

# Strategic Human Resource Management and Organizational Performance in Uganda: The Case of Wavamuno Group of Companies, Kampala

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**Abstract:** The study examined “Strategic Human Resource Management and Organizational Performance in Uganda: the case of Wavamuno Group of Companies, Kampala-Uganda”. It was guided by three objectives namely; to examine how SHRM influenced performance organizational performance in Wavamuno Group of Companies, Kampala-Uganda, to examine the relationship between strategic human resource management and performance in Wavamuno Group of Companies, Kampala-Uganda and to identify the challenges facing strategic human resource management in achieving organizational performance in Kampala-Uganda. The research design which was used to achieve the results was descriptive and exploratory implying that the study was both qualitative and quantitative in nature. The data collection methods and tools were self-administered questionnaire, interviews and documentary analysis. Regarding the findings, whether the respondents understood what strategic human resource management was all about, the results showed that this was impossible because majority of the respondents answered in the negative. This was further backed up by the fact that over 50% of the respondents stated that they were not conversant with organizational performance. However, they could note that good management was an indicator of organizational performance. Also recognition of the outside environment was the major indicator of strategic human resource management. On the second objective, it was impossible to tell whether the respondents understood the nature of relationship between SHRM and organizational performance because of the dual conflicting results. There were so many ways through which SHRM contributed to organizational performance but the major ones were supports organization implement business and maintaining edge, among others. Because of the conflicting results it was impossible to ascertain whether the respondents were aware of the challenges. Among the many challenges facing SHRM in achieving organizational performance but the most services one pointed out by the respondents were initiatives such as threats and employees perceive initiatives differently and long serving employees clinging to status quo. It was confirmed that SHRM influenced organizational performance, hence SHRM contributed to performance. Policy issue is a very pertinent issue in the organization, without if the organization cannot move forward. It was therefore concluded that there was a very relation between SHRM and organizational performance. Generally the study recommends that SHRM is pre-eminent to organizational performance.

**Keywords :** Strategic Human Resource Management ; Organisational Performance ; Uganda ; Wavamuno Group of Companies ; Human Resource; Kampala ; Human Resource Management

## 1.1 Introduction

As an entry point to the topic of study current scholars’ definition have been exploited to get the broad meaning of strategic management. It is the process of examining both present and future environments, formulating the organizations objective, and making, implementing and controlling decisions focused on achieving three objectives in the present and future environments. Strategic management is defined as the set of decisions and actions resulting in the formulation and implementation of strategies designed to achieve the objectives of the organization. In addition according to Drucker, P. (1954) somehow differed asserting that strategic management is not a box of tricks or a bundle of techniques, it is analytical thinking commitment of resources to action. Strategic management provides overall direction to an enterprise and involves specifying the organization’s objectives, developing policies and plans to achieve these objectives, and then allocating resources to implement plans. This definition of Strategic management is no difference with the definition of SHRM.

### 1.1.1 Historical Background

Using the past thirty years the concept of strategy has become one of the everyday words of managers. However, the context of strategy is not new. Military Diplomatic strategies have existed since prehistoric times. The term “strategy”, is derived directly from the ancient Greek “strategos”, which means “a general” and connected the art and science of directing military forces. The term later was adopted in the political realm, and at that time of Machiavelli was extended to mean the planned exercise of power and influence to achieve the political ends of the state (Machiavelli, 1950). It is further stated that mere recently, strategy has taken on new meanings and is frequently used to refer to the endeavours of various organizations, to anticipate, respond to, and generally survive in their environments.

A number of the tools of military strategy developed during World War II subsequently were employed in the business sector-make business at once more efficient and capable of adhering its goals. Military principles and strategy games provide insights to the identification strategies. However, the application of these discrete management techniques was somewhat problematic.

From other perspectives it has also been observed that strategic management discipline originated in the 1950s and 1960s, and among the contributions, the most influential were Peter Drucker, Phillip Selznich, Alfred Chandler, Igor Ansoff, and Bruce Henderson. The discipline draws from earlier thinking and texts on 'strategy' dating back thousands of years. In respect to this one of the earliest known discussions of strategy is offered in the Old Testament of the Bible (Brackers, 1980).

Approximately 3,500 years, Moses faced quite a challenge after leading his fellow Hebrews out of encasement in Egypt. Moses was overwhelming as the lone strategist at the helm of a nation that may have exceeded one million people as the story proceeds. Seemingly in ancient China, strategist and philosopher Sun Tzu offered thoughts on strategy that continue to be studied carefully by business and military leaders today. Sun Tzu's best known work is "The Art of War". As this title implies, Sun Tzu emphasized the creative and deceptive aspects of strategy. These ideas coming from different philosophical thoughts ascertain the stretch and the importance of 'strategy' and management.

### **1.1.2 The conceptual Background**

Getting the maximum results with minimum efforts is the role and aim of management. Where-as the main objective of management is to secure maximum outputs with minimum efforts and resources. Management is basically concerned with thinking and utilizing human material and financial resources in such a manner that would result in best conditions. It was observed that with the rise of performance management, work in public sector has changed. An output focus has become more common. Other changes include decentralization and meaning organizations more horizontally. Setting performance goals and making in teams exemplify these developments. Despite the extensive literature on goal setting in teams and empirical studies in public organizations have been largely absent (Ben Kwipers, 2016).

A focus on results output, and consequently on goals has become more common in the public sector since the 1980s with the rise of performance management (Hood, 1991; Hughes, 2012, Politt & Bouckaert, 2011). Hence achieving the organizational goals should be one of the main goals of the organization and this may include the development of the organization's vision, outlining its operational objectives and coming up with and implementing the organization's strategies. It may also include the formulation and application deviation corrective measures where necessary. To their effect Linda Tucci & Mekhala Roy (2020) define strategic management as the on going planning, monitoring, analysis and assessment of all necessities an organization needs to meet its goals and objectives which is very much the same as the primary purpose of strategic management process to help the organization achieve a sustainable strategic competition in the market.

Adapted from Greek work 'or panigyia' strategia' art of troop leaded, office of general command, generalship is a general plan to achieve one or more long-term or overall goals under conditions of uncertainty. In the sense of the "art of the general" which included several subsets of skills including military tactics, siege craft, logistics, etc, should be the character/characteristics of a strategic manager, and this involves setting goals and priorities, determining actions to achieve the goals and mobilizing resources to execute actions.

Generally, strategic management is a form of performance management" where businesses track how well an amphege is contributing to the organization (Randall Rellinson, 2017)

According to Wright et al. (2005), firm's performance is organizational outcome where operation measures such as productivity and quality are used to measure performance, also, financial or accounting outcomes, which are measurements of real financial performance of the enterprise.

Measures for financial outcomes are expenses, revenues and profitability (Wright et al., 2005).

For this study, performance measure will be taken from the above, since it has been shown that financial indicators are commonly chosen output measures of small enterprises performance (McKiernan and Morris, 1994, Simpson, Padmore and Newman, 2012). The two main variables investigated in this study will be human resource management practices and performance of SMEs. Performance of SMEs will be measured in terms of business life span, business profits, business sales volumes and business expansion in form of employee growth.

Small enterprises are such business entities employing less than 20 employees in the service

### **1.1.3 Theoretical Background**

Theories of strategic management and performance are associated with resource based theory, agency, agency theory and contingency theory.

