

Human Resource Management Practices and Knowledge Management at Uganda Bureau of Statistics.

Twesigye Nduhura¹ Professor Professor Magero Wafula O John² Ritah Nansamba³ Shamusu Nakajubi⁴

Correspondence:

Twesigye Nduhura, Department Business Management, College of Economics and Management, Kampala International University,

Email: twesigye.nduhura@kiu.ac.ug, Tel. No :+256786388199

² Professor Magero Wafula O John, Dean, School of Business and Management Studies, Director, HRM, Kampala University

³ Ritah Nansamba - College of Economics and Management, Kampala International University

⁴ Shamusu Nakajubi - College of Mathematics and computing, Kampala International University

Abstract: *The study examined the relationship between human resource management practices and knowledge management in UBOS. The study was premised on the following research objectives: to examine the relationship between recruitment and knowledge management in UBOS, to establish the relationship between performance appraisal and knowledge management in UBOS and to assess the relationship between rewards and knowledge management in UBOS. The study adopted a descriptive cross sectional survey design where both quantitative and qualitative approaches were used. In this study, a total number of 105 respondents were expected but 102 respondents returned the survey instruments representing a response rate of 98%. The data was collected using questionnaires and interviews and analysis was done using regression analysis, correlation coefficients and one way analysis of variance for the quantitative findings. Qualitative analysis was done using content and thematic analysis. The findings revealed that there is a positive relationship between recruitment, performance appraisal and rewards and knowledge management in UBOS. It was concluded that: Jobs are advertised both internally and externally although UBOS prefers to have top management position advertised externally because they attract a lot of people with varying skills. Although performance appraisals are carried out in the organization, the employees felt that they have not helped to achieve the designated objectives. It was recommended that: Managers should be aware that in encouraging the use of external advertising, the organization can be opening up to getting a variety of applicants with diverse skills, therefore UBOS should rely more on external advertisement than internal recruitment. A system that rewards high performance and discourages low and mediocre performance should be put in place to include various rewards such as financial rewards, public acknowledgments and promotions. The performance appraisal programme in UBOS should be well thought out and tailored for the organization. Mechanisms should be put in place to ensure the objectivity of performance ratings and judgments, and to reduce favoritism and bias. The performance appraisals should aim at promotions and rewarding employees.*

Keywords: Human Resource; Management Practices; Knowledge Management; Uganda; Management; Bureau of Statistics ; Human Resource Management

1.0 INTRODUCTION

The study examined the relationship between HRM practices and Knowledge management of Uganda Bureau of Statistics. Human resource management practices is conceived as the independent variable in the study while knowledge management is the dependent variable.

There are many opinions about the origin of knowledge management which have been advanced. Prusak (2001), "knowledge management originated in Greek philosophers who put their brains together to generate and document knowledge for use by certain of the communities of the day". He traced the intellectual rights knowledge management in the fields of history, sociology, philosophy and psychology. Knowledge management (KM) has become a relevant point for debates on the techniques to assist firms in getting a better competitive edge in the emerging global information economy (Levitt and March, 1996).

Davenport & Prusak (1998), "knowledge is full of a mix of framed experience, values, contextual information, and expert insight that provides a framework for evaluating and incorporating new experience and knowledge management is about coming up with, sharing and applying knowledge within the firm to gain and sustain a competitive advantage" (Petersen and Poulfelt, 2002). Chong, (2000) defined knowledge management as the ability to change the system of core competencies required for knowledge management. An empirical survey by Chong (2000) suggests "KM as a process of making the skills and expertise of people, assisted by IT". Malhotra (1998) believed that "knowledge management entails a processes which seeks a number of records and the information processing ability of ITs and innovative ability of human beings".

The term "human resource" in the Practice of Management was denoted by Drucker (1954) during the industrial Revolution. Drucker presented 3 major managerial roles: controlling the company, other managers, employees and work. It was under the management of staff that he introduced an idea of coordination of workers as HR: compared to others like human and because it is human particular

properties that should be looked at by administrators. He states “HR has qualities and skills which are absent in other resources: capacity to organize, integrate, judge and think”. “Distinct from other resources used by executives, HR uses itself” (Drucker, 1954). The emergence of the term ‘human resource practices’ in Africa was a result of the struggle by Labour Unions before independence to promote the rights of employees (Guest, 2007). At the onset of Human Resource Management, duties and responsibilities of human resources in Africa greatly got revolutionalised from being exclusively a labour force performing routine functions to knowledge power houses capable of being flexible and adaptable to pressures of institutional and technological changes. It therefore became necessary for institution to involve HRM practices into their strategies and to adapt them at all levels of the institution (Guest, 2007).

In East Africa, the term Human Resource began being popular in after 1970s (Miles, 2005). Managers were viewed as individuals that expressed interest in the welfare and security of workers. The employee is feels useful and significant to the institution through regular communication from leaders. Employee involvement, the maximum utilization of resources, leads to enhanced decisions, also improving employee output and satisfaction.

In Uganda, Uganda Bureau of Statistics has made efforts to streamline HRM practices to meet the challenges at hand and those in the future. However, it remains difficult to establish as to whether the streamlined practices have helped to groom people who would help the organization to retain most of its staff. This then poses the research question; should UBOS have cleared HRM practices in the institution or people who are more flexible and adaptable to the dictates of institution and technological change (UBOS, 2013).

2.0 LITERATURE REVIEW

2.1 Theoretical Review

The study was underpinned by Hertzberg (1959) and Nonaka & Takeuchi’s, (1995) ‘SECI’ theory of knowledge conversion. They described work conditions where they saw good or not good in their work. The response obtained was put in positive or negative responses. The features associated to satisfaction and work dissatisfaction were established. Those associated with work satisfaction were “recognition, work itself, growth and responsibilities”. Hertzberg called them *Motivators*. Those associated to dissatisfaction included supervision, interpersonal relationships, work policy and administration, calling them *Hygiene factors*.

