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Human Resource Functions and Job Performance in Public Institutions in Kamwenge District Local Government

Japheth Musika^{1*} Johnson Atwiine¹ & Juliet Kembabazi¹

¹ Bishop Stuart University, P. O. Box, 09, Mbarara, Uganda

* Correspondence ORCID ID: <https://orcid.org/0000-0001-5416-1756>; email: musikajapheth@gmail.com

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The study aimed at investigating the relationship between Human Resource function and employee job performance in Kamwenge district. Particularly, to establish the influence of supervision on job performance in Kamwenge District. The research design was cross sectional research design. The study was informed by 69 respondents who participated in the study and these were selected using simple random sampling and purposive sampling whereby data was conducted using questionnaire survey and interview guide. The data was analysed using descriptive, inferential statistics, and content analysis. The study found and concluded that supervision has a strong statistically significant association with job performance.

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INTRODUCTION

The emergence of performance management in the public sector is due to the New Public Management (NPM) philosophy which puts emphasis on customer / client management as a central theme of an organization. The NPM is underpinned by principal-agent theory. This theory is suspicious of managers and organizations freely making changes to improve performance in the interest of the public and policy makers unless there are incentives or sanctions for them to do so to the existing employees. Public managers should ensure that performance is enhanced and that the causes that affect performance like attitude and lack of motivation are addressed. Cole (1999) identified a variety of factors which determine the performance of employees at work. Among these are employees' knowledge and skills, nature of the task, the technology in use and organizational environment. He went further however, to declare that these factors working alone are not enough to bring out the best performance in a worker. For an employee to work in a particularly desirable way and with a given amount of effort and enthusiasm, he or she needs to be motivated. It is one thing for a worker to possess the necessary knowledge and skills that are desirable for an adequate job performance, but it is his/her level of motivation which determines the extent to which an individual desires to place his/her knowledge and skills at the disposal of others and even more to discountenance the effects of obstacles and difficulties in doing so.

The study concentrates on the analysis of Kamwenge District as an Institution that aims at achieving the Uganda's vision 2040. The study will be carried out in Kamwenge District that is guided by values such as equal rights, shared responsibility and equal opportunities, Human dignity and integrity. Kamwenge Annual Report (2019) and these was part of the general investigations by the current study. Kamwenge intends to achieve its community mandate by fully orienting/inducting their staff, issuing them with job descriptions and

assigning them mentor. However, it is not well documented if such an intervention has contributed to improved performance in Kamwenge District. Most notable is that the environment is suitable for staff members to perform though they don't have everything. Tools and equipment like office furniture, office telephones, computers, motor cycles, motor vehicles. Riding gears, gumboots, drugs, are available to staff and these create a conducive environment. Kamwenge gives incentives to its staff because of their contributions to the vision/mission such as allowances for official activities done, monthly footage allowance, monthly salary paid in time, trainings sponsorships (Kamwenge Strategic Plan Report, 2018).

However, it should be noted that indicators of low motivation have remained in Kamwenge District, such as high staff turnover, failure to meet deadlines, absenteeism and customer complaints. Kamwenge has not achieved 100% in meeting its set targets, it's still grappling with under performance and client's complaints (Annual Internal Assessment report, 2020). Unless a study is carried out to examine what could be causing the problem, performance will remain questionable. For this reason, it is worthwhile spending time conducting this study to dig deep the root causes of performance gaps and readily measure the effects of such inactions for future remedies and actions.

Problem Statement

Kamwenge District is charged with the responsibility of providing timely, high quality, and cost-effective services to the community. To achieve this, it must have employees who are loyal, committed, results-oriented, customer-centred, and observe a high standard of conduct in both official and private life. According to the second quarter report of Administration for F/Y 2021/2022 presented to the District Executive Committee, Kamwenge District has invested in a series of efforts to enhance good performance such as induction/orientation of new staff, refresher

courses, coaching, attachments and capacity building programs, performance reviews, and providing performance feedback (Kamwengye District Abstract, 2020).

The approved establishment staff structure for Kamwenge (2020) indicates that Kamwenge has recruited staff to the level of 89% meaning that staffs are available to perform the work. Despite all the above interventions, employees' performance is still very low according to off the Prime Minister National Assessment report 2019 with the following scores per department; education (32%), health (66%), works and water (51%), production (44%), administration (32%), finance (37%), and natural resources 29% (Office of the Prime Minister, 2019), this ranked Kamwengye District as no. 97 at the national level. The same OPM report shows that the district received 89% of the required funding in FY 2019/2020. The staff at the district report for duty on average at 9.30 am (Nyangoma, 2018) and the district has lost staff to other districts for the critical positions like that of Chief Finance Officer, District Education and District Health Officer. It is worth to note that the work performance outputs in the FY 2018/2019 was at 23% which is low in the quest to achieve the vision 2040. The stand of the current study is that unless an independent study is conducted in Kamwenge district specifically addressing the area of employee performance within the Human Resource function framework, performance is likely to continue deteriorating unnoticed. Deterioration in performance is likely to be a dangerous precedent for stability in terms of effective service delivery in Kamwenge District. It is therefore worthwhile to spend time and conduct this study to dig deep the root causes of the performance gaps in Kamwenge District specifically focusing on the employee supervision practices, reward practices and training.