The profit-maximizing and competition-based theory is based on the notion that a business organization's main objective is to maximize the long-term profit and developing sustainable competitive rivals in the external market place. Resource based theory

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contends that the possession of strategic resources provides an organization with a golden opportunity to develop competitive advantages over its rivals (Barney, 1991). The said competitive advantages in turn can help the organization enjoy strong profits especially over time. There are such things that other organizations cannot imitate and once an organization has discovered and built is strength through this it gives it a competitive advantage over others. Although Wernerfelt Birger, A. (1984) carried in this term Jay Barner is said to be the father of the modern resource based view (RBV). Barner's view on Resource Based Theory holds that in the normal course, and in the absence of market imperfections, abnormal economic rents will get competed away by rivals or new entrants to an industry. On the same note Edith Renrose contribution to the RBV field as early as 1959, argued that: "a firm is more than administrative unit, it is also a collection of productive resources the disposal of which between different users and over and over time is determined by administrative decision. The theory of RBV suggests that, there can be heterogeneity or firm level differences among firms.

Randall. (2017) also assert that performance management is critical to successfully exceeding an effective organizational strategy. It requires a commitment from those in charge of strategy to continuously monitor and analyze how each area of the organization is performing compared to expectations. For many leadership teams, the commitment is easier said than done. Comparing the organization's "actual results" against its desired results, when the actual results are not meeting the desired results then a "performance improvement zone exists." Those in charge of executing the strategy are then responsible for making adjustments in the strategic operating plan to address unsatisfactory performance.

#### **1.1.4 Contextual Background**

Undoubtedly, the most important factor is human resource in organizations. One of the main management strategies of the organizations is to invest in employees. Organizations are seeking to develop, motivate and increase the performance of their employees in a variety of human resources applications (Gungor, 2011). Thus, performance management should be an important step in the organization's HRM system and influences employee performance and then to organizational performance.

Uganda experiences one of the high performance failure rates of companies although it is ranked as one of the most entrepreneurial countries in the world (GEM, 2009). Many Ugandans tend to start small businesses enterprises, though many collapse before even completing a year in operation (Walter, Balunywa, Rosa, Sserwanga, Barabas, Namatovu, 2004; Rooks & Sserwanga, 2009). Ugandan entrepreneurs lack certain key skills such as problem solving, goal setting, faith and confidence in what they do and above all they lack a business vision which is very important for business success (Denslow & Giunipero, 2003; Kiggundu, 2002). The unbecoming behavior of most Ugandan business men such as a poor saving culture, acts of financial indiscipline, lack of a desire and commitment to achieve greater heights, irresponsibility, laxity and laziness, and lack of a vision are key factors hindering the survival, growth of companies and performance of such enterprises (Nakamura, 2007). Ocici (2006) also indicates that the unfortunate education system of Uganda which mainly prepares students for ready office jobs and gives little attention to entrepreneurship education is another factor accounting for the low business survival rates in Uganda.

Many Ugandan entrepreneurs especially in Uganda are characterized by low or lack of education, uncouth and poorly managed people. The proprietors of most of these enterprises operate in the informal sector mainly for survival purposes, they have relatives as their employees, have a poor saving culture and do not have proper channels of capital sourcing (Ocici, 2006). This study, therefore is intended to finding out the influence strategic human resource management practices on the performance of Wavamuno Group of companies in Kampala-Uganda and how this lead to organizational performance

## **2.0 Literature Review**

### **2.1 Influence of SHRM over organizational performance**

Basing on Aline Sempras (2020) who defined strategic human resource management as alignment of strategic business goals of the organization with human resources, so as to foster innovation and improve motivation, satisfaction productivity, and eventually overall performance, this is a clear indicator that SHMR has an influence over performance. And Sampras further addressed the aim of strategic human resource management (SHRM) as being to address, resource matching and performance. He further affirms that it involves developing the process capabilities as well as managing the human capital effectively. Sampras also outlined the approaches used in strategic HRM categorizing it into 5 different types; resource based strategy, high commitment management, high involvement management and achieving strategic fit. Alternatively Sean Peak (2021) gives another view to experience performance that, employee performance reviews are important for every business but their effectiveness depends on how they are conducted. They can empower your employees to reach new heights or they could drive them away from your company.

A great review helps your employees identify growth opportunities and potential areas of improvement without damaging employee-manager relations but writing a strong review isn't easy. Managers often don't receive enough guidance on what an effective and comprehensive review looks like.

Compounding the problem, small businesses frequently struggle with limited resources. For a company with 1,000 employees to conduct accurate and helpful performance review a full-time HR staff of 14 is ideal. Even a company with 100 employees needs a

full-time individual who compiles performance data from managers, who should spend, an average of three hours on each employee review. Sempras further points a very pertinent issue which should happen at all levels of management such as allowing the employees opportunity to ask questions and share feedback with their manager as well. They may also fill out a self-evaluation as part of the performance review process. Practically this has been rarely the case hence a loop-hole in SHRM.

Successful performance in the organization does not only end with strategic human resource management and Robin Speculand (2009) asserts that due to the staggering future of organizations to deliver on strategy promises, implementation has become an integral part of strategy discussions. In beyond strategy, Robin Speculand shifts the emphasis from why strategy implementation is important (the focus of his international best seller Bricks to Bridges to what leaders must do differently. When something needs to change, that change starts with the leaders.

Speculand shifts the emphasis from why strategy implementation can't simply be delegated, leaders must take charge.

Beyond strategy provides the model, structure and specific actions for leaders at all levels to go beyond strategy and deliver on their promises.

On the influence of strategic human resource management on firm performance of an organization, organizations have increasingly become conscious of the importance of SHRM. This consciousness in a system is a critical dimension in firm performance (Abdul-Halim, Che-Ha, & Geare, 2009). The real life experiences confirm the assumption that no matter how developed, it will be very difficult to sustain its development and effectiveness unless there are strategies that sequel its operations. It is thus implies that there are many organizations which don't have capacity to carry out SHRM, and so they hardly compete in the market, the reason for which only some few organizations and dominant in the world of markets.

Different organizations do not have the same ways of recruiting employees hence they are not strategic in nature (Chen & Huang, 2009) bringing the view that either strategic management is not understood by many of the people who are in the business industry.

## **2.2 Relationship between strategic human resource management and performance in organizations**

Nowadays, organizations are prioritizing on good HRM practices as a planned approach in order to establish open, flexible and caring management style. Managers from all levels are involved in such HRM practices for scanning of internal and external environment, staffing and recruitment, strategy formulation, strategy implementation and evaluation control. Despite all these attempts to embrace the importance of HRM practices addressed by many researchers and academicians, many countries still go for that management without considering modern and important HRM practices.

Alaideen al Adresi, Mohd Ridzuan Darugn (2017) automatically this is an indicator that people in the business world have not known the relationship between management strategic human resource management. Where-as management is defined as all the activities and tasks undertaken for achieving goals by continuous activities like planning, organizing, leading and controlling. Hence management is the process of planning, decision making, organizing, motivation and controlling the human resources, financial, physical, and information resources of an organization to reach its goals efficiently and effectively. F.W Taylor (1911) summarized the meaning of management to be "the art of knowing what do, when to do and see that it is done in the best and cheapest way."