Mullins (2002), “Hertzberg’s model is effectively for job satisfaction”. Baron & Greenberg (2003), opines; “his model also called Motivator Hygiene model looks at aspects which are cause job satisfaction and dissatisfaction”. There are certain factors which could boost job satisfaction when present, and dissatisfaction if they are not. He argues “it is not the case”. His model was backed saying “work satisfaction and dissatisfaction emanated from various sources”. They were called “*hygiene factors*”. They don’t add on job satisfaction, hence, have insignificant motivation. Though Hertzberg’s model has added positively to the study, critics are not able to empirically prove the theory with a slight relevance. Still, critics have showed that the theory doesn’t stipulate how motivators and hygiene factors are measured.

2.2 Review of Related Literature

The literature is reviewed according of study objectives) as stated in chapter one of this study

2.2.1 Recruitment and Knowledge Management

The literature on recruitment has been reviewed basing on the indicators of recruitment which are advertising, screening and selection.

Advertising

The advertisement is part of a wider recruitment process designed to attract suitable qualified candidates for a job. Job advertisements are created by human resource professionals or external recruitment agencies working with the managers of departments who need to recruit staff with the right skills and knowledge (Holbrook, 2000). Recruitment advertising covers the processes, methods, design, and branding principles that employers use when they post jobs online or through offline channels to attract the right talented employees. It can comprise not only job postings, but also PR and other information initiatives designed to create interest in as well as find employees for the job and attract the best

Screening

Rugambwa (2011), acknowledges that screening is an efficient way of getting the right candidates for a particular job. Qualifications are an effective way of carrying a package of information on a candidate which is used in signaling. “Employee qualifications in screening for interviews can aid in explaining workers’ attitudes towards their significance when used at an early phase of recruitment, with roles becoming less vital later compared to other factors” (Stasz, 2006). “

Selection: Once a pool of right candidates has been identified through the recruitment process the most appropriate candidates may be identified through a selection process including but not limited to interviewing, reference checking and testing. The purpose of the selection process is to ensure that the best person or people are appointed to the right roles using effective, fair and equitable assessment activities to enable knowledge sharing and management in the organization, (Liebowitz, 2009). The study is silent on

the selection process and dwells more on the recruitment process to find out how it relates to Knowledge Acquisition, sharing and application among the employees in the organization.

2.2.2 Performance Appraisal and Knowledge Management

The literature on performance appraisal has been reviewed basing on the indicators of performance appraisal as laid down in the conceptual framework.

Armstrong & Baron, (2005) “performance is an issue on what people attain and how they attain it. Ortiz, (2004) defines performance appraisal as “a logical procedure where a company engages its staff, as people and group members, in enhancing company effectiveness in realization of its goals”. Performance Appraisal is a process through which an employer gets information on how individual employees are doing their duties in order to pay them according to performance, promotion, improve the level of those who are inefficient and to provide a written clarification as to why the poor performers should be terminated or not promoted.

For purposes of this study, performance appraisal meant the forms of performance appraisal such as the 360 degree rating mechanism, worker-manager appraisal mechanism and the employee self-appraisal techniques. Individuals are guided by the interest in creating a desirable impression on others, executing work and becoming successful in what they do.

2.2.3 Reward and Knowledge Management

Monetary Rewards and Knowledge Management: Kepner (2011) emphasized that “monetary incentives are matters associated with excellent employee performance through money”. They are: “profit sharing, project incentives, stock options and warrants, scheduled bonuses and additional paid vacation”. Normally, they have facilitated in maintaining a positive motivational atmosphere for acquaintances. However, monetary rewards are more than money i.e. monetary rewards for purposes of this study was aimed at investigating salary, advance and wages.

Daya (2009) pointed out that monetary benefits indicated payment for services or work done by an employee. In view of the above definitions, it is evident that monetary rewards are commonly used to mean salary or wages, advance, emoluments and compensation.

Non-Monetary Rewards and Knowledge Management: Biber (2005) defines non-monetary incentives as something that workers receive giving them advantage or improving their life in some way. Aswathapa (2007) argues that rewards are offered with the objective of encouraging employees to perform with zeal and to retain competent executives. He further observes that “employee benefits include; provident fund, gratuity. In the current study a fringe benefit referred to a non-monetary reward”. In this case, the recommendations of Biber (2005) are based on the benefits of fringe benefits hence this study broadened these recommendations.

3.0 METHODOLOGY

Research Design

punch, (2000) “a basic strategy for a given study”. it illustrates every aspect in strategizing and implementing a study. the researcher embraced a cross sectional survey design which helped in gathering information by interacting with respondents, seeking their ideas and opinions. the study used quantitative and qualitative approaches. “quantitative data was collected to explain phenomena in the form of numerical data” (Amin, 2005), “while qualitative data was collected to understand the case in depth” (punch, 2000). Creswell (2003), “a triangulation method which is the use of different research methods, approaches and techniques was ideal to overcome probable bias and sterility of one system approach”. the researcher therefore adopted a triangulation style so as to arrive at the empirical evidence. according to Amin “a mix of the two approaches enables triangulation which makes it feasible for the researcher to make well informed findings and conclusions”

Study Population

The study population was 115 respondents that included 15 top management staff, 35 middle managers and 65 low level staffs (UBOS month of April payroll, 2015). Data from the accessible population was used to generalize the findings of the study.

Sample Size and Selection

“The research was focused on a sample size of 102 obtained from a population of 115”, sampled based on the Krejcie and Morgan, (1970) table. Cooper & Emory (1995: 200),

Table 3.1: Showing Category and Number of Respondents

Category	Population	Sample Size	Sampling Strategies
Top management	15	14	Purposive Sampling
Middle level management	35	32	Simple Random Sampling
Officers	65	56	Simple Random Sampling
Total	115	102	

Source: Primary Data

This was supported by (Chan, 2004), who indicated that more precise estimates which in turn makes the sampling results more reliable.

