations implement structured and supportive Human Resource Management strategies, employee outcomes such as efficiency, effectiveness, timeliness and work quality improve. A key area where agreement is found with existing literature is the role of supportive supervision and clear communication in influencing employee behavior. According to Albrecht et al. (2021), strong Human Resource

Management practices, especially those involving consistent feedback, goal alignment, and supportive leadership, create psychologically safe environments that enable employees to thrive. Similarly, Obicci (2020) found that in Ugandan public institutions, effective supervision was strongly associated with improved employee accountability and task completion. These findings are consistent with the results of the current study, where supervisory engagement and structured oversight were linked to higher levels of employee effectiveness and motivation.

Furthermore, this study's finding that career development opportunities significantly affect performance aligns with earlier work by Anlesinya (2020), who concluded that training, mentoring, and promotion pathways enhance not only employee skills but also organizational loyalty. From a human capital perspective, Becker (2023) emphasized that investment in employees through career advancement opportunities leads to higher returns in productivity and innovation. This view supports the empirical evidence observed in the present study, in which organizations with structured career development programs recorded higher employee performance levels.

Another aspect of Human Resource Management practices, performance appraisal systems, was also found to have a significant positive relationship with employee performance. This is in line with the work of DeNisi and Murphy (2017), who assert that transparent and fair appraisal processes foster continuous improvement and clarify role expectations. The current study reinforces this argument by demonstrating that employees who receive constructive feedback and recognition through formal evaluations are more likely to meet performance standards and exhibit proactive work behavior. However, contrasting views are presented by Pulakos et al. (2019), who argue that performance appraisal systems can become ineffective if they rely too heavily on rigid annual reviews without integrating real-time feedback. While the current findings support the positive role of appraisals, they suggest that effectiveness depends on implementation quality, frequency, and employee perception of fairness.

Although the study's results align with majority of contemporary literature, a few divergent perspectives emerge. For example, Bayo-Moriones et al. (2021) suggest that not all Human Resource practices uniformly lead to better performance, particularly in contexts where such practices are perceived as top-down or coercive. In environments with weak organizational cultures, well-intended Human Resource strategies may be met with resistance or apathy. This

observation introduces a necessary caveat to the current findings: the success of Human practices depends not only on their design but also on how they are communicated and received by employees. Overall, the significant positive relationship identified between Human Resource practices and employee performance confirms the central role of effective Human Resource Practices in shaping organizational outcomes.

#### **5.4 The influence of Legal Policy Framework**

The findings of this study indicate a significant moderate effect of the legal policy framework on the relationship between Human Resource practices and employee performance. This suggests that the effectiveness of management practices such as supervision, performance appraisal, and employee development is either strengthened or weakened depending on the presence and quality of the prevailing legal and regulatory environment. The positive moderating effect aligns with the arguments advanced by Mamman et al. (2019), who emphasized that a clear and enforced legal framework enhances the accountability of management and protects employee rights, thereby creating a stable environment for performance to thrive. In contexts where labor laws and human resource (HR) policies are effectively implemented, managers are more likely to adopt fair and standardized practices in supervision, performance appraisal, and promotion decisions. Similarly, Kassa and Raju (2021) found that compliance with labor and employment policies in public institutions across Sub-Saharan Africa led to improved employee motivation and organizational effectiveness, further supporting the results of this study.

Furthermore, the study reinforces the institutional theory perspective, which posits that organizations are not isolated entities but operate within a broader socio-legal environment that influences their internal processes (Scott, 2014). When legal frameworks—such as labor laws, equal employment opportunity regulations, and occupational health standards—are well-defined and enforced, they shape managerial behavior and reduce discretionary abuses of authority. In this context, management practices become more consistent, transparent, and legally compliant, enhancing employee trust and performance outcomes. This theoretical lens validates the observed moderating influence of the legal policy framework in this study.

However, contrasting perspectives exist in literature. Some scholars argue that legal policy frameworks can also constrain managerial flexibility, particularly in highly bureaucratic or over-regulated environments. For instance, Nguyen and Malik (2020) point out that in some

developing countries, rigid compliance obligations can discourage innovation in HR practices and lead to tokenistic adherence rather than meaningful implementation. This raises the concern that while legal frameworks provide safeguards, they may simultaneously hinder proactive or adaptive Human Resource approaches. Nevertheless, the present study's findings suggest that, on balance, a well-functioning legal environment facilitates rather than obstructs the performance-enhancing effects of Human Resource practices.