To do the management as Taylor (1911) puts it, SHRM can be used to implement on how and what management has decided to do. Hence SHRM certification provides you the opportunity to prove not only what you know but also show how you can apply that knowledge on the job. Much as the management scope is general and broad the role of SHRM is steering the organization to success is inevitable. This ascertained by Alaeldeen Al Adresi and Mohd Ridzuan, Darum (2017) who observe that managers who fail to recognize the negative impact of revolution and the risk exposure of their companies and do no crisis planning find themselves in very bad situation. Strategic Human Resource Management strengthens the employee-organization relationship.

The employee-organization connection can be taken as a social exchange relationship between the employees and the organization and the organization commitment as the employee's psychological attributes and feelings after the establishment of such relationship. Any risk perceived by employees in the organization will affect their trust in the organization.

Although SHRM is just a practice, but they mutually collaborate in a symbolic manner in order to drive the organization forward. In connection to this respect, researchers tend to agree that the focus should be on systems because employees are simultaneously exposed on an interrelated set of HR practices rather than single practices one at a time, and the effects of HR practices are likely to depend on other practices within the system (Delery, 1998; Jiang, Lepak, Han, Hong, Kim & Winkler; 2012; Lepak, Liao, Ching, & Harden, 2006).

Research consistently shows a positive association between (broad) HR system and performance, and the idea of complementarities or synergies between practices in the HR system is widely accepted as the conceptual logic behind the effectiveness of HR systems (Chadwick, 2010; Delery, 1998; Gerhart, 2007; Jiang, Lepak, Han et.al, 2012). Despite this agreement, the extent to which this fundamental assumption in the field of interactions and synergy in the system holds true is unclear. Strategic human resource



management is defined as “the pattern of planned HR developments and activities intended to enable an organization to achieve its goals, but all this is planned by the management (Wright & McMahan, 1992:298).

The evolution of SHRM from human resource management is based on the topic of human resource management in an organization perspective sense rather than an employee perspective context and its role in supporting the enterprise (Liao, 2005). Business strategy can be described as the pattern that a company chooses to place itself in the market in order to achieve competitive edge, which includes innovation strategy and human resource management, could be explained that organizations which adopt cost reduction strategy require employees to work harder. On the other hand organizations which adopt quality enhancement strategy require employees to work smarter. The management which wants new innovations adopt strategies that require employees to do the job differently from current state (Muduli, 2012).

### **2.3 Challenges facing strategic human resource management in achieving organizational performance**

The challenges facing strategic human resource management is said to be synonymously inter-linked with performance, hence the specific assumptions that this study is mounting a search to prove the challenges in the first place whether they exist and then establish the linkages as well. This view is being supported by Prof. Archana Surywanshi (2013) who contends in his article “HR challenges in MSME” that today’s managers having many challenges in the competitive world due to globalization privatization and legal and also forecast to recent the right candidate at right time and right place. And they have to adopt the change in their work environment and culture of the organization and should maintain the low attrition, focus on organizational cost pressures-economic and job changes, talent management and development, technology expansion, etc. To some extent agreeing with Archana (2013), Vinisha Panwar (2015) in the article “Role of Human Resources in MSME” states that attract best talents and retain it. Dynamic challenges of the emerging companies have been changed.

The newly emerging companies cannot try to compete with already established companies. The challenges faced by MSME are to remain employee handbook containing and workplace for discrimination policies etc. They should communicate organization goals to the newly hired employees in boarding check list. They should give platform to communicate and share knowledge with the organization.

However Richard Daniels (2021) notes that challenges of HRM are important functions of any organization, and identified these challenges as being environmental challenges, organizational challenges and individual challenges. Daniels further exclaimed that environmental challenges are related to external forces that exist in the outside environment of an organization and can influence the management of the organization. He identified rapid change, work force diversity, globalization, legislation, technology, job and family roles and lack of skills. The human resource management challenges within the organization include competitive position and flexibility, organization restructuring and issues of down sizing the exercise of self management terms, development of suitable organizational culture, etc. And the organization are also affected by the fact that how employees are treated within the organizations. These general challenges of HRM, environmental challenges, organizational challenges and individual challenges are some of extraordinary challenge that SHRM have to deal with to pave way for long-term successful strategy.

In an almost similar context, Negocios, Tecnologia (2012) commended that although the concept of strategic HR may make sense logically and intuitively, many organizations have a difficult time taking a strategic approach to HR short term mentality focus on current performance.

Employee developmental needs are evaluated and addressed by organization with good management practice. Developing in the instance means increasing the capacity to perform through training, giving assignments that introduce new skills or higher levels of responsibility, improving processes, or other methods (Wiley, 2000). Providing employees with training and developmental opportunities encourages good performance, strengthens job related skills and competencies, and helps employees keep up with changes in the work place, such as introducing new technology, and this is a strategic human resource management skill.

This is a contract based approach that is based on two ethical elements. Fairness and equality; Wooden (2001) argues that the ethical principle should supported liberty and re-distributive justice to impose greater equality. The confusion between HRM and STRM also pose a big challenge towards performance yet SHRM has more of a long term orientation towards objectives. It does not focus on internal human resource issues; the attention is focused more on addressing and solving problems that have an effect on management programmes in a long run. In other words, SHRM focuses on occurring obstacles outside of human resources and tries to increase employment productivity. Therefore the key actions of SHRM manager are to identify main HR areas where strategies could be implemented in the long run in order to improve overall employee motivation and productivity.

Definitely management should always aim at performance and that calls for a strategy/plan towards achieving it. As Krishnan Rajendran explains performance management is a process for setting up a shared understanding of what is to be achieved at an organization level. It involves the alignment of organizational objectives with the individual’s agreed measures, skills competency, requirements, development plans and delivery of results. The focus is on performance improvement through learning and development in order to achieve overall business strategy of the organization. Historically performance management integrates a

multitude of elements that contributed to effective management of the human resource. Hence performance management can be facilitated through strategic human resource management.

Strategic human resource management (SHRM) can have several different purposes or objectives depending on the specific business. In general, it aims to drive successful business performance by recruiting, developing and retaining the best talent in the market to give the organization a competitive advantage.

According to Krishan Rajendran performance management is a process for setting up a shared understanding of what is to be achieved at an organizational level. It involves the alignment of organizational objectives with the individual's agreed measures, skills, competence requirements, development plans and delivery of results. The focus is on performance improvement through learning and development in order to achieve the overall business strategy of the organization. Historically, performance management integrates a multitude of elements that contribute to effective management of human resource.

Performance is a systematic process which a manager can use to get the team members to achieve the team's objectives and targets, improve overall team effectiveness, develop performance capabilities, review and assess team and individual performance and reward and motivate. Effective performance management requires: identifying tasks and accountabilities, defining competencies necessary to be successful in position in ensuring that team members have the required competencies, providing timely feedback on how effectively the team members are applying their respective competencies to accomplish their tasks and achieve the goals, rewarding and motivating effective performance, and in the event that performance does not meet established requirements, the manager must understand the corrective processes and methods that can help improve employee performance.

### **What can go wrong in performance management?**

The basic objective of performance management is to develop and improve the performance effectiveness of team members. The manager and the team member work together to plan, monitor, review and appraise the latter's work objectives and overall contributions to achieving the organisation's goals. Various types of tools are used in this process, ranging from traits-based or behaviour-based to result-based. Both formal and informal communications are used to provide feedback. The feedback should be regular or irregular. A lot of time and energy is spent in getting the goals and measures right, reviewing performance and appraising it. However, things could go wrong and the required effectiveness of employee performance is not obtained. Some of the major challenges in managing performance could be as follows:

**Wrong design.** The performance management system and tools must fit with the specific needs of the organization. It cannot be a duplication of system designed and implemented in another organization, even an organization in the same industry or the same business group. Intense consultation with various stakeholders and users of the system is necessary. User trust is an absolute necessity for the success of a system. The design should be tried out on a pilot basis before it is rolled out to the organization as a whole. All the documents and forms must be in place. The system should be fair and equitable. Performance management should be viewed as a continuous process and not an activity conducted once or twice a year. The design should also include mechanisms for rewarding performance and handling poor performance.