Sampling Procedure and Techniques

The researcher used both simple random sampling and purposive sampling methods to collect data. From the table above all the top administrators were sampled purposively. “Simple random sampling is a technique that selects a sample without bias from the target population” (Kothari, 2004). “The entire participants had equal chances of being selected” (Amin, 2005). Purposive sampling was used and this is in accordance to Sekaran (2003) who stated that “sometimes it is necessary to obtain information from specific persons who can offer required data because they match certain criteria needed by the researcher”.

Data Collection Methods

It adopted a range of research methods in order to gather data. The methods used included the following:

1. Questionnaire survey

The researcher used the questionnaire survey given that “large quantities of information is obtained in a limited time”. Questionnaire was structured and all respondents gave their responses in writing. “Structured questionnaires were used because they can easily be administered by the respondents” (Kothari, 2004).

2. Interviews

“An interview is a discussion between individuals where questions are asked by an interviewer prompts facts from the interviewee”. They are done between individuals where one is the interviewer and the other is the interviewee. “They also have the advantage of collecting in depth data” (Barifajjo, Basheka & Oonyu, 2010). Unstructured interviews were conducted with the respondents. A set of predetermined questions with standardized procedures of data recording were applied.

3. Documentary review

Secondary data entailed use of published and unpublished documents. Creswell (2009), “secondary data focused on documents that offered a baseline in which obtained primary data results were compared to others”.

Data collection instrument

Instrument applied in the study for the collection of data included the following:

1. Self-Administered Questionnaire (SAQ)

The questionnaire was employed in obtaining data from all participants listed in the category of samples. Questionnaire was structured and all respondents gave their responses in writing. “Structured questionnaires were used because they can easily be administered by the respondents” (Kothari, 2004).

2. Interview Guide

The interview guide was used to obtain data. “It enabled getting more information and clarification” (Junker & Pinnink, 2005). Interviews enabled, researcher to collect firsthand information.

3. Document Review Checklist:

It was used to get secondary data. Here, information was collected by using published and unpublished documents. Somekh & Lewin, (2005), “documents are useful denoted in the study design of successive primary studies and provided a baseline where obtained primary data results are compared to others”. This eased the process of capturing the required data from the targeted documents in this study.

Quality Control of Data Collection

In order to ensure that quality of data obtained is valid and reliable, tools were tested for validity and reliability.

Validity

The researcher used the CVI to check the validity of the questionnaire contents. It was computed by use of the formula below;

$$CVI = \frac{\text{Number of Judges declared item valid}}{\text{Total number of items in the instrument}}$$

Reliability

Amin, (2005) “it is dependability or trustworthiness, the level at which a tool consistently measures what it is meant to measure”. To ensure the quality of instruments and for consistent results, the instruments were checked by the superiors to evaluate the relevance of each item in the instruments to the objectives and research questions. The researcher then made judgments to ensure that the instruments were relevant, clear and reliable. The researcher also discussed them with academic colleagues to ensure accuracy and consistency.

Data Analysis

Data analysis was done quantitatively and qualitatively and this entailed applying techniques that best suited each.

4.0. DATA PRESENTATION, ANALYSIS AND INTERPRETATION OF THE FINDINGS

Response Rate

Presentation of tabulated data according participants’ response rate

Table 4.1: Response Rate

Instrument	Target	Actual Response	Response rate
Questionnaire	105	102	97.1
Interviews	05	04	80

Source primary data

Table 4.1 above presents the response rate from the study. The number of questionnaires issued out were 105 and 102 were returned making a response rate of 97.1%. Face to face interviews were conducted with participants; and 04 of them were interviewed.

Creswell (2003) notes that “a response rate above 50% of the target number is adequate” and valid to undertake the study.

Empirical Results on Human Resource Management Practices and Knowledge Management

Here, the empirical findings for each of the specific study objectives is given, analysed and interpreted with an overall goal of demonstrating how human resource management influences knowledge management

Human Resource Management Practices and Knowledge Management

This item on independent variable (human resource management practices) were measured on scale referred to as the five-point Likert scale where code 1 = Strongly Disagree, 2 = Disagree, 3 = Undecided, 4 = Agree and 5 = Strongly Agree. Descriptive data is as presented in Table 4.15.

Objective One: Recruitment Procedure and Knowledge Management

The items were structured basing on the objectives of the study. Items were measured on a five-point Likert scale where code 1 = Strongly Disagree, 2 = Disagree, 3 = Undecided, 4 = Agree and 5 = Strongly Agree and analyzed basing 5 questions which are statistically tabulated and presented in the table below with the frequencies and percentages according to the responses collected.

Table : Summary Statistics on Recruitment Procedure

Item	Responses	Frequency	Percent	Mean	Std Deviation
Advertising jobs is an essential process in the recruitment process in UBOS	Strongly Disagree	3	3%	4.54	0.877
	Disagree	2	2%		
	Not sure	2	2%		
	Agree	24	23.8%		
	Strongly Agree	70	69.3%		
The jobs are advertised in newspapers with wide circulation	Strongly Disagree	01	1.0%	4.12	0.986
	Disagree	10	9.8%		
	Neutral	07	6.9%		
	Agree	40	39.9%		
	Strongly Agree	43	42.2%		
The screening of candidates is done on merit	Strongly Disagree	04	3.9%	3.800	1.00
	Disagree	07	6.9%		
	Neutral	17	16.7%		
	Agree	49	48.0%		
	Strongly Agree	23	22.5%		
Only short listed candidates are invited for interviews	Strongly Disagree	01	1.00%	4.17	0.984
	Disagree	07	6.9%		
	Neutral	13	12.7%		
	Agree	30	29.4%		
	Strongly Agree	47	46.1%		
The right candidates are selected	Strongly Disagree	01	1.00%	3.78	0.899
	Disagree	07	6.9%		
	Neutral	25	24.5%		
	Agree	44	43.1%		
	Strongly Agree	21	20.6%		
There is careful scrutiny of the academic qualifications of the candidates	Strongly Disagree	05	4.9%	3.980	1.058
	Disagree	04	3.9%		
	Neutral	15	14.7%		
	Agree	41	40.2%		
	Strongly Agree	36	35.3%		

*Source Primary Data**N=102*

As to whether advertising jobs is an essential process in the recruitment process in UBOS, the respondents responses showed that cumulatively, the larger percentage (93%) of the participants agreed and 7% disagreed. The mean = 4.54 was above the median

score, three, which on the five-point Likert scale used to assess items indicated that the respondents agreed that advertising jobs is an essential process in the recruitment process in UBOS.

