

Original Article

Human Capital Growth and Employee Performance in Local Government in Uganda

¹Agaba .Moses, ²Birungi, ³Turyasingura John Bosco, ⁴Kabagambe Jesse David, ⁴Kyabalongo Benon
^{1,2,3,4}Department of Management Science, Kabale University, Kabale, Uganda.

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Abstract: *In the local government of the Kisoro area, this study looked at the relationship between workplace performance and employee-related factors. The purpose of this study was to determine the connection between employee performance and the development of human capital. Therefore, the research touched on the basic attributes derived from the conceptual framework and focused on his four goals that inform the ultimate goal of the research results related to the 'dependent variable'. These attributes include qualifications, experience, knowledge and work methods. They may influence an employee's performance in a positive or negative way. The research goals are: a) establishing the relationship between qualifications and employee performance; b) investigate whether experience influences employee performance; c) determining the relevance of knowledge relevant to employee performance; d) Determining the relationship between work methods and employee performance, both at the individual level and in relation to the entire local government. This survey employed a descriptive survey design in which 162 (162) respondents were civil servants and civil servants selected from her 280 (280) population size. The sample size of 162 respondents included her 16 (16) administrators/top managers, 24 (24) civil servants/politicians for her targeted sampling, and 122 (122) for a simple random sample. It was This study sought to determine whether human capital development influences improved employee performance, and thus the correlation between human capital and human capital development. The association is in fact significant at the two-tailed 0.01 threshold. The same studies also included a comparison between increased employee performance and human capital development. The correlation is in fact statistically significant at the 0.05 (two-tailed) level. Results for the association of human capital development to improved employee performance showed $r = 0.954$, $p\text{-value} = -0.005$, with a correlation coefficient of 0.05. The results therefore show clear evidence of a moderately positive relationship between the variables, implying that human capital development does not directly affect employee performance. Research recommended. Improve the quality of employees by updating to new systems such as management information systems and policy regulations. Employees are rewarded for their outstanding performance and expertise in their field. Civil servants and local governments should include on-the-job training, such as coaching, while improving working conditions, such as motivational incentives. Compensation types should be performance-based payments, unlike the current working model, which is based on substantive considerations. About executives and occupations.*

Keywords: *Human Capital Development, Employee Performance, Uganda.*

I. INTRODUCTION

Development of human capital refers to the acquisition of the information, abilities, attitudes, and management and physical skills required to manage resources such as money, technology, land, and materials to produce goods and services for human consumption. Will be Employee performance is the result of the interplay of individual intellectual capital, organizational resources, and organizational structure, culture, and environment. The most important resource for an organization is human capital, which resonates a lot in relation to Employee Performance Rayes (2022).

Some organizational managers often mistakenly perceive human capital as a direct result of hiring staff who want it. Many employers do not understand that human capital is not the individual, but the qualifications, experience, knowledge, work style, and other characteristics that an individual possesses, as well as the overtime hours that constitute capital development. However, if the above characteristics are not formed through continuous training in the workplace, employees may not perform as expected. current situation:

Despite the prevalence of the above problems, several multinational and local initiatives, governmental and non-governmental organizations, have all implemented measures to improve employee performance in order to improve productivity, suitable for different situations. We aim to improve and push the goals that have been set to achieve the goals we want to reach. A very important challenge remains due to poor employee performance. (Samuel et al., 2021)

To achieve maximum productivity and development, talent development integrates organisational and personal career development roles. Human resource development ensures sufficient professional and social staff to fit the specialized departments. The need for this is highly appreciated because only when human resources are highly enlightened can all resources of an organization's materials, money, supplies, equipment, ideas, time, and finished products be effectively controlled. (Agaba, Turyasingura and Kyabalogo 2022). The organization's human resources department coordinates its other resources. Those who perform such coordination must be experienced individuals. They added that modern company requires employees with a diverse variety of knowledge, thus human resource development is a desirable activity. The administrative activities of a modern business must be handled by professionals. Furthermore, it was argued that the perception of the need for training has been greatly affected in the modern age, where competition tends to be fiercer. An organization's performance depends on how much it invests in employee education and training. They argue that improved innovation and shifting hierarchies have allowed companies to realize that organizational performance is a function of people's skills and capabilities. This understanding therefore places value on such investments through employee training and development. This view requires careful planning with a proper focus on employee welfare and improvement. An engaged workforce is a well-trained workforce. (Samuel et al., 2021)

In Uganda, according to Boonavana (2012), the need for staff education, training and capacity development is recognized as a way to improve the ability of Ugandan government staff to perform their duties effectively, efficiently and creatively. The performance of civil servants in local governments was rated below a satisfactory 6 (indicating that intended results were not achieved, such as pensions and benefits from retired civil servants taking a long time to process). In order to encourage the efficient use of money allocated for development and training, the Ministry of Public Service's training strategy for government officials was developed in 2006. The local government of Kisoro District not limited

Kisoro District Local Government in particular has overtime experienced many challenges related to Employee Performance which directly or indirectly stampedes service delivery. These include; High rate of Labour turn-over and irregular attendance to official work especially by Medical staff who decry poor conditions of work in the District, Low levels of Government Policy implementation for example failure to formulate Bylaws and Ordinances for better service deliver, Unending accountability issues by individual, public servants and also cases of returning unspent balances to the Consolidated Fund, Low levels of School and other Institutional performances which may be attributed to individual Employee Performance and Persistent poor performance by the District in the National Assessment score card by the Office of Prime Minister for example 2019/2020 and 2020/2021 Systematic decline in performance of Public Institutions and facilities such as Schools, Health Centres and other Infrastructures.