**Absence of integration.** The performance management system has to be integrated with a strategic planning and human resource management system and as well as the organizational structure and all other major organizational systems and processes.

**Lack of leadership commitment.** Leadership commitment and support is a must for smooth implementation of the system. Leaders must drive the process and make performance management an integral part of the management of the company. Leaders contribute not only in the setting the strategic direction and performance measures but also in monitoring and review performance across the organization. They also reinforce the performance cycle by recognizing and rewarding performance.

**Ignoring change management in system implementation.** Strategic management of change is a vital part of implementing the system. Driven by the top management, it involves careful management of resistance. Communication would be a major intervention and key tool in managing the change. Implementation milestones and schedules must be followed. Proper documents must be in place.

**Incompetence.** Competence to use the performance management system is necessary to ensure smooth implementation of the system. Some of the major skills will include; defining strategic objectives, performance indicators, core competencies and performance contracts, defining performance measures that correspond to KPIs, giving and taking feedback, conducting appraisal interviews and active listening, and performance coaching

The focus would be on designing and implementing training and development interventions that would help in developing the competence of various job holders. Special emphasis would be on building the behavioural dimensions of performance.

### **3.0 Research Methodology**

#### **Research design**

According to Kombo and Tromp, (2006), a research design is the glue that holds all the elements in a research project together. The survey research design was used because it puts into consideration constraints of cost, it is created quickly, administered easily and is used to collect information on a wide range of issues that include personal facts, attitudes, past behaviors and opinions. In this

research, the population was large and could not be managed easily, but with the use of samples taken it was possible to obtain accurate and ample information.

The study was carried out through a survey research design. According to Oso and Onen, (2009), surveys are used where populations are investigated by selecting a sample to analyze and discover occurrences at certain point in time. A survey provides numeric description of events of some parts of the population and explains the events as they were and how they ought to be, whereas the cross-sectional design helps to obtain data from a given section of the respondents at given times in the research process.

### **Study population**

McMillan and Schumacher, (2001) state that population refers to a group of individuals that have one or more characteristics in common that are of interest to the researcher, therefore the study population comprised of Wavamuno Group of Companies; the managers/administrators and generally the employees who form the mainstream of the workers of the company.

### **Sample size**

A sample of 62 respondents as illustrated in Table 3.1 was selected to constitute respondents for the study. This was determined based on Source: Krejcie and Morgan (1970:608) in Amin (2005) as attached on the list of Appendix

Table 3.1 Category and target population, sample size and sampling techniques

Population category	Population size	Sample size	Sampling technique
Director	1	1	Purposive
Line Administrators	9	8	Purposive
Human resource office	2	2	Purposive
Department Employees	45	40	Simple Random sampling
Support staff	32	30	Simple Random sampling
<b>Total</b>	<b>89</b>	<b>80</b>	

### **Sampling techniques**

Purposive and simple random sampling designs were used in the study.

#### **Purposive sampling**

The researcher applied personal judgment about which respondents to choose, and picked only those who best met the purpose of the study. Purposive sampling was used because it is judgmental and allows handpicking of certain groups or individuals according to their relevance to the study (Aina and Ajifuruke, 2002). Purposive sampling was aimed at getting as much relevant information as possible, from respondents like top management at the Municipal Local Government.

#### **Simple random sampling**

Simple random sampling was used to select respondents who were at the same level in the Municipal Local Government. According to Amin, (2005), simple random sampling is a technique where a sample is obtained from the population in such a way that individuals have equal chances of being selected. In this case, simple random sampling technique was used to select respondents by choosing at random from among the staff.

### **Data collection methods**

The study applied questionnaire surveys, on line and face to face interviews for data collection as used by *Mugenda and Mugenda*, (2003).

#### **Questionnaire survey**

A questionnaire survey is a data collection method that is used to collect views of a group of people from a target population. The survey methodology was guided by principles of statistics right from obtaining a sample to the time of analysis and interpretation. The steps followed in the process of conducting the questionnaire survey included: (i) clarifying the purpose, (ii) formulating survey goals, (iii) verifying the resources, (iv) choosing a survey method, (v) performing the sampling, (vi) writing the questionnaire, (vii) pilot testing and revising or changing the questionnaire, (viii) administering the questionnaire, (ix) processing and storing data, (x) analyzing and interpreting the survey results, (xi) making conclusions and reporting the survey results.

### Interview

*Interview technique as used by Mugenda and Mugenda, (2003) was deployed to collect data for the study.* This method involved face to face interviews which had a distinguished advantage of creating rapport with potential participants and therefore gain their cooperation. During the face to face interviews, the Ministry of Health Covid-19 standard operation procedures were adhered to due to the Covid-19 pandemic in the country. Furthermore, online interviews using phones and emails were used for respondents who could not be met physically.

### Data collection tools/instruments

According to Kavulia, (2007), data collection tools/instruments provide firsthand information from respondents. A number of tools were used for data collection and these included self-administered questionnaires and interview guides.

### Self-administered questionnaire and interview guide

This study opted to use the questionnaire technique because it can be used to collect large amounts of information from a large number of people in a short period of time. In addition, the questionnaire technique was relatively cost effective, quick and easily quantifiable to be used in analyzing data and comparing findings. This same questionnaire technique was used by Kavulia, (2007). The other tool used in this study was interview guide where questions were set to guide oral interaction between the enumerators and respondents following the procedure according to Connaway and Powell, (2010).

### Data quality control

The following criteria were applied to this qualitative and quantitative study in order to make the research credible in terms of reliability and validity. Respondents were checked for credibility through the Human Resource Office. This was so to ensure the correctness of information to be provided for the survey.

### Reliability

Saunders et al. (2007) defines reliability as the characteristics of measurement regarding precision, accuracy and consistency. For the data to be reliable, it should yield the same results if the study is repeated a number of times. Usually reliability is ensured through minimizing errors in the research tools. Reliability was ensured through a test-retest-strategy. This involved piloting about 07 questionnaires to the students of education at post graduate levels outside the study population. The questionnaires were re-piloted and results compared with the previous pilot study. Only those items with correlation coefficient greater or equal to 0.7 were included in the questionnaires because a value of at least 0.7 was acceptable for the study. The coefficients were determined through ranking items in the first study and those in the second study to determine the difference between ranks.

According to Babbie, (2010), reliability refers to the extent to which the same answers can be obtained using the same instruments more than one time. In simple terms, if your research is associated with high levels of reliability, then other researchers need to be able to generate the same results, using the same research methods under similar conditions. It is noted that reliability problems crop up in many forms. Reliability is a concern every time a single observer is the source of data, because we have no certain guard against the impact of that observer's subjectivity. According to Wilson, (2010) reliability issues are most of the time closely associated with subjectivity and once a researcher adopts a subjective approach towards the study, then the level of reliability of the work is going to be compromised.

Data was collected by the researcher thereby avoiding the potential of bias. Transcriptions were checked against verbatim notes. The internal consistency of data coding and analysis was enhanced since the researcher the coding and analysis.