Responses to the question as to whether the jobs are advertised in newspapers with wide circulation, (83.1%) agreed while 10.8% disagreed. The mean = 4.12 close to the median score, three, that indicated that the jobs are advertised in newspapers with wide circulation.

Relatedly another respondent noted

“Yes we do advertise before any shortlisting as it is done. Newspapers used include the new vision Newspaper, Daily Monitor and Red Pepper Newspaper”.

This is in agreement with UBOS HRM Manual reviewed stipulates that an advert should be made when a place fall vacant to attract a pool of talented employees.

With respect to whether the screening of candidates is done on merit, cumulatively the larger percentage (70.5%) agreed with 10.8% disagreeing. The mean = 3.800 which corresponded to agreed indicated most of them affirmed that the screening of candidates is done on merit. A respondent noted that *candidates are recruited on merit both for jobs internally and externally advertised*. Internal recruiting inspires employees to perform at peak productivity.

In relation to internal advertising of jobs, the HRM noted *“Internal advertising of jobs saves a lot of time and costs on the side of the company. It makes me feel relaxed and easy because I know I am not going to receive a thousand applications to review since in this case 5 or 6 insiders will apply for the job. It indeed eases pressure on me”*

This indicated that *“internal recruitment cheaper to the organization than hiring externally”*. *“In a vacancy for existing employees, the HR unit only posts on an organization notice board and circulate it on the UBOS website”*. *“Recruiting externally calls for advertising in external media like newspapers”*. *“Not forgetting a cost of HR expertise time in screening applicants and unit executives’ time in conducting primary interviews”*.

As to whether only short listed candidates are invited for interviews, cumulatively the larger percentage (75.4%) agreed with 7.9% disagreed. The mean = 4.17 meant that the respondents the respondents agreed the only short listed candidates are invited for interviews. It was observed that only shortlisted candidates are invited for interviews and this takes place after all application have been received and properly screened.

A respondent lamented

“Yes it is only short listed candidates that are invited for interviews”. *“We shortlist basing on the qualifications which one has scored”*. *“This is useful as a rapid screening test can be applied with other data to improve selection and placement decisions”*.

This implied that the weight system is better than the self-selection method in UBOS. With respect to whether the right candidates are selected, cumulatively the larger percentage (73.7%) agreed and 7.9% disagreed. The mean = 4.29 which corresponded to agreed indicated most of the participants accepted that the right candidates are selected.

Objective Two: Performance Appraisal and Knowledge Management

The items were structured basing on the objectives of the study. Items were measured on a five-point Likert scale where code 1 = Strongly Disagree, 2 = Disagree, 3 = Undecided, 4 = Agree and 5 = Strongly Agree and analysed basing 6 questions which are statistically tabulated and presented in the table below with the frequencies and percentages according to the responses collected.

Table: Summary Statistics on Performance Appraisal

Item	Responses	Frequency	Percent	Mean	SD
The organization uses a variety of performance appraisal techniques to appraise our employees	Strongly Disagree	04	3.9%	4.00	1.08
	Disagree	09	8.8%		
	Not sure	08	7.8%		
	Agree	42	41.2%		
	Strongly Agree	39	38.2%		
Performance appraisal is frequent in UBOS	Strongly Disagree	01	1.0%	3.990	0.888
	Disagree	08	7.8%		
	Neutral	10	9.8%		

	Agree	54	52.9%		
	Strongly Agree	28	27.5%		
Performance appraisal is conducted in the best way possible	Strongly Disagree	02	2.0%	3.48	0.958
	Disagree	12	12.0%		
	Neutral	37	36.3%		
	Agree	34	33.3%		
	Strongly Agree	15	14.7%		
Management supports me to improve my weaknesses	Strongly Disagree	07	6.9%	3.14	1.02
	Disagree	19	18.8%		
	Neutral	33	32.7%		
	Agree	36	35.6%		
	Strongly Agree	06	5.9%		
The performance feedback given to all employee on a timely way.	Strongly Disagree	17	16.7%	2.71	1.12
	Disagree	27	26.5%		
	Neutral	30	29.4%		
	Agree	24	23.5%		
	Strongly Agree	04	3.9%		
I work to meet deadlines and achieve the company's vision and mission.	Strongly Disagree	04	3.9%	4.14	0.920
	Disagree	03	2.9%		
	Neutral	03	2.9%		
	Agree	55	54.5%		
	Strongly Agree	36	35.6%		

Source Primary Data

N=102

With respect to whether the organisation uses a variety of performance appraisal techniques to appraise our employees, cumulatively the larger percentage (79.4%) agreed with 12.7% disagreeing. The mean = 4.00 which corresponded to agreed indicated most of the participants confirmed that the organisation uses a variety of performance appraisal techniques to appraise our employees.

Responses to the question as to whether performance appraisal is frequent in UBOS (78.4%) agreed while 17.8% disagreed. The mean = 4.49 close to the median score, three, that indicated that performance appraisal is frequent in UBOS.

As to whether PA is conducted in the best way possible, the respondent's responses showed that "cumulatively, the larger percentage (48%) of the respondents agreed and 14% disagreed". The mean = 3.48 was above the median score, three, which on the five-point Likert scale used to assess items indicated that the respondents agreed that performance appraisal is conducted in the best way possible.