METHODOLOGY

Research Design

The researcher used a cross sectional design. It is an ideal research method when holistic in-depth investigation is needed (Strass, 1990). Stake et al. (1997) assert that case study can enable the researcher to have a critical analysis and evaluation of the subject under study. Also because of limited resources, it is very appropriate to select a particular case to investigate as it will represent majority of similar cases. According to Amin (2005), quantitative research helps the researcher to study population samples that represents the general intended population, develop knowledge by collecting numerical data on observable behaviours of samples, then subject these data to statistical analysis, Sarantokos (2017) justifies the use of a combination that is quantitative and qualitative as; to obtain a variety of information on the same issue, to use the strength of each method to overcome the deficiencies of the other, to achieve a higher degree of validity and reliability and to overcome the deficiencies of single method studies.

Study Population

Study population is defined as the complete collection of all elements that are of interest in a particular investigation. The target population is the population to which the researcher wants to generalize the results. Sekara (2017) defines study population as the entire group of people or events that a researcher wishes to investigate. The study population enabled the researcher to establish the human resource practices that have impact on employee performance. The study comprised of 72 Sub County Chiefs, Town Clerks, and Parish Chiefs (Kamwengye District Central Registry data base, 2022).

Sample Size and Selection Procedures

The researcher used table that provides a good decision model as provided by Krejeie and Morgan (1970). As stated by Amin (2005), it is a very easy means of estimating the sample size and needs little information. The sample was 69 chosen using the

Krejeie and Morgan (1970) table for sample size determination.

Table 1: Sample Size and Selection

Category of Population	Population Size	Sample Size	Sampling Technique
Town Clerks	10	9	Stratified Sampling
Sub County Chiefs	10	9	Stratified Sampling
Parish Chiefs	62	51	Stratified Sampling
Total	72	69	

Source; Kamwenge District Central Registry data base (2022)

Sampling Technique

Stratified sampling technique was used to select Sub County Chiefs, Town Clerks, and Parish Chiefs because they were many each one of them had an equal chance of being selected. A total of 69 respondents were used in the study.

Data Collection Methods

The use of survey method in data collection in this study is vital because respondents can take more time to respond at their convenient time thereby giving more genuine responses (Sekaran 2004). According to Amin (2005), the use a questionnaire is less expensive compared to other methods. This was because questionnaires can be mailed to respondents to fill and mailed back to the researcher for analysis. Mugenda and Mugenda (1999) says that surveys are used to obtain important information about a wide coverage of population in a short period of time. Also, the questionnaire is used to allow respondents to have more time to reflect on answers to avoid hasty responses (Kinoti, 1998). In addition, questionnaires were used because they enable respondents to give independent opinions without fear since it does not require the respondent's name. Close ended questions were used to obtain questionnaire responses. The questionnaire was structured on a five-point Likert scale of 1= strongly agree, 2 = Agree, 3 = Not sure, 4=Disagree, 5= strongly disagree.

Data Management and Analysis

The quantitative data was analysed using SPSS to come up with descriptive statistics and the hypothesis testing techniques. The descriptive statistics was used to describe and summarize the behaviour of respondents in the study. The descriptive statistics was utilized in this study and was based on frequency tables to provide information on key respondent's demographic variables such as sex, age, educational level, experience, and job tenure. The relationship in the objective was tested using the Pearson Product Moment Correlation Coefficient. The findings were explained by ANOVA (One way ANOVA), Model summary; scatter plots and table of coefficients. This was because all of them were intended to test relationships. The researcher used the formula of a linear relationship for the two variables X and Y, the correlation line of Y on X whose general equation is $y = a + bx$ and the correlation line where a and b are symbolic constants (Amin, 2005).

RESEARCH FINDINGS

Pearson Correlation for Supervision and Job Performance

The correlation results were generated to establish the relationship between supervision and the job performance. The Pearson correlation coefficient which explains the association between key study variables was generated and results are presented in the *Table 2*.

Table 2: Correlation results for supervision and performance

		Supervision	Job Performance
Supervision	Pearson Correlation	1	.824**
	Sig. (2-tailed)		.000
	N	69	69
Job Performance	Pearson Correlation	.824**	1
	Sig. (2-tailed)	.000	
	N	69	69

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

The results from *Table 2* shows that that supervision has a strong association with job performance whereby with $r = 0.824$. The p-value of $0.000 > 0.05$ indicates that there is statistically significant association between supervision and job

performance. This policy implication of this finding is that an increase in supervision would automatically lead to improved job performance employees.