### Validity

Validity was explained as the extent to which requirements of scientific research methods had been followed during the process of generating findings. Oliver, (2010) considers validity to be a compulsory requirement for all types of studies. There are different forms of research validity and main ones are specified by Cohen et al (2007) as content validity, criterion-related validity, construct validity, internal validity, external validity, concurrent validity and face validity.

Measures to ensure validity of the study included, but not limited to the following:

- a) Appropriate time scale for the study had to be selected;
- b) Appropriate methodology had to be chosen, taking into account characteristics of the study;
- c) The most suitable sample method for the study had to be selected;
- d) The respondents were not to be pressured in any way to select specific choices among the answer sets.

It was important to understand that although threats to reliability and validity could never be totally eliminated, however the study needed to strive to minimize these threats as much as possible. To enhance confidence in the findings, data was collected using self-administered questionnaires and interviews which was a way of methodological triangulation.



### Procedure of data collection

Tools such as questionnaires and interview guides were developed before the researcher visited Wavamuno Group of companies WGC.

The researcher introduced herself to the authorities of WGC and the corresponding respondents. This was intended to obtain permission from authority and also enable her create rapport with the respondents.

In order to create a relationship between the researcher and respondents of the study, the study was undertaken in the environment of the respondents' choice (Connaway and Powell, 2010). Key informants were also interviewed at their convenience. In this way the respondent guided the interview and thereafter, the researcher was able to direct, select and structure the story the way she wanted it. Data editing, coding and cleaning was done after data had been collected to ensure that all mistakes made by respondents were cleared and then data were entered into the computer for analysis and interpretation.

### Data presentation and analysis

Raw data collected were coded, grouped and presented in tables and graphs as presented by Kothari, (2011). When data is coded, grouped and presented in tables and graphs, it allows for drawing of clear conclusions. Partington, (2003) states that there is little standardization with no absolute conclusion where a specific type of qualitative data relates to a specific type of analysis,

Neuman (2011) further opines that no single qualitative data analysis approach is widely accepted, while Schurink et al., (2011) posit that there are always variations in the number and description of steps for the same process of data analysis by different authors.

From the above reviewed studies, each qualitative data analysis in this study was uniquely designed. Qualitative data analysis of this research (responses from the semi-structured interviews) was done according to a qualitative content analysis process that integrates Creswell's (2013) analytic spiral with the process as described by Marshall and Rossman (1999).

### Measurement of variables

The research variables (contribution of performance management and employee performance) were measured by the Likert scale: 5-strongly Agree, 4-Agree, 3-Neutral 2-Disagree and 1-strongly disagree

### Ethical consideration

The researcher considered the research values of voluntary participation, anonymity and protection of respondents from any possible harm that could arise from participating in the study. Thus the researcher introduced the purpose of the study not for any other hidden agenda. He requested the respondents to participate in the study on a voluntary basis.

The researcher assured respondents of confidentiality of the information given and protection from any possible harm that could arise from the study since the finding would be used for the intended purpose. The respondents were provided with feedback about the findings of the study.

## 4.0 Presentation, Interpretation, Discussion and Analysis of Findings

### 4.0 Introduction

This section presented the findings basing on the general objectives of the study namely; to examine how Strategic Human Resource Management influenced organizational performance in Wavamuno Group of companies-Kampala, Uganda; to examine the relationship between Strategic Human Resource Management and organizational performance in Wavamuno Group of companies-Kampala, Uganda; and to identify the challenges facing Strategic Human Resource Management to achieve organization performance in Wavamuno Group of companies-Kampala, Uganda.

**4.1** All the 80 questionnaires distributed were filled and returned, and this represented 100% response rate which was acceptable in making conclusions since it was 70% upon which the basis of reporting was derived.

**4.2 In the reporting of the findings, demographic information, the first objective, second objective and the third objective were the bases for analysis**

#### 4.2.1 Demographic Information

This sub-section included the sex gender, age of the respondents, education level, and nature of the respondents and designation of the respondents.

**Table (4.2.1) Sex gender of the respondents**

Sex gender	Frequency	Percentage (%)
Female	20	25

Male	60	75
<b>Total</b>	<b>80</b>	<b>100</b>

*Source: Field data*

The findings revealed that there are only two types of gender, female and male that participated in the study whereby the majority of the employees in Wavamuno Group of Companies were male by 75% and the female were only 25%. It further indicates that wage employments are dominated by men while for one reasons or the other women did not form the mainstream of the employment sector. Hence this affects the economic growth of the nation because females by the constitution of Uganda their population are above 50% compared to males who were 49% in the last population census. The other reason could be that they were not exposed, less educated and at most times being given less opportunities cultural wise and nationwide.

**Table (4.2.2) Age bracket of the respondents**

Age	Frequency	Percentage (%)
(18-25)	05	6.25
(25-32)	30	37.5
(32-39)	20	25
(39-46)	15	18.75
(46-51)	05	6.25
(51+)	05	6.25
<b>Total</b>	<b>80</b>	<b>100</b>

*Source: Field data*

The findings established that six categories of age brackets participated in the study, and among all the (25-32) made the majority of the employees of Wavamuno Group of Companies by 37.5%, while age brackets (51+), (18-25) and (46-51) had the fewest number of employees in the company which was 6.25% respectively. The findings clearly illustrate that the employees of Wavamuno Group of Companies ranged merely from 25 years to 46 years in an ascending order and it comprises of age group. However the company considered age 18-25 and 51+ to have been quite mature and lacking gentility or old enough and weak respectively. They employees were only people who were consistent and perseverant to challenges and situations as stated by one of the administrators in an interviewer.

**Table (4.2.3) Education level of the respondents**

Education level	Frequency	Percentage (%)
Primary	20	25
O'level & A'level	40	50
Diploma	15	18.75
Degree	05	6.25
Masters	-	2.2
Others	-	-
<b>Total</b>	<b>80</b>	<b>100</b>

*Source: Field data*

The findings presented in Table (4.2.1.3) above revealed that the employees of Wawamunno Group of Companies were educated at least up to primary level but the majority of them were educated up to secondary school level and this was shown by 50%, while the least number of employees were educated up to Degree level. Although there were also employees with diplomas it appears that the company and particularly most departments did not need professionals but highly skilled people. The few professionals handled the most sophisticated areas and issues concerning the company. Thus there is an indicator that most of the employees of the company are trained on job.

**Table (4.2.4) Nature of employees**

Nature	Frequency	Percentage (%)
Full time	40	50
Part time	35	43.75
Other	05	6.25
<b>Total</b>	<b>80</b>	<b>100</b>

*Source: Field data*

According to the findings on table (4.2.4) above it has been revealed that 50% of the employees on full-time job, while 43.75% are on part-time basis while others were not neither part-time nor full-time. As a company there were some jobs which did not be performed all the time. They are done periodically, while there are others which needed to be performed daily and through as long

as the company is still running. Unfortunately the 6.25% of the employees were ignorant about part-time and full-time employment, something upon which the company needed to sensitize the workers on.

**Table (4.2.5) Designation of the respondents**

Designation	Frequency	Percentage (%)
Porter	35	43.75%
Professionals	30	37.5%
Administrator	10	12.5%
Management	05	6.25%
<b>Total</b>	<b>80</b>	<b>100</b>

*Source: Field data*

The findings revealed that most employees in the company regardless of their qualifications, they were doing pottery work for the company. While 37.5% of the employees were professionals trained and qualified to handle specified duties and again. These could include the management and the administrators. Generally speaking, the porters are specifically for production and they rarely rise to any ranking unless it is found inevitable.