Responses to the question as to whether management supports employees to improve their weaknesses (41.5%) agreed while 25.7% disagreed. The mean = 3.14 close to the median score, three indicated that management supports employees to improve my weaknesses.

With respect to whether the performance feedback given to all employees on a timely manner, 27.4% agreed with 43.3% disagreeing. The mean = 2.71 which corresponded to agreed indicated the majority of the respondents agreed that the performance feedback is not given to all employee on a timely manner.

As to whether they work to meet deadlines and achieve the company's vision and mission, cumulatively the larger percentage (80.1%) agreed with 6.8% disagreed. The mean = 4.14 meant that the respondents agreed that they work to meet deadlines and achieve the company's vision and mission.

It was observed that "managers, particularly those who do not check staff data, have tended to assess basing on events which happened in the last few months. Prejudiced assessments are common in UBOS yet they restrict cultural change

Objective Three: The relationship between Rewards and Knowledge Management

The items were structured basing on the objectives of the study. Items were measured on a five-point Likert scale where code 1 = Strongly Disagree, 2 = Disagree, 3 = Undecided, 4 = Agree and 5 = Strongly Agree and analysed basing 6 questions which are statistically tabulated and presented in the table below with the frequencies and percentages according to the responses collected.

Table : Summary Statistics on Rewards

Item	Responses	Frequency	Percent	Mean	
My salary is paid on time	Strongly Disagree	03	2.9%	4.49	0.864
	Disagree	02	2.0%		
	Not sure	01	1.0%		
	Agree	32	31.4%		
	Strongly Agree	64	62.7%		
I would work with more vigor and enthusiasm if my salary is increased	Strongly Disagree	05	4.9%	4.29	1.042
	Disagree	01	1.0%		
	Neutral	09	8.8%		
	Agree	27	27.3%		
	Strongly Agree	55	55.6%		
My salary compares well with other employees in other organizations with the same qualifications	Strongly Disagree	08	7.8%	3.37	1.203
	Disagree	15	14.7%		
	Neutral	30	29.7%		
	Agree	26	25.7%		
	Strongly Agree	21	20.8%		
I get allowances besides my job salary	Strongly Disagree	17	16.8%	3.17	1.371
	Disagree	19	18.8%		
	Neutral	10	9.9%		
	Agree	38	37.6%		
	Strongly Agree	16	15.8%		
Every extra responsibility assigned to me is remunerated	Strongly Disagree	27	26.5%	2.46	1.19
	Disagree	29	28.4%		
	Neutral	23	22.5%		
	Agree	18	17.6%		
	Strongly Agree	05	4.9%		
I am satisfied with the provident fund benefit that the organization gives me	Strongly Disagree	04	4.0%	3.25	1.07
	Disagree	26	25.7%		
	Neutral	21	20.8%		
	Agree	40	39.6%		
	Strongly Agree	10	9.9%		

Source Primary Data

N=102

With respect to whether my salary is paid on time, cumulatively the larger percentage (94.1%) agreed with 4.9% disagreeing. The mean = 4.49 which corresponded to agreed indicated the majority of the respondents agreed that my salary is paid on time. All employees in this case agreed that their salaries are paid every month before the 30th which makes the pay prompt

Responses to the question as to whether we would work with more vigour and enthusiasm if my salary is increased, (82.9%) agreed while 8.8% disagreed. The mean = 4.29 close to the median score, three, that indicated that we would work with more vigour and enthusiasm if my salary is increased.

As to whether UBOS salary compares well with other employees in other organizations with the same qualifications, the respondents' responses indicated that cumulatively, the larger percentage (46.5%) of the respondents agreed and 22.5% disagreed. The mean = 3.86 was above the median score, three, which on the five-point Likert scale used to assess items indicated that the respondents agreed that UBOS salary compares well with other employees in other organizations with the same qualifications.

In connection to the above a respondent noted that the salary survey carried out revealed that UBOS is not poorly remunerating its workers in comparison to other organisation. This indicated that salary is not a key management concern when it comes to its effectiveness. In 2017, management improved the salary structure of UBOS. Currently the Executive Director gets a gross of 28,000,000, Deputy Executive Directors 17,000,000, Directors 15,000,000, Managers 14,000,000, Principals 6,000,000, Seniors 5,000,000, Officers 3,000,000, Supervisors 2,000,000 and Support staff 1,000,000 million shillings.

Responses to the question as to whether we get allowances besides the job salary, (53.4%) agreed while 35.6% disagreed. The mean = 3.54 close to the median score, three, that indicated that we get allowances besides the job salary.

With respect to whether every extra responsibility assigned to me is remunerated, cumulatively the 22.5% agreed with 54.9% disagreeing. The mean = 2.46 which corresponded to agreed indicated the majority of the respondents noted that every extra responsibility assigned is not remunerated.

As to whether they are satisfied with the provident fund benefit that the organization gives me, cumulatively the larger percentage (49.5%) agreed with 29.7% disagreed. The mean = 3.25 meant that the respondents agreed that they are satisfied with the provident fund benefit that the organization gives me.

Table : Frequencies, Percentages and Means on Knowledge Management

Item	Responses	Frequency	Percent	Mean	Std Deviation
Members of UBOS are active in external professional networks and associations.	Strongly Disagree	03	2.9%	3.59	0.925
	Disagree	09	8.8%		
	Not sure	27	26.5%		
	Agree	50	49%		
	Strongly Agree	13	12.7%		
UBOS actively collects information about the needs and wishes of its clients.	Strongly Disagree	03	2.9%	3.65	0.903
	Disagree	07	6.9%		
	Neutral	25	24.5%		
	Agree	52	51%		
	Strongly Agree	13	12.7%		
If important knowledge is not available, UBOS buys it, e.g. journals, research reports.	Strongly Disagree	06	5.9%	3.207	0.983
	Disagree	14	13.7%		
	Neutral	42	41.2%		
	Agree	31	30.4%		
	Strongly Agree	08	7.8%		
If needed, UBOS hires new staff members who possess missing knowledge.	Strongly Disagree	03	3.0%	3.53	0.922
	Disagree	07	6.9%		
	Neutral	38	37.6%		
	Agree	39	38.6%		
	Strongly Agree	14	13.9%		
	Strongly Disagree	03	2.9%	3.65	0.903