Furthermore, the significant moderating effect identified in this study highlights the variability in outcomes across organizations operating under different policy regimes. For example, Okpara and Wynn (2020) found that SMEs in Nigeria operating in less regulated sectors often exhibited inconsistent employee performance due to lack of structured Human Resource practices and absence of compliance incentives. This observation resonates with the current findings by showing that in the absence of a strong legal framework, even well-designed Human Resource practices may fail to yield optimal employee outcomes. Therefore, the presence of a legal policy framework acts not only as a compliance mechanism but also as an enabling infrastructure for effective people management.

In summary, the significant moderating role of the legal policy framework reinforces the idea that employee performance is not solely a product of internal managerial efforts, but also a function of the external institutional environment. Organizations that operate in jurisdictions with strong labor protections, clear employment guidelines, and enforceable HR standards are more likely to realize the full potential of their Human Resource practices. While some dissenting voices caution about regulatory overreach, the overall weight of evidence supports the claim that legal frameworks serve as performance-enhancing enablers when properly designed and implemented.

## **CHAPTER SIX**

### **SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS.**

#### **6.0 Introduction**

This chapter presents a summary of the major findings of the study, conclusions drawn from the findings, recommendations, and areas for further research. The study examined the effect of Human Resource Management (HRM) practices, specifically support supervision, career development, and performance appraisal, on employee performance at the National Water and Sewerage Corporation (NWSC), Uganda. The study further investigated the moderating role of the legal and policy framework in the relationship between HRM practices and employee performance. The chapter begins with a summary of the key findings, followed by conclusions, recommendations, and suggestions for future research.

#### **6.1 Summary of Findings**

The study established that Human Resource Management practices, namely support supervision, career development, and performance appraisal, were strongly implemented within NWSC. Support supervision was positively rated by employees and was reported to be regularly conducted. Career development initiatives were found to be widely practiced and integrated into organizational operations, while performance appraisal systems were perceived as fair, flexible, and effective.

Qualitative findings supported these results. During an interview conducted with a top manager on 3rd December 2024, the respondent noted that staff development is viewed as a strategic investment by the corporation. Consequently, underperforming employees are coached and guided to improve their performance, while high-performing employees are provided with opportunities for career advancement, leadership development, and further training.

The findings further revealed that employee performance varied across different dimensions. Employees demonstrated high levels of effectiveness and work quality, indicating their ability to achieve intended organizational objectives and maintain high standards of output. However, efficiency and timeliness were rated at moderate levels, suggesting the existence of operational challenges that may affect the optimal utilization of resources and timely completion of tasks.

The study also established a significant positive relationship between Human Resource Management practices and employee performance. Effective supervision, career development opportunities, and fair performance appraisal systems were associated with improved employee effectiveness, efficiency, timeliness, and work quality.

Regression analysis revealed that career development and performance appraisal had a statistically significant positive effect on employee performance. In contrast, support supervision did not have a statistically significant direct effect on employee performance. Qualitative findings indicated that while supervision is intended to provide mentorship and guidance, some employees may perceive close supervision as restrictive, limiting its direct contribution to performance improvement.

Finally, the study found that the legal policy framework significantly moderated the relationship between Human Resource Management practices and employee performance. Strong legal and regulatory systems enhanced the effectiveness of supervision, career development, and performance appraisal practices. The findings suggest that a supportive legal environment promotes consistency, fairness, accountability, and transparency in the implementation of HRM practices, thereby contributing to improved employee performance.

## **6.2 Conclusions**

Based on the findings of the study, several conclusions can be drawn.

First, the study concludes that NWSC has established and effectively implemented key Human Resource Management practices, particularly in the areas of support supervision, career development, and performance appraisal. These practices are consistently applied and are generally perceived positively by employees. The organization has invested in systems and structures that support employee development, performance management, and organizational effectiveness. This demonstrates management's commitment to enhancing employee engagement and aligning individual performance with organizational goals.