There are serious inadvertent assertions that Human Capital alone translates to good Performance. And this has costed some organizations like Kisoro District Local Government to miss on the market leadership spot as compared to those organisations that endeavor to go a notch higher by strategically acquiring and nurturing their employees for on job training thus developing their Human Capital. Researcher's reasons:

So, the purpose of this study was to clearly assess how Human Capital Development and Employee Performance relate to one another in an organisation. Therefore, researchers felt the need to gather possible alternative best practices using four parameters. Qualifications and achievements, experience and achievements, work styles and achievements, knowledge and achievements. These metrics might point to the optimum interaction between employee performance and the development of human capital in the Kisoro District local government.

In conclusion, the main goal of the researchers in this study was to investigate the relationship between the growth of human capital and the productivity of Ugandan public sector personnel.

II. LITERATURE REVIEW

Training and development are necessary to enhance skills, increase productivity, deliver quality, and guarantee employee loyalty to the firm. This need is visible in all sectors. The advantages of training and development activities demonstrate how significantly they can affect the performance of your firm. They continued by saying that the efficacy our organisation utilises to train, inspire, direct, and engage employees is a direct reflection of the degree of performance the business has attained. As observed, training is evidence that employers are planning well for their employees. As our society becomes more competitive, the importance of education and training cannot be underestimated. Today's challenges of progress cannot be mastered without education and training. This necessitates how effective training and development impact organizational performance. According to (Kareem, 2017), training enables employees of a company to get the information and skills necessary to carry out their duties and to adjust to changing working conditions. Moreover, training and development boosts productivity, morale, quality, leadership succession, organisational performance, corporate growth, and profitability. He also said it shows that organizational performance is severely impacted when talent meets training needs. However, Kareem

(2017) argued that personal growth means better organizational performance.

Seleim, Ashour, and Bontis (2007) examined the connection between organisational performance and human capital in software firms. Their study's findings demonstrated a positive correlation between organisational performance and metrics of human capital. These criteria, like training, often resulted in superstars who were more productive, which in turn led to positive organisational outcomes. Moreover, Dooley (2000), who discovered a strong positive association between these studies support the idea that human capital indicators enhance company performance either directly or indirectly. Certain economic and performance fundamentals are intimately tied to how human capital is conceptualised.

Mlingi and the like. (2012) carried out a study in Tanzania titled the relationship between on-the-job training and employee performance in a Dar es Salaam shipping company. They concluded that "performance is strongly influenced by employee training. On-the-job training programmes do, in fact, improve employee performance, and this is not overstating the case.

Studying the long- and short-term effects of human capital on Ethiopian economic growth, Gebrehiwot (2013) published a paper titled "Impact of Human Capital Development on Ethiopian Economic Growth" (using real GDP per capita). He substitutes economic growth for the years 2010–2011 starting with 1974–75. To analyse the long- and short-term effects of human capital on economic growth, we use cointegration and error-correction models in the ARDL technique. According to his research, there are consistent, long-term correlations between real GDP per capita, labour force, gross capital formation, government spending, and official development aid as well as between education, health, and human capital. Here I am.

A Framework for Evaluating the Effect of Human Capital Development Investments on Organizational Performance in Pakistan is the title of a study carried out by Iqbal in 2013. He uses an interdisciplinary timeline and makes an effort to be both exploratory and descriptive. 320 of Pakistan's top manufacturing firms make up his core sample. Self-administered questionnaires are made to gather information from HR managers or others connected to HR.

III. METHODS

For this investigation, a descriptive survey design was chosen. This type of design usually tries to find answers to questions that arise from problem descriptions. According to Agaba and Turyasingura (2022), descriptive survey designs are used for exploratory and exploratory studies so that researchers can collect relevant information for summarization, presentation, and interpretation. Researchers attempt to find answers to questions by analyzing employee-related factors and variables related to public performance.

Researchers prefer using qualitative research, words over numerical data, and closed questions over open-ended inquiries when constructing quantitative hypotheses (qualitative interview questions) Both quantitative research studies designed in terms of The exploration and comprehension of the meanings that individuals or groups attach to social or human situations were made possible by a qualitative method. Quantitative approaches allow testing goals and theories by examining relationships between variables (Turyasingura and Agaba, 2022).

The study was conducted in Kisoro district municipalities and focused on 19 administrations and administrations. The study population included selected employees of his eight public agencies in Kisoro District Municipality. The total or target population was 280, of which a representative sample was determined based on lists or reports from staff and other workplaces.