UBOS does research to explore future possibilities and new knowledge	Disagree	07	6.9%		
	Neutral	25	24.5%		
	Agree	52	51.0%		
	Strongly Agree	13	12.7%		
Employees regularly follow courses, training programmes and seminars to remain up to date.	Strongly Disagree	04	3.9%	3.67	0.976
	Disagree	08	7.8%		
	Neutral	22	21.6%		
	Agree	51	50.0%		
New members of staff are assigned to mentors who help them to find their way in the organisation.	Strongly Disagree	08	7.9%	3.13	1.14
	Disagree	24	23.8%		
	Neutral	27	26.7%		
	Agree	30	29.7%		
Much knowledge is distributed in informal ways, e.g. in the corridors, tea-rooms, etc.	Strongly Disagree	05	5.0%	3.04	1.07
	Disagree	32	31.7%		
	Neutral	25	24.8%		
	Agree	31	30.7%		
Colleagues inform one another regularly about positive experiences and successful projects undertaken.	Strongly Disagree	03	2.9%	3.45	0.964
	Disagree	16	15.7%		
	Neutral	23	22.5%		
	Agree	50	49.0%		
Job rotation occurs, based on one's know-how, thereby ensuring knowledge distribution.	Strongly Disagree	06	5.9%	3.24	1.01
	Disagree	17	16.8%		
	Neutral	31	30.7%		
	Agree	40	39.6%		
Members promote new knowledge externally in the market through the dissemination of research findings.	Strongly Disagree	02	2.0%	3.84	0.891
	Disagree	05	4.9%		
	Neutral	22	21.6%		
	Agree	50	49%		
Experiences of staff and other clients are used to improve our services.	Strongly Disagree	02	2.0%	3.77	0.827
	Disagree	06	5.9%		
	Neutral	17	16.7%		
	Agree	61	59.8%		
We apply existing know-how in a creative manner in new applications	Strongly Disagree	01	1.0%	3.69	0.731
	Disagree	04	3.9%		

	Neutral	29	28.4%		
	Agree	58	57.4%		
	Strongly Agree	09	8.9%		
Members promote new knowledge internally within UBOS	Strongly Disagree	01	1.0%	3.62	0.772
	Disagree	08	7.9%		
	Neutral	26	25.7%		
	Agree	59	58.4%		
	Strongly Agree	07	6.9%		
Before developing new course or programmes, we carry out market research among potential clients	Strongly Disagree	07	6.9%	3.35	1.04
	Disagree	11	10.8%		
	Neutral	33	32.4%		
	Agree	38	37.3%		
	Strongly Agree	11	10.8%		

Source: Primary data 2

N=102

With respect to whether members of UBOS are active in external professional networks and associations (61.7%) agreed with 11.7% disagreeing. The mean = 3.59 which corresponded to agreed indicated the most participants accepted that their salary is paid on time. Responses to the question as to whether UBOS gathers information on the needs and wishes of its clientele, (63.7%) agreed while 9.8% disagreed. The mean = 3.65 close to the median score, three, that indicated that UBOS gathers information on needs and wishes of its clientele.

As to whether when significant knowledge is not obtainable, UBOS buys it, e.g. journals, research reports, participants' responses indicated that cumulatively, the larger percentage (38.2%) of the respondents agreed and 19.6% disagreed. The mean = 3.38 was above the median score, three, which on the five-point Likert scale used to assess items indicated that "If important knowledge is not available, UBOS buys it, e.g. journals, research reports".

When there is a training need, it is identified and taken to the training committee that discusses the application based on the need and sends out staff for the training.

Responses to the question as to whether if there is need, UBOS recruits new employees who with missing knowledge, (52.5%) agreed while 9.9% disagreed. The mean = 3.53 close to the median score, three, that indicated that if needed, UBOS recruits new employees who with missing knowledge.

On whether UBOS conducts studies in investigating prospective possibilities and new knowledge, 9.8% disagreed with 63.7% agreeing. The mean = 3.67 which corresponded to agreed indicated the majority of the respondents agreed that UBOS does research to explore future possibilities and new knowledge.

It was observed that through trainings carried out, reports are produced that are circulated on the intranet. The reports before being published are given out to immediate supervisors, the training officer and lastly to the training committee and the same report is presented to the auditors.

As to whether employees often follow courses, training programs and seminars to stay up to date, 11.8% disagreed with 66.7% agreed. The mean = 3.67 meant that the respondents the respondents agreed that "employees regularly follow courses, training programs and seminars to stay up to date".

A respondent noted that

In respect to if employees are given to mentors to assist them in finding their way in the organisation (41.6%) agreed with 31.7% disagreeing. The mean = 3.13 which corresponded to agreed indicated most of the participants confirmed that "new employees are assigned to mentors who assist them to get their way in the organisation".

"Mentor and mentee relationship is rare in our organisation since most people are busy with work and no time to mentor others"

Responses to the question as to "whether a lot of knowledge is distributed in informal ways, e.g. in corridors, tea-rooms, etc.", (47.6%) agreed while 36.7% disagree. The mean = 3.04 close to the median score, three, that indicated that "a lot of knowledge is distributed in informal ways, e.g. in corridors, tea-rooms, etc.".

As to "whether counterparts inform each other frequently on positive experiences and successful projects conducted", responses indicated that cumulatively, the larger percentage (47.8%) of the respondents agreed and 18.6% disagreed. The mean = 3.95 was above the median score, three, which on the five-point Likert scale applied to assess items showed that "counterparts notify each other frequently on positive experiences and successful projects conducted".