Second, the study concludes that employee performance at NWSC is generally satisfactory, particularly in terms of effectiveness and work quality. Employees can achieve assigned targets and maintaining acceptable standards of work. However, moderate levels of efficiency and timeliness indicate that certain organizational and operational challenges continue to affect

overall performance. These challenges may include workflow inefficiencies, resource constraints, communication gaps, or procedural delays.

Third, the study concludes that career development and performance appraisal are critical determinants of employee performance. Employees who receive opportunities for professional growth and participate in fair and transparent appraisal processes are more likely to perform effectively and contribute positively to organizational objectives. These findings underscore the importance of investing in employee development and maintaining objective performance evaluation systems.

Furthermore, the study concludes that support supervision alone may not be sufficient to significantly influence employee performance. While supervision remains important for guidance, mentoring, and monitoring employee activities, its effectiveness may depend on how it is implemented and perceived by employees. Support supervision may therefore yield better results when complemented by employee empowerment, motivation, recognition, resource facilitation, and participatory leadership approaches.

Finally, the study concludes that the legal and policy framework plays a vital role in strengthening the relationship between Human Resource Management practices and employee performance. Effective legal and regulatory structures provide clear standards, ensure fairness and accountability, and enhance employee confidence in organizational processes. Consequently, the effectiveness of HRM practices is significantly improved when implemented within a supportive and well-enforced legal and policy environment.

### **6.3 Recommendations**

Based on the findings and conclusions of the study, the following recommendations are proposed.

First, NWSC management should strengthen and institutionalize career development initiatives across all departments. This can be achieved through continuous professional development programs, competency-based training, succession planning, mentorship programs, and clearly defined career progression pathways. Such initiatives will enhance employee competencies, motivation, commitment, and overall performance.

Secondly, management should continue improving the performance appraisal system by ensuring that appraisals are objective, transparent, regular, and development oriented. Feedback should be timely and constructive, while appraisal outcomes should be linked to employee development plans, training opportunities, recognition programs, and career advancement. This will increase employee engagement and improve performance outcomes.

Thirdly, NWSC should review and redesign its support supervision framework to focus more on mentorship, coaching, and employee empowerment rather than routine monitoring and control. Supervisors should receive leadership and coaching training to enable them to effectively support employees in overcoming workplace challenges and improving job performance.

Fourthly, management should address the observed gaps in efficiency and timeliness by conducting periodic workflow assessments and operational reviews. The adoption of digital technologies, process automation, improved resource allocation, and streamlined communication systems may help eliminate inefficiencies and enhance service delivery. Additionally, performance targets related to timeliness and productivity should be integrated into departmental performance management systems.

Fifthly, the Ministry of Water and Environment should strengthen policy frameworks governing Human Resource Management practices within state enterprises. Clear guidelines and standards should be developed to ensure consistency, fairness, transparency, and accountability in supervision, performance appraisal, and career development processes.

Lastly, the Ministry of Public Service should intensify monitoring and evaluation of Human Resource Management practices in public institutions and state enterprises. Regular compliance

audits, performance reviews, capacity-building programs, and policy support initiatives should be undertaken to ensure adherence to national Human Resource Management standards and best practices.

#### **6.4 Areas for Further Research**

The study was limited to NWSC as a single state enterprise, which may affect the generalizability of the findings. Future studies should examine the relationship between Human Resource Management practices and employee performance across multiple state enterprises in Uganda to facilitate comparative analysis and broader generalization.

The study adopted a cross-sectional research design, which limited the ability to assess changes over time. Future researchers should conduct longitudinal studies to examine how Human Resource Management practices influence employee performance over extended periods within Uganda's public sector.

The present study focused on the moderating role of the legal and policy framework. Future research should investigate the influence of organizational culture on the relationship between Human Resource Management practices and employee performance in public sector institutions.

Future studies may also explore additional factors such as employee engagement, organizational commitment, leadership styles, job satisfaction, and technological innovation as potential mediators or moderators in the relationship between Human Resource Management practices and employee performance.

Such studies would provide deeper insights into the mechanisms through which Human Resource Management practices influence employee outcomes and organizational effectiveness within Uganda's public sector.

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## APPENDIX I: CONSENT FORM

I am Oyella Sheila (Reg. No: 22/U/1327/MBA/PS) pursuing a program leading to the award of Master of Business Administration from Gulu University.