#### **4.3Strategic Human Resource Management and Organizational Performance**

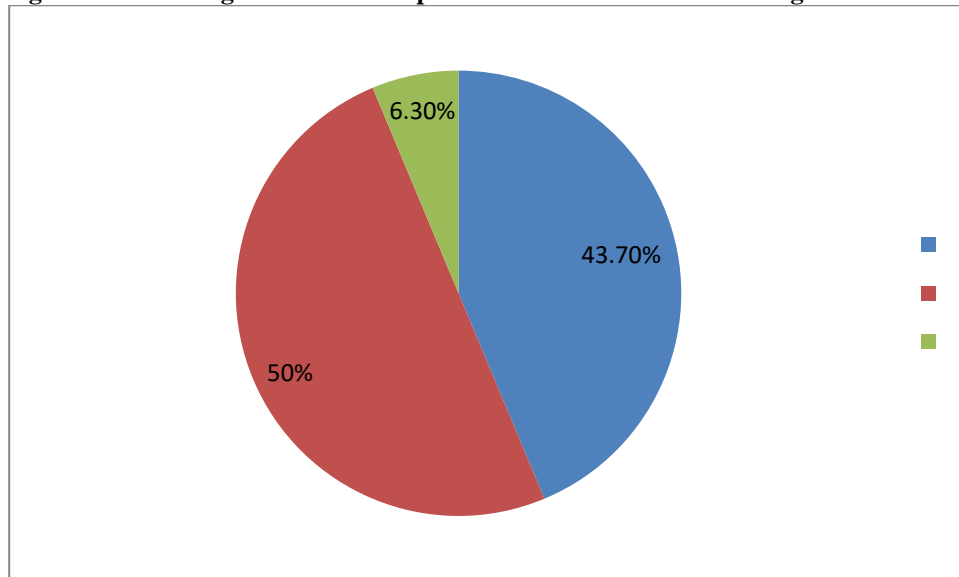
In this section the analysis of the findings was made on whether the respondents understand what strategic management is all about, whether the respondents were conversant with what organizational performance is all about, stating the characteristics/indicators of strategic human resource management and stating the indicators of organizational performance.

**Table (4.3.1) Whether the respondents understood what strategic human resource management was all about?**

Response	Frequency	Percentage (%)
Yes	35	43.7%
No	40	50%
Other	05	6.3%
<b>Total</b>	<b>80</b>	<b>100</b>

*Source: Field data*

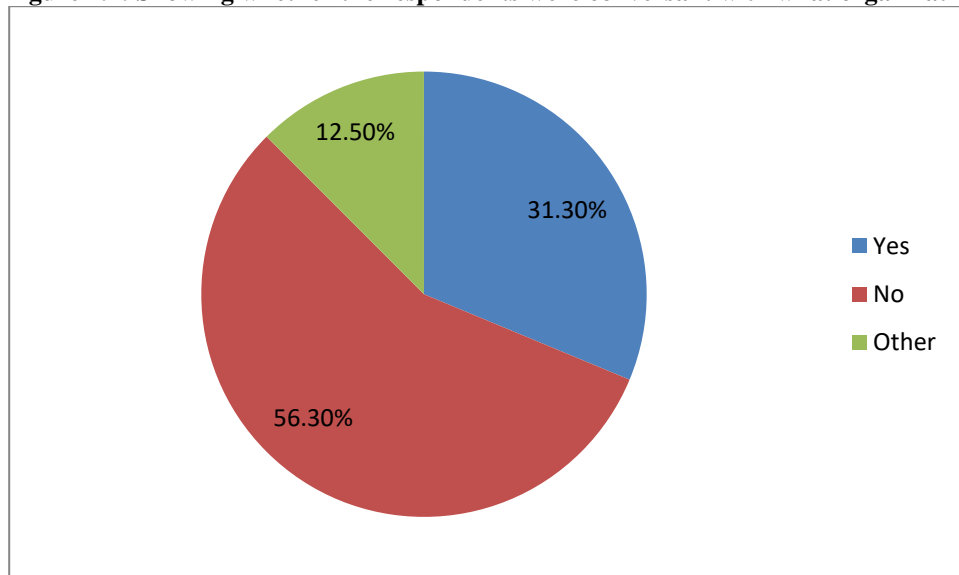
According to the respondents' views presented in table (4.3.1) above 40% of the respondents who were the majority stated they did not understand what strategic human resource management was all about and while 6.3% were totaling ignorant about what was being talked about either because they were not educated or they had not have chance to hear about SHRM. At the time however, 43.7% who answered affirmatively was to some extent a good number who could have been among the employees within the area of the study. Generally the findings illustrate the nature of situation whereby because of lack of jobs they were being exploited.

**Figure 4.1: Showing whether the respondents understood what strategic human resource management is all about****Table (4.3.2) Whether the respondents were conversant with what organizational performance is all about?**

Response	Frequency	Percentage (%)
Yes	25	31.3%
No	45	56.3%
Other	10	12.5%
<b>Total</b>	<b>80</b>	<b>100</b>

*Source: Field data*

The outcome of the findings revealed that 56.3% who were the majority of the respondents answered in negative. In other words they denied having knowledge about organizational performance. The 12.5% of the respondents had no knowledge about organizational performance in affirmative-that they were conversant with organizational performance, this could not alter the outcome and the meaning of the results and that had a very big implication or the administration and the management of the organization. It would be better if the employees are sensitized about how the organization is run?

**Figure 4.2: Showing whether the respondents were conversant with what organizational performance is all about****Table (4.3.4) Indicators of organizational performance**

Response	Frequency	Percentage (%)
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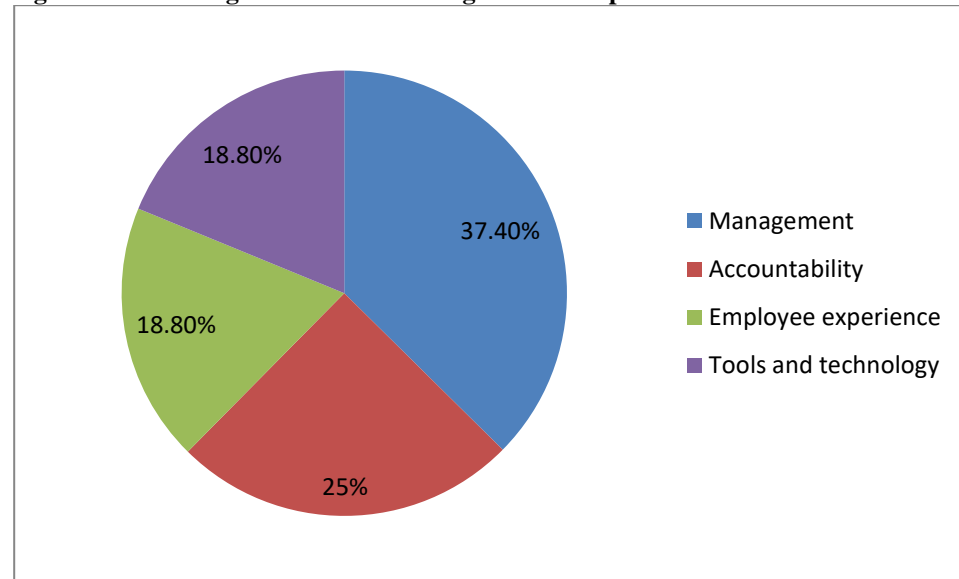


Management	30	37.4%
Accountability	20	25%
Employee experience	15	18.8%
Tools and technology	15	18.8%
<b>Total</b>	<b>80</b>	<b>100</b>

Source: Field data

It has been revealed in table (4.3.3) above that there were several indicators of organizational performance whereby management was at the top by 37.4% and followed by accountability at 25% and lastly with employee experience and tools and technology with 18.8% respectively. These among others were all vital ad indicators of organizational performance. Management for example was the overall indicator to all other indicators were born. In other worlds without good management all other indicators of organizational performance may not manifest.