Responses to the question as to whether job rotation is done basing on staff know-how, hence, knowledge distribution (56.5%) agreed while 22.7% disagreed. The mean = 3.24 close to the median score, three, that indicated that “job rotation takes place, basing on employee know-how, hence, knowledge distribution.

On whether members encourage new knowledge externally in the market through giving out study findings, cumulatively the larger percentage (70.6%) agreed with 6.9% disagreeing. The mean = 4.23 which corresponded to agreed indicated “the majority of the participants agreed that members encourage new knowledge externally in the market by giving out study findings”.

As to “whether employees regularly follow courses, training programs and seminars to stay up to date”, cumulatively the larger percentage (11.8%) disagreed with 66.7% agreed. The mean = 3.67 meant that the respondents the respondents agreed that “employees frequently follow courses, training programmes and seminars to stay up to date”.

As to whether experiences of employees and other customers often improve the institution services, 7.9% disagreed with 72.6% agreed. The mean = 3.77 meant that the respondents the respondents agreed that experiences of staff and other clients are used to improve the institution services.

The experience is not an issue since most staffs don’t want to front experience at the expense of the attainment of the organisational goals

With respect to whether staff applies prevailing know-how in a creative way in new applications, cumulatively the larger percentage (66.3%) agreed with 4.9% disagreeing. The mean = 3.69 which corresponded to agreed indicated the majority of the respondents agreed that “staff apply prevailing know-how in a creative way in new applications”.

Responses to the question as to whether members promote new knowledge internally within UBOS (65.3%) agreed while 8.9% disagreed. The mean = 3.62 close to the median score, three, that indicated that members promote new knowledge internally within UBOS.

As to whether prior to developing new programs, UBOS carries out market research amongst prospective clientele, participants’ responses indicated that cumulatively, the larger percentage (48.1%) of the respondents agreed and 17.4% disagreed. The mean = 3.35 was above the median score, three, which on the five-point Likert scale applied to assess items indicated that “prior to developing new course or programs, UBOS conducts market research amongst prospective clientele”.

5.0 DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The section gives discussion, conclusions, recommendations based on study objectives.

5.2. Discussion of Findings

The findings are discussed on the basis of the study objectives as presented in chapter one.

5.2.1: Recruitment and Knowledge Management

Findings showed that “there is a positive significant relationship between recruitment and knowledge management in UBOS”. Findings revealed that “the actual channels or vehicles used to attract candidate in UBOS is advertising which seem to affect if right types of applicants are encouraged to apply, and to persist in their application”. Sometimes the board may decide to have some jobs internally advertised and candidates within with the right education qualification thereafter are encouraged to apply. This is in line with Barney (2000) who “all companies regard internal advertising as significant due to the competitive labour market environment in India”. External advertising of jobs in UBOS found to help “to enhance the performance of companies which trail it”. This is in line with Coleman & Chian (2003) who would love to have major positions in the company advertised externally.

Evidence from the interviews suggested that “UBOS’s reputation has a direct influence on attraction to the company, and is a significant influence on applicant assessment”. Thus, labour market shortages and the “war for talent” in institutions in Uganda has highlighted effort for institution image and on employing marketing principles of advertising to draw top candidates to opt for an institution’s offer of job above what the competitor offers. It was similarly observed by Chan (2000) that advertising helps to attract the top talents in the market.

Findings revealed that “screening is done on merit in UBOS, typically the screening exercise entails assessing applications and deciding if candidates shall be called in selection process”. UBOS carries out the pre-screening of candidates by relying on techniques e.g. applications, CVs, bio – data etc. Similar findings were observed by Kann, (2002) who noted that “the screening exercise entails assessing the forms and CVs, deciding if candidates shall be called to participate in the selection procedure, however it is important to have the process done on merit”.

Findings further revealed “candidates that use the web are sorted through online pre-screening that is filled during application procedure, while other candidates are screened using resumes and telephone”. The findings are consistent with Leonard (2005) who noted that it is important to use the best means of screening so that potential candidates are chosen.

It was observed that “online assessment, ability and screening tests were used for entry-level vacancies only”. “It is due to the cost of applying the tests being justified through the benefit of screening a large number of immaterial candidates at entry phases”. Online integrity testing was launched by UBOS in 2011 for junior positions. “Although it was a fresh instrument, it was positive on its use in screening”. “UBOS’ failure to use ‘online’ screening tests before 2011, was expected failure of IT, and the intention of executing them in future”. The findings are in line with Draft, (2009).

Findings revealed that interviews are always free and fair and follow the principles of human resource management. “Good interviewing practices reduce risks of failure to attain company approach and of spending needless costs as: institutional strategies can be jeopardized if individuals who are chosen are not able of doing the role well, if schedules are not timely, or if no appointment is done”. Similar findings were observed by Luthan (2001) who stated that the interviewing process should be transparent, free and fair.

Furthermore it was observed that in UBOS, “the process of selection starts with identifying a post and determining the necessity of extra HRs”. Then, a full analyses of the job in which selection decisions are to be made is done to determine the selection procedure and collect appropriate data on the job. Next is “prescreening the candidates in order to choose those who may not have requirements and minimizing the number of candidates to administrative options for the following phase called - selection”. “It includes use of thorough evaluation strategies to pick from candidates with best potential for success at the work and institution. It was similarly observed by Okello (2007) that a detailed selection process should be observed in all major companies.

5.2.2: Performance Appraisal and Knowledge Management

Findings showed “a positive significant relationship between performance appraisal mechanisms and knowledge management in UBOS”. Findings based on interviews revealed that “PA is a crucial area in UBOS”. “It has helped UBOS to build a fine group of management which has helped it improve the company’s performance year in and year out”. It was observed that executives, particularly those who don’t check for staff data, tend to assess employees performance basing on proceedings which happened in the last few months. It was observed by Bowen (2004) that appraisals should be based on performance other than anything else. It is important that the manager should be trusted in respect to performance evaluation

Findings revealed that the management of UBOS tries to invest more time in the appraisal process to see to it that the process is successful. Managers must appraise employees they have no knowledge about. This is contrary to what Boxall, (1998) asserts that “executives feel they don’t own the procedure, so they put less effort then go ahead to blame HR whatever happens”. Executives of big and global company and fresh hired administrators could be made to conduct assessments on staff they don’t know. Recent elevated executives can be required to evaluate previous supervisees. Managers who go a step to offer sincere feedback and really develop performance of their staff are not recognized.