**Title of Study:** “Management Practices and Employee Performance in Corporate Organizations: A Case of National Water and Sewerage Corporation, Gulu Area.”

**Purpose of the Study:** This research aims to explore the relationship between management practices and employee performance in corporate organizations, focusing on the National Water and Sewerage Corporation (NWSC), Gulu Area.

**What is involved:** Participants in this study will be asked to complete a questionnaire or participate in interviews concerning their experiences with management practices at NWSC and their perceptions of employee performance. The time required for participation will vary depending on the mode of engagement but is expected to take approximately 20-30 Minutes.

**Confidentiality:** All information provided will be treated with the utmost confidentiality. Your name and personal details will not appear in any part of the research report. Data collected will be used solely for academic purposes and will not be shared with third parties without your consent. Responses will be anonymized to protect your identity.

**Voluntary Participation:** Participation in this study is entirely voluntary. You are free to withdraw from the study at any point without any consequences. Refusal to participate or withdrawal from the study will not affect your relationship with Gulu University, the National Water and Sewerage Corporation, or any other entity.

**Contact Information:** For any inquiries or concerns about this study, you may contact the researcher (Oyella Sheila on Tel No: 0786062231) or the research supervisors (Dr. Oyat Christopher on his phone number 0772625391 Or Dr. Kisembo Enos on phone number 0777484119).

### **Consent Statement:**

By signing below, I acknowledge that I have read and understood the information provided about the research study. I voluntarily agree to participate in this study and understand that I can withdraw at any time.

Participant’s Name (Optional): \_\_\_\_\_

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

**Thank you for your time and participation**

## APPENDIX II: QUESTIONNAIRE TO THE FIELD STAFF & SUPPORT STAFF

Dear participant,

My name is OYELLA SHEILA, a post graduate student of GULU University, pursuing a master's degree in business administration (MBA). I am currently undertaking research as one of the pre-conditions. The topic of the research is "*Management Practices and Employee Performance in National Water and Sewerage Corporation, Gulu area*". The study is purely for academic purposes. All your responses will be treated with utmost confidentiality and anonymity.

Thank you for your kind cooperation

Yours Faithfully

.....

OYELLA SHEILA

**Researcher**

### SECTION A: BACKGROUND INFORMATION

*Please tick the right option or fill the right answer in the spaces provided*

A1. What is your age range?

- (a) 20 years and below ☐
- (b) 21-30 years ☐
- (c) 31-40 years ☐
- (d) 41-50 years ☐
- (e) 51 years and above ☐

A2. Sex

- (a) Male ☐
- (b) Female ☐

A3. Highest Education level

- (a) Certificate ☐
- (b) Diploma ☐
- (c) Bachelor's Degree ☐
- (d) Master's Degree ☐

A4. How long have you been working with National Water and Sewerage Corporation (NWSC)?

- (a) Less than a year ☐
- (b) 1- 3 years ☐
- (c) 4-6 years ☐
- (d) 7-9 years ☐
- (e) Above 10 years ☐

## HUMAN RESOURCE MANAGEMENT PRACTICES

*Please use the key below to give your view on the extent you agree or disagree with the following statements by ticking in the provided spaces/boxes:*

*(1) for strongly disagree (2) for disagree, (3) for not sure (4) for agree (5) for strongly agree*

### SECTION B: Staff Support Supervision in National Water and Sewerage Corporation

| B  | Staff Support Supervision                                                                        | 1 | 2 | 3 | 4 | 5 |
|----|--------------------------------------------------------------------------------------------------|---|---|---|---|---|
| B1 | I am well informed about the purpose of supervision in National Water and Sewerage Corporation   |   |   |   |   |   |
| B2 | The heads of department supervise departmental activities on a regular basis                     |   |   |   |   |   |
| B3 | Supervision in National Water and Sewerage Corporation aims at mentoring all staff at all levels |   |   |   |   |   |
| B4 | Most staff have been able to acquire job performance skills through individual supervision       |   |   |   |   |   |
| B5 | Monitoring have been able to detect some errors                                                  |   |   |   |   |   |
| B6 | Through performance monitoring, detected errors have been able to be corrected                   |   |   |   |   |   |
| B7 | Senior staff dialogue freely with the junior ones on work related issues                         |   |   |   |   |   |
| B8 | Senior staff have been able to identify performance gaps in their subordinates                   |   |   |   |   |   |