**Figure 4.3: Showing the indicators of organizational performance**

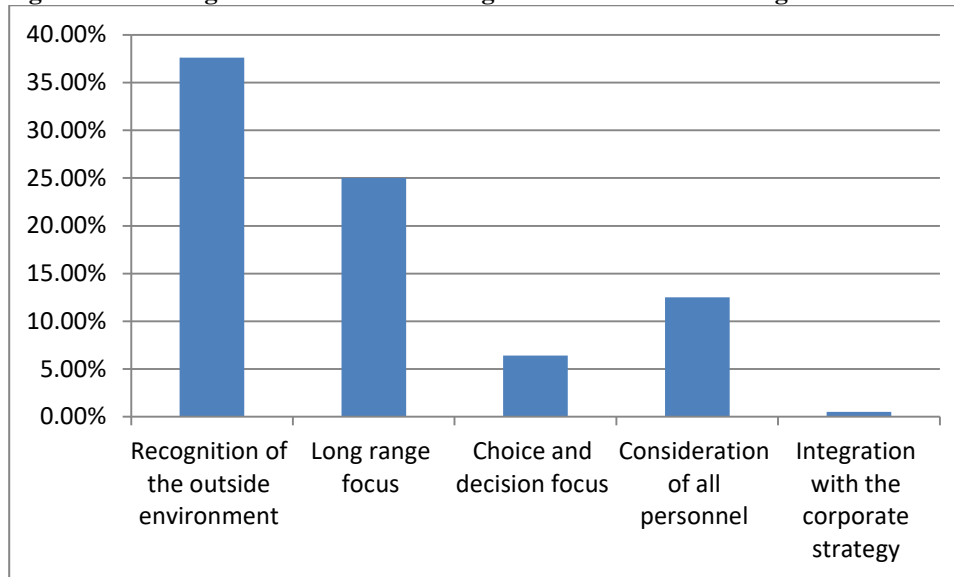


**Table (4.3.4) Stating the indicators of strategic human resource management**

Response	Frequency	Percentage (%)
Recognition of the outside environment	30	37.6%
Long range focus	20	25%
Choice and decision focus	05	6.4%
Consideration of all personnel	10	12.5%
Integration with the corporate strategy	15	0.5%
<b>Total</b>	<b>80</b>	<b>100</b>

Source: Field data

According to table (4.3.4) above, the respondents managed to state at least five indicators of strategic human resource management whereby 37.6% of the respondents asserted that recognition of outside environment is very important, and they were the majority. Outside environment could be to hire the community to have positive attitude towards the organization this could be through corporate social responsibility. This was followed by the impact of competition through preparedness which was 25%. Others were choice and decision making, long range focus with corporate strategy which by surprise respondents did not attain attention towards it. Some how these findings contradicted the prior findings where the same respondents they were not aware of strategic human resource management, and neither were conversant with organizational performance.

**Figure 4.4: Stating the indicators of strategic human resource management**

#### 4.3 The relationship between Human Resource Management and Organizational performance

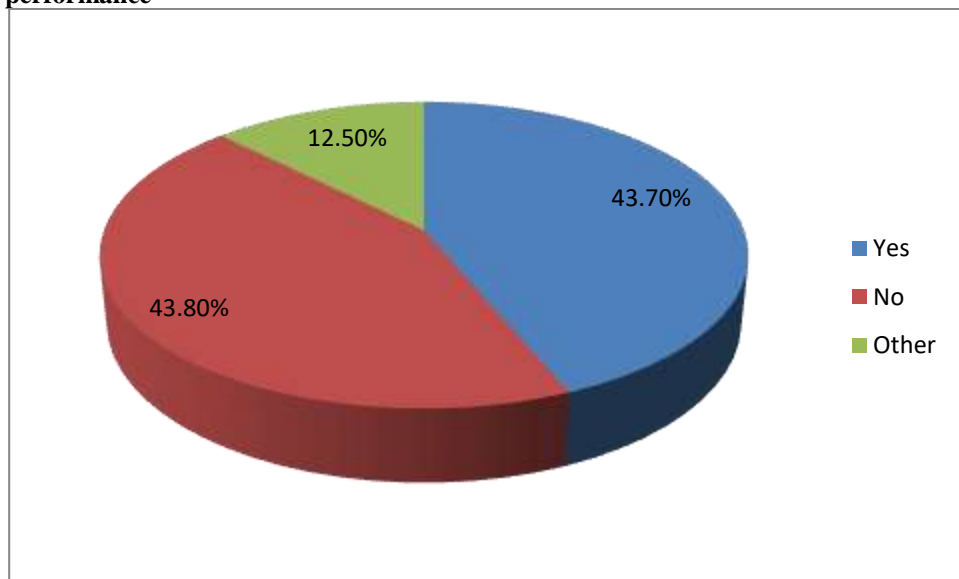
The analysis in this section shall be based on whether the respondents understood the nature of relationship between SHRM and organizational performance and stating the way through which SHRM contributes to organizational performance.

**Table (4.4.1) Whether the respondents understood the nature of relationship between SHRM and organizational performance**

Response	Frequency	Percentage (%)
Yes	35	43.7%
No	35	43.8%
Other	10	12.5%
<b>Total</b>	<b>80</b>	<b>100</b>

**Source: Field data**

The results presented in table (4.4.1) revealed that the respondents were dilemma to say either or not they understood the relationship between SHRM and organizational performance. It meant that some employees are working with knowledge of what is happening while others were ignorant about it. Similarly, to the other 12.5% of the respondents who totally ignorant of the whole thing. Further implication of the whole matter was that employees are working without knowing what their target should be so could be the management/administration.

**Figure 4.5: Showing whether the respondents understood the nature of relationship between SHRM and organizational performance****Table (4.4.2) The way through which SHRM contributes to organizational performance**

Ways	Frequency	Percentage (%)
Long time sustenance	15	18.8%
Supports organization implement business	20	25%
Maintaining an edge	30	37.6%
Others	15	18.8%
<b>Total</b>	<b>80</b>	<b>100</b>

*Source: Field data*

The study established several ways through which SHRM contributed to organizational performance and among which 37.6% was the highest percentage by maintaining an edge-corporate image thus a leading organization or a role model. This was followed by 25% of supporting organization in implementing business, then time sustenance and others by 18.8% respectively. These contributions showed how vital was SHRM as a form of modern management strategy to competing organizations. At the absence of any of these contributions the organization cannot stand the test of time neither can it generate production as expected. Such organization collapse with time and do not rise up at all.