Findings based on the surveys revealed that “performance appraisal in UBOS is looked at as key and an important instrument for an institution, the information given is very helpful in decisions on several employee issues like promotion and merit”. The findings are in line with Chan & Snape, (2004) who opine “PA is a technique to combining HR functions and company strategies in UBOS and might be viewed as a general concept with a blend of tasks where institutions try to evaluate staff and grow their skill, improve performance and allocate rewards”.

Findings further indicate “staff were contented and had bigger approval of PA when staff growth and performance enhancement was stressed”. Findings showed that “performance evaluations have a positive effect on the employees”. The findings revealed that “poor performers were more contented when salary debate was part of PA than when it was not”. Contrary, it is believable that “outstanding performers are happy with the assessment”. Similarly it was observed by Mukasa, (2006) that “performance appraisals have a positive effect on the employees most especially when executives make a step in providing sincere feedback and enhance performance of staff are not recognized”.

Findings based on the interviews revealed that “in UBOS, executives are not trained on assessing and giving sincere feedback”. Draft, (2001) asserts that “certain executives offer feedback which is unclear no to annoy anyone”. However, what is vital is training, the managers in the appraisal process so that they are more proficient when it comes to the appraisal process.

5.2.3 Rewards and Knowledge Management

Results showed “a positive relationship between rewards and knowledge management”. According to these results and the mental procedure of staff, “high employee recognition will enhance motivation for knowledge management”. If staff are recognized, they execute tasks in the right way hence stimulating motivation for knowledge management.

Findings revealed staff have an opportunity of being promoted in the organization. It has enhanced security psychologically for staff and a favorable work atmosphere for them. It justifies the needs of Maslow's hierarchy i.e. safety needs" (Mukasa, 2006). Basing on this, mental form of a staff has a key impact on motivation. In the class are teamwork with fellow staff and regular organization meetings. "Through visualizing Maslow's hierarchy of needs, we appreciate the dimensions shall aid the belonging needs" (Kelly, 2006).

5.3 Conclusions

This study was designed to answer three research questions and this section will summarize the key findings of the study in relation to each research objective in order to formulate the recommendations of the study. Study conclusions were drawn basing on the different research objectives as shown below;

5.3.1 Recruitment and Knowledge Management

Jobs are advertised both internally and externally although UBOS prefers to have top management position advertised externally because they attract a lot of people with varying skills. When people with a diversity of skills are recruited chances of enhancing knowledge management in UBOS in terms of acquisition, application and sharing are high. Advertisement of jobs was found to be the most effective way of attracting competent personnel to the organization.

5.3.2: Rewards and Knowledge Management

From the foregoing findings however, it has been clear that rewards influence knowledge management in UBOS. When employees are properly rewarded chances of enhancing knowledge management in UBOS in terms of acquisition, application and sharing are high. Therefore, a research gap was evident in investigating whether rewards increases knowledge management. The employees felt that being paid on time was not a key factor but how much they were paid was more essential. They felt that they would be better motivated if the organization introduced other monetary and non-monetary benefits.

5.3.3: Performance Appraisal and Knowledge Management

The study revealed that performance appraisal mechanisms influences and knowledge management in UBOS. It further noted that performance appraisal could be more effective if they were well planned and aimed at fulfilling the designated objectives of the institution. When performance appraisal is well planned, chances of enhancing knowledge management in UBOS in terms of acquisition, application and sharing will be high. Although performance appraisals are carried out in UBOS, the employees felt that they have not helped to achieve the designated objectives. The appraisal mechanism would be more effective if it was being used as a basis for promotion and rewards to the employees in the institution. Furthermore, appraisals would be more effective if they are aimed at enhancing employee performance.

5.4 Recommendations

The researcher recommended that;

5.4.1 Recruitment and Knowledge Management

Managers should be aware that in encouraging the use of external advertising, the organization can be opening up to getting a variety of applicants with diverse skills, therefore UBOS should rely more on external advertisement than internal recruitment. External advertising of jobs keeps employees on the edge because they know they must compete against external people for jobs which is good. Human Resource managers must be wary of using completely unstructured interviews for higher, more critical senior positions because of the number of dysfunctions associated with its use

5.4.2 Rewards and Knowledge Management

A system that rewards high performance and discourages mediocre performance should be put in place to include various rewards such as financial rewards, public acknowledgments, promotions, greater work responsibilities, learning and study opportunities. Greater emphasis must be given to non-monetary rewards. Participation should be considered as early as possible and throughout the process, representing relevant employees systematically. The process needs to have clear objectives and skilled facilitation from the onset. Employee participation in the decision making process must be institutionalized. In this light, participatory processes may seem very risky, but there is growing evidence that if well designed, these perceived risks may be well worth taking.

5.4.3: Performance Appraisal and Knowledge Management

The performance appraisal programme in UBOS should be well thought out and tailored for the institution. The appraisal process must be viewed as an activity rather than a once year event. In other words, performance management should be a continuous process and not an activity conducted once a year. Performance expectations and actual performance must be discussed often and regularly. Performance feedback should be timely and continuous. Employees should be given instruction on how performance can be improved and must have short-and long-term goals set to show incremental improvements. Managers should be encouraged to engage in careful, systematic and professional planning and implementation of the performance management theory. Implementation time frames should be respected. All documentation and forms should be completed properly and professionally, especially performance agreements and personal development plans. Mechanisms should be put in place to ensure the objectivity of performance ratings and judgments, and to reduce favoritism and bias. Mechanisms should also be put in place to take corrective action against poor performers.

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