### SECTION C: Staff Performance Appraisal in National Water and Sewerage Corporation

| <b>C</b> | <b>Staff Performance Appraisal</b>                                                                                             | <b>1</b> | <b>2</b> | <b>3</b> | <b>4</b> | <b>5</b> |
|----------|--------------------------------------------------------------------------------------------------------------------------------|----------|----------|----------|----------|----------|
| C1       | There is a periodical appraisal of all staff in National Water and Sewerage Corporation                                        |          |          |          |          |          |
| C2       | Performance targets are well explained to all employees at the beginning of every financial year                               |          |          |          |          |          |
| C3       | Performance targets are jointly set by both supervisor and supervisee                                                          |          |          |          |          |          |
| C4       | Evaluation criteria is known to all employees at the beginning of appraisal period                                             |          |          |          |          |          |
| C5       | The evaluation process follows preset criteria                                                                                 |          |          |          |          |          |
| C6       | The evaluation criteria are tailored to job performance requirements                                                           |          |          |          |          |          |
| C7       | All employees are given performance feedback after every appraisal period                                                      |          |          |          |          |          |
| C8       | National Water and Sewerage Corporation have been positively reacting to performance gaps identified through appraisal process |          |          |          |          |          |

### SECTION D: Staff Career Development in National Water Sewerage Corporation

| <b>D</b> | <b>Staff Career Development</b>                                                                                                 | <b>1</b> | <b>2</b> | <b>3</b> | <b>4</b> | <b>5</b> |
|----------|---------------------------------------------------------------------------------------------------------------------------------|----------|----------|----------|----------|----------|
| D1       | The corporation supports all their staff in upgrading                                                                           |          |          |          |          |          |
| D2       | National Water and Sewerage Corporation welcomes every initiative of staff professional development                             |          |          |          |          |          |
| D3       | National Water and Sewerage Corporation have been organizing refresher courses to cater for performance gaps                    |          |          |          |          |          |
| D4       | Refresher training courses consider all staff at all levels in the corporation                                                  |          |          |          |          |          |
| D5       | The fields of further training depend on the capacity gaps                                                                      |          |          |          |          |          |
| D6       | National Water and Sewerage Corporation enhancing the capacity of staff is one way of enabling them to perform at higher levels |          |          |          |          |          |
| D7       | Promotions in National Water and Sewerage Corporation consider staff professional abilities to perform at that level            |          |          |          |          |          |
| D8       | Promotion of staff have helped them to acquire more job-related skills in the corporation                                       |          |          |          |          |          |

## EMPLOYEE PERFORMANCE

*Please use the key below to give your view on the extent you agree or disagree with the following statements by ticking in the spaces/boxes provided:*

*(1) for strongly disagree (2) for disagree, (3) for not sure (4) for agree (5) for strongly agree*

### SECTION E: Employee Performance

|          | EMPLOYEE PERFORMANCE                                                                                                         | 1 | 2 | 3 | 4 | 5 |
|----------|------------------------------------------------------------------------------------------------------------------------------|---|---|---|---|---|
| <b>E</b> | <b>Effectiveness</b>                                                                                                         |   |   |   |   |   |
| E1       | I always complete the tasks assigned within the expected time frame.                                                         |   |   |   |   |   |
| E2       | I have the ability to produce work that meets organizational standards.                                                      |   |   |   |   |   |
| E3       | I have the ability to identify and address work related issues to avoid work stress and delays                               |   |   |   |   |   |
| E4       | I have the ability to adjust to the changes in the workplace and learn new skills as needed so as to improve my performance. |   |   |   |   |   |
| E5       | I work well with others well contributing to a positive team environment                                                     |   |   |   |   |   |
| E6       | I understand and work towards the organization's objectives and values.                                                      |   |   |   |   |   |
| E7       | I always act positively to customers' feedback through their work.                                                           |   |   |   |   |   |
| E8       | My being effective has improved on my work performance at National Water and Sewerage Corporation.                           |   |   |   |   |   |
| <b>F</b> | <b>Efficiency</b>                                                                                                            |   |   |   |   |   |
| F1       | HRM practices given have helped most employees to meet their targets                                                         |   |   |   |   |   |
| F2       | Number of customers attended to has improved in last two years                                                               |   |   |   |   |   |
| F3       | I always perform my job and responsibilities well                                                                            |   |   |   |   |   |
| F4       | My amount of output or work produced is relative to the inputs or resources used.                                            |   |   |   |   |   |
| F5       | My standard of work produced, including accuracy, reliability and adherence to standards.                                    |   |   |   |   |   |
| F6       | I have the ability to accomplish tasks with the least amount of wasted time, effort, and resources.                          |   |   |   |   |   |
| F7       | I have high level of enthusiasm and commitment toward my work and organization.                                              |   |   |   |   |   |
| F8       | I always respond to changes and challenges in the workplace.                                                                 |   |   |   |   |   |
| <b>G</b> | <b>Timeliness / Time Management</b>                                                                                          |   |   |   |   |   |