#### **4.4 Challenges Facing Strategic Human Resource Management In Achieving Organizational Performance**

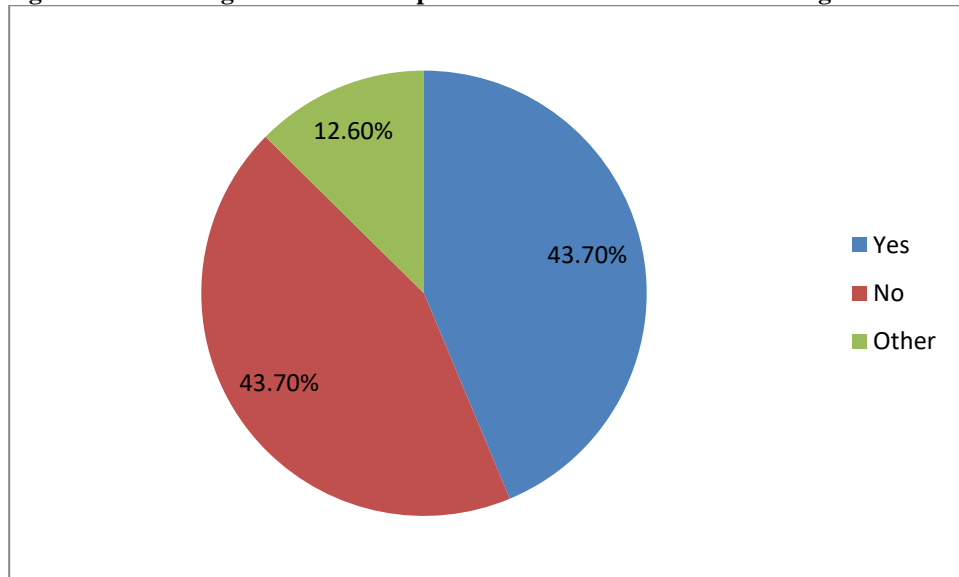
In this section two items were analyzed and these were as to whether the respondents were aware of these challenges or not, and stating the challenges categorically.

**Table (4.5.1) Whether the respondents were aware of the challenges**

Response	Frequency	Percentage (%)
Yes	35	43.7%
No	35	43.7%
Other	10	12.6%
<b>Total</b>	<b>80</b>	<b>100</b>

*Source: Field data*

According to the statistics presented in table (4.5.1) above, it has been established that there was equal number of percentages of the respondents who were aware of the challenges of SHRM in achieving organizational performance and those who were not. This kind of scenario brings a mixture of positive and negative thinking as to whether the organization was run properly.

**Figure 4.6: Showing whether the respondents were aware of the challenges****Table (4.5.2) Challenges facing SHRM in achieving organizational performance**

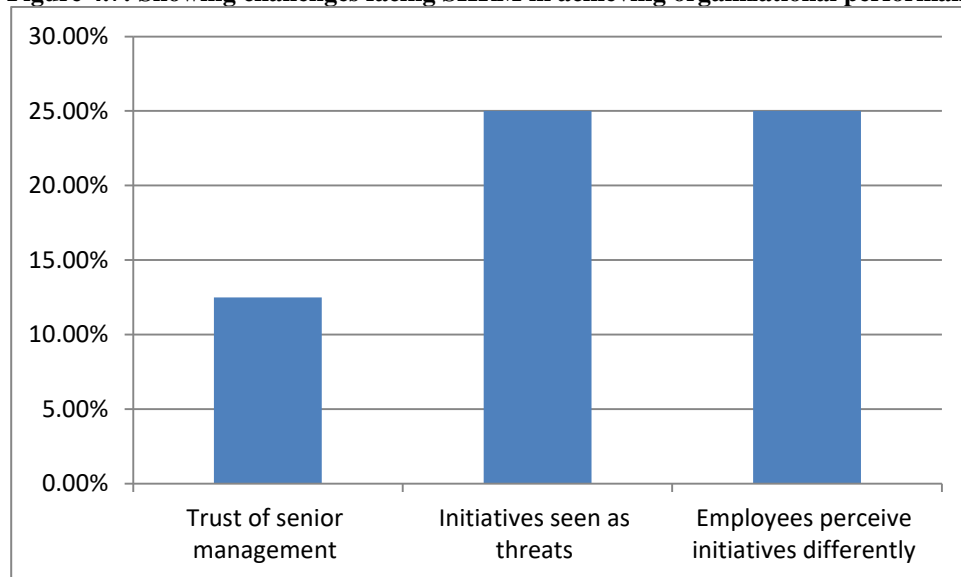
Challenges	Frequency	Percentage (%)
Trust of senior management	10	12.5%
Initiatives seen as threats	20	25%
Employees perceive initiatives differently	20	25%
Long serving employees clinging to status quo	20	25%
Employee accepting initiatives from their own areas	10	12.5%
<b>Total</b>	<b>80</b>	<b>100</b>

**Source: Field data**

The study has established very serious challenges facing SHRM in organizational performance. Organizational performance being and comprising the actual output or results of an organization as measured against the intended outputs. According to the findings of the study the two major challenges facing SHRM are that employees perceive initiatives differently and long serving employees cling to the status quo with 25% respectively. While trust of senior management and employees accepting initiatives from their own areas with 12.5% respectively also had a hand towards the challenge. Generally this is the kind of confusion that takes place in the organization when a policy is being implemented and it meets resistance from the workers mainly. It further shows that for a policy to be implemented it must go under serious steps. As commented by Department of Health & Human Services, USA (2021), that in the implementation stage the implementing organization may educate the people for organizations affected by the new policy, change pre-existing administrative operations and systems (or create new ones) and monitor/or enforce policy as needed. This should be the case even internally in the organization.



**Figure 4.7: Showing challenges facing SHRM in achieving organizational performance**



## 5.0 Summary of the findings, Conclusions and Recommendations

### 5.1 Summary of findings

The summary of the study was done according to the objectives of the study.

**Objective I:** Strategic Human Resource Management and organizational performance, and basing on the discussion of the results, much as the respondents did not understand what SHRM was all about neither were they conversant with it, and since they were able to state indicators SHRM the study affirmed the acknowledged the study that SHRM influenced organizational performance.

**Objective II:** The relationship between Strategic Human Resource Management and organizational performance, since the findings clearly indicated that the respondents were caught up between the times whereby they understood the nature of relationship and others totally ignorant; it contradicted with the fact that they were able to state different ways through which SHRM contributed to achieving organizational performance. However this could not alter the results. The fact remained that SHRM contributed to the achievement of organizational performance.

**While the third objective:** Challenges facing SHRM in achieving organizational performance, whereby some respondents were either aware or not aware of the challenges, they were however able to point different challenges facing SHRM in achieving organizational performance. Above all it appeared that services and modern policies like that SHRM were being implemented at the ignorance of the employees, and this affected management staff, hence the dilemma in achieving organizational performance.

### 5.2 Conclusions

In the end the study concludes that SHRM being a new policy of management it should be incorporated with other factors of management, the management and the employee being the major factor. The blockage towards successful implementation of SHRM to achieve organizational performance should be a pre-eminent factor for consideration. Both variables/factors of a corporate organization, SHRM and performance must be seen moving hand in hand and the challenges befalling it must be foreseen henceforth.

### 5.3 Recommendation

Generally, an organization to become of edge, strategy should be considered pre-eminent. Hence both the management and the employee should play equal role of driving the organization to the heights, knowledge and expertise should not be exploited at the expense of targeted goals of the organization. Mobilization and sensitization of the entire organizational family on the new form of the new management should be made a priority.

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