Table 3: Effect of supervision on job performance: regression results

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.625 ^a	.581	.566	1.012

a. Predictors: (Constant), supervision

The coefficient of determination (Adjusted R^2) was .566 implying that supervision account for 56.6% of the variation in the job performance. The other

difference in percentage of variation in employee performance is explained by other factors.

Table 4: ANOVA results

	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	12.623	1	12.623	12.335	.001 ^b
	Residual	57.308	68	1.023		
	Total	69.931	69			

a. Dependent Variable: Job performance

b. Predictors: (Constant), supervision

Regarding significance of the regression model, the p-value (0.001) was less than 5% significant level implying that the variation in employee performance explained by supervision was statistically significant at 95% confidence level. It means that the model was significant in explaining employee performance. It implies that proper

supervision would enhance Job performance. Hence the hypothesis that “*supervision significantly affects job performance*” was accepted.

Table 5: Coefficients

	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.608	.518		3.102	.003
	Supervision	.504	.144	.425	3.512	.001

a. Dependent Variable: Job performance

Regarding magnitude of effect, the b-coefficient was 0.425 indicating that supervision characterized by involvement in support supervision, Information communication, delegation, and team building enhance job performance by 42.5%.

DISCUSSION OF THE FINDINGS

The results also shows that supervision has a strong statistically significant association with job performance.

The results are in line with Ojha et al. (2015) who found out that the supervisor's behaviour of recognition had a positive significant influence on performance of the employees. The results are in agreement with Atambo et al. (2012) who revealed that the supervision behaviour of recognizing the employee's accomplishments translated into improved performance both at the individual and organizational levels. Further, Bradler et al. (2016) found out that recognition increased subsequent performance substantially particularly when provided to the best performers. This implies that supervisor behaviour is important given the competitive environment faced by organizations today. Many organizations are downsized and operating with lean workforces, exacerbating the effects of employees who are distracted and unable to concentrate on their jobs. Kamwengye District Local Government is facing global competition, and a productive, focused workforce is a competitive advantage with the essence of improving employee job performance.

The findings are also in agreement with Azman et al. (2009) who pointed out that there is a positive significant relationship between supervisor support

and job performance. The results are also in agreement with Abid et al. (2021) who noted that perceived organizational support influences employee job performance. The results are also in agreement with Okia et al. (2021) who revealed that support supervision offered by Managers did not significantly enhance performance of employees. Similarly, Saleem and Amin (2013) revealed a strong positive and significant relationship between supervisory support and employee performance. This shows that supervisor support in Kwemgye District Local Government contributes to the on-job knowledge of employees' intrinsic motivation like predicting employees' intentions to participate in workplace learning activities.

The results are also in agreement with Pousa et al. (2017) who found out that coaching had a positive and significant influence on performance of employees. Consistent with the above, Grande et al. (2015) found out that coaching had an influence on both individual performance and organizational performance. The results are in line with Asuquo and Ekpoh (2018) who noted that communication significantly influenced employees' job performance in public Institutions. The results are also in agreement with Hee and Rhung (2019) who noted that communication had a significant positive impact on employee performance. Irad et al. (2020) established that communication had a positive and significant effect on employee performance. Moghtader and Aziz (2019) found out that there exists a positive and significant relationship between communication skills and job performance. The results are also in argument with Saleem and Perveen (2017) who indicated that communication

had a significant influence on the performance of employees in the organizations.

Furthermore, the results are in agreement with Owan and Agunwa (2019) who assert that principals' communication competences significantly related to employees' work performance. In the vein, Wangi Nashrullah and Wajdi (2018) findings revealed that effective communication leaves all parties involved and feeling accomplished, there is no room for misleading and alteration of information and decreases the potential for conflicts. By implication, good communication helps Kamwengye employees become more involved in their work and helps them develop a better understanding of their jobs. Clear, precise, and timely communication of information among employees also prevents the occurrence of districts problems. Without communication, employees will not be aware of what their co-workers are doing, will not have any idea about what their goals are, and will not be able to assess their performance. Supervisors will not be able to give instructions to their subordinates and management will not receive the information it requires to develop plans and take decisions, hence communication acts as nervous system for enhancing employee job performance.

CONCLUSION AND RECOMMENDATION

The results concluded that supervision has a strong statistically significant association with job performance. Therefore, the study recommended that supervisors should improve on-job coaching to reduce employee's frustration, define roles very clearly, impart values and organizational philosophy within individual employees to reduce the possibility of misconduct.

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