|          |                                                                                                                                  |  |  |  |  |  |
|----------|----------------------------------------------------------------------------------------------------------------------------------|--|--|--|--|--|
| G1       | Enhanced HRM practices have resulted in timely completion of tasks                                                               |  |  |  |  |  |
| G2       | Most tasks take less time to be completed                                                                                        |  |  |  |  |  |
| G3       | HRM practices have improved overall employee performance at National Water and Sewerage Corporation.                             |  |  |  |  |  |
| G4       | I always determine and prioritize the most important tasks and focus on them first.                                              |  |  |  |  |  |
| G5       | I always go plans for the day, week, or month to allocate time for various tasks and activities.                                 |  |  |  |  |  |
| G6       | I always set clear, achievable goals and set deadlines to accomplish them.                                                       |  |  |  |  |  |
| G7       | I always break larger tasks into smaller, manageable parts.                                                                      |  |  |  |  |  |
| G8       | I always take immediate action on tasks rather than delaying them.                                                               |  |  |  |  |  |
| <b>H</b> | <b>Quality of work</b>                                                                                                           |  |  |  |  |  |
| H1       | The work produced by employees has been of high quality for the last three years.                                                |  |  |  |  |  |
| H2       | Management practices at National Water and Sewerage Corporation have led to enhanced competence of staff members.                |  |  |  |  |  |
| H3       | Management practices have resulted in the provision of quality services by employees at National Water and Sewerage Corporation. |  |  |  |  |  |
| H4       | I always do my work with high level of accuracy and precision                                                                    |  |  |  |  |  |
| H5       | I have maintained a steady level of performance over time                                                                        |  |  |  |  |  |
| H6       | The amount of work produced is relative to my time and resources used.                                                           |  |  |  |  |  |
| H7       | I have the ability to come up with new ideas and improve processes or products.                                                  |  |  |  |  |  |
| H8       | I have the ability to meet or exceed customer expectations, both internal and external.                                          |  |  |  |  |  |

**SECTION F: Moderating variable (Human resource policy).**

| <b>NO</b> |                                                                                                                                                         | <b>1</b> | <b>2</b> | <b>3</b> | <b>4</b> | <b>5</b> |
|-----------|---------------------------------------------------------------------------------------------------------------------------------------------------------|----------|----------|----------|----------|----------|
| H1        | I am well informed of the human resource policy of this National Water & Ssewerage Corporation                                                          |          |          |          |          |          |
| H2        | The human resource policy gives me clear directions to execute my duties                                                                                |          |          |          |          |          |
| H3        | National Water and Sewerage Corporation has in place clear terms of employee management like employee appraisals, supervision, and career development   |          |          |          |          |          |
| H4        | National Water and Sewerage Corporation has clear recruitment and selection criteria                                                                    |          |          |          |          |          |
| H5        | National Water and Sewerage Corporation has in place clear terms and conditions of employment, including job roles, responsibilities, and expectations. |          |          |          |          |          |
| H6        | There are compensation and benefits in National Water and Sewerage Corporation                                                                          |          |          |          |          |          |
| H7        | There are clear policies which ensures a safe and healthy work environment                                                                              |          |          |          |          |          |

**END**

**Thank you for your cooperation**

## **APPENDIX III: INTERVIEW GUIDE FOR MANAGEMENT / KEY INFORMANT**

### **Section A: Demographic Information of Respondent**

Please provide the following information:

**1. Gender**

- ☐ Male
- ☐ Female

**2. Age Group**

- ☐ 20–29 years
- ☐ 30–39 years
- ☐ 40–49 years
- ☐ 50 years and above

**3. Highest Level of Education**

- ☐ Certificate
- ☐ Diploma
- ☐ Bachelor's Degree
- ☐ Master's Degree
- ☐ PhD
- ☐ Other (Specify) \_\_\_\_\_

**4. Position/Designation in the Organization**

**5. Department/Unit**

**6. Work Experience in NWSC**

- ☐ Less than 1 year
- ☐ 1–5 years
- ☐ 6–10 years
- ☐ 11–15 years
- ☐ Above 15 years

### **Section B: Interview Questions**

1. Explain how the following Human Resource Management practices are performed or conducted at National Water and Sewerage Corporation, Gulu.
  - a) Support Supervision
  - b) Staff Performance Appraisal
  - c) Career Development
2. What challenges do you face as management in implementing the above-mentioned Human Resource Management practices? How have you managed to overcome such challenges?
3. What is the status or level of your employees' performance in National Water and Sewerage Corporation, Gulu in terms of:
  - a) Effectiveness
  - b) Efficiency
  - c) Timeliness
  - d) Quality of Services
4. What are the performance targets and qualities for your employees in performing their duties at National Water and Sewerage Corporation, Gulu?
5. How do you manage poor performing employees in this company?
6. What special considerations do you give to your employees who perform well?
7. What is the level of adherence and implementation of Human Resource policy at National Water and Sewerage Corporation, Gulu?
8. How have the Human Resource Management Practices (stated above) impacted employee performance?

**The End**

**Thank you for your cooperation.**

**APPENDIX V: TABLE FOR DETERMINING SAMPLE SIZE FROM A GIVEN  
POPULATION**

| N         | S         | N   | S   | N   | S   | N    | S   | N      | S   |
|-----------|-----------|-----|-----|-----|-----|------|-----|--------|-----|
| 10        | 10        | 100 | 80  | 280 | 162 | 800  | 260 | 2800   | 338 |
| 15        | 14        | 110 | 86  | 290 | 165 | 850  | 265 | 3000   | 341 |
| 20        | 19        | 120 | 92  | 300 | 169 | 900  | 269 | 3500   | 246 |
| 25        | 24        | 130 | 97  | 320 | 175 | 950  | 274 | 4000   | 351 |
| 30        | 28        | 140 | 103 | 340 | 181 | 1000 | 278 | 4500   | 351 |
| 35        | 32        | 150 | 108 | 360 | 186 | 1100 | 285 | 5000   | 357 |
| 40        | 36        | 160 | 113 | 380 | 181 | 1200 | 291 | 6000   | 361 |
| 45        | 40        | 180 | 118 | 400 | 196 | 1300 | 297 | 7000   | 364 |
| 50        | 44        | 190 | 123 | 420 | 201 | 1400 | 302 | 8000   | 367 |
| 55        | 48        | 200 | 127 | 440 | 205 | 1500 | 306 | 9000   | 368 |
| 60        | 52        | 210 | 132 | 460 | 210 | 1600 | 310 | 10000  | 373 |
| 65        | 56        | 220 | 136 | 480 | 214 | 1700 | 313 | 15000  | 375 |
| 70        | 59        | 230 | 140 | 500 | 217 | 1800 | 317 | 20000  | 377 |
| <b>75</b> | <b>63</b> | 240 | 144 | 550 | 225 | 1900 | 320 | 30000  | 379 |
| 80        | 66        | 250 | 148 | 600 | 234 | 2000 | 322 | 40000  | 380 |
| 85        | 70        | 260 | 152 | 650 | 242 | 2200 | 327 | 50000  | 381 |
| 90        | 73        | 270 | 155 | 700 | 248 | 2400 | 331 | 75000  | 382 |
| 95        | 76        | 270 | 159 | 750 | 256 | 2600 | 335 | 100000 | 384 |

**Note: “N” is population size**

**“S” is sample size.**

**Krejcie, Robert V., Morgan, Daryle W., “Determining Sample Size for Research Activities”, Educational and Psychological Measurement, 1970.**