This involved many managers from different departments/divisions, junior/lower level employees and general staff

A) Sample Size

Table 1: categories of the population and sample sizes

Category of the Respondents	Population Size	Sample Size	Sampling Technique
District Headquarters			
Administrators	10	10	Purposive Sampling
Accountants	16	06	Simple Random sampling
Civic leaders	10	04	Simple Random sampling
Traditional P/Servants	12	10	
Sub-County A			
Administrators	01	01	Purposive Sampling
Accountants	01	01	Simple Random sampling

Extension Workers	06	03	Simple Random sampling
Civic leaders	10	04	Simple Random sampling
Social Workers	01	01	Simple Random sampling
Sub-County B			
Administrators	01	01	Purposive Sampling
Accountants	01	01	Simple Random sampling
Extension Workers	02	02	Simple Random sampling
Civic leaders	10	08	Simple Random sampling
Social Workers	01	01	Simple Random sampling
Sub-County C			
Administrators	01	01	Purposive Sampling
Accountants	01	01	Simple Random sampling
Extension Workers	04	04	Simple Random sampling
Civil Servant	10	04	Simple Random sampling
Social Workers	01	01	Simple Random sampling
Sub-County D			
Administrators	01	01	Purposive Sampling
Accountants	01	01	Simple Random sampling
Extension Workers	06	04	Simple Random sampling
Civic leaders	08	02	Simple Random sampling
Social Workers	01	01	Simple Random sampling
One Town Council			
Administrators	03	02	Purposive Sampling
Accountants	01	01	Simple Random sampling
Extension Workers	06	04	Simple Random sampling
Civic leaders	10	02	Simple Random sampling
Social Workers	01	01	Simple Random sampling
One Hospital			
Administrators	01	01	Purposive Sampling
Health Workers	80	33	Simple Random sampling
Social Workers	01	01	Simple Random sampling
One Health Centre4			
Health Workers	24	06	Simple Random sampling
Social Workers	01	01	Simple Random sampling
One Secondary School			
Head teacher	01	01	Purposive Sampling
Teachers	11	02	Simple Random sampling
One Primary School			
Head teacher	01	01	Purposive Sampling
Teachers	13	08	Simple Random sampling
GRAND TOTAL	280	162	

Source: Field Data(2022)

From the over-all population of the study, the study targeted 280 respondents as the only accessible population for the study.

Using slovin's formular of sample size determination which is stated as $n = \frac{N}{1 + N(e)^2}$

Where n is the sample size, N is the total population and e is the marginal threshold of significance at 0.05.

Therefore,

$$n = \frac{280}{1+280(0.05 \times 0.05)}$$

$$n = \frac{280}{1.7}$$

n = 162.70 which is approx. 162 respondents

The researcher made sure that the descriptive survey approach was employed to capture both quantitative and qualitative data. A questionnaire was employed for the quantitative data, and interviews made up the majority of the collective methods used for the qualitative data.

B) Data Quality Control

The key priority by the researcher has been to plan and guarantee appropriate results and conclusions. The certainty that mistakes have been found and corrected during the data collecting process, whether they were made intentionally or not, ultimately promotes data integrity. The most important move to Quality Assurance has been to develop a comprehensive and detailed procedure proposal like this as a guiding principle in data collection.

C) Validity

The amount to which a method truly measures what it claims to measure is referred to as the method's validity (Amin, 2005). Steps have been taken to ensure that surveys meet content validity. To ensure that the device was collecting data as intended, researchers distributed copies to experts (including supervisors and experienced colleagues) to assess valid items on the questionnaire.

This study relied on the tested calculations of other authors. According to Amin (2005), the Content Validity Index (CVI) he should be 0.7 or better, was calculated as:

$$CVI = \frac{\text{number of items rated as relevant } 33}{\text{Total number of questionnaire items } 40} = 0.83$$

The CVI values obtained, a measure of means validity, were interpreted on the basis that the value of 0.83 was greater than the standard value of 0.7, indicating that the species component of the data present was very high. Increase. Relevant from the necessary research.

D) Method of Data Analysis

Frequencies, percentages, and Pearson Product Moment Correlation Coefficients were used to examine the data. Descriptive data analysis (frequencies and percentages). And also, these were done to justify the representativeness of the respondents' perception, views and opinion. Pearson Product Moment Correlation analysis was done to ascertain the relationship between Employee- related factors (IV) and Employee Performance related factors (DV). Qualitative data from open ended questions as well as interviews were analyzed thematically.

IV. RESULTS

A) Findings About The Demographic Characteristics Of Respondents

Age, gender, educational attainment, and job experience were among the respondents' demographic features to the study. The demographics of the study participants were discovered to be crucial since they were able to quickly and easily show the degree of eligibility and calibre of the biodata submitted. Wood (1998) asserts that using bio-data to forecast performance based on prior performance is a viable and trustworthy method. They are shown in the following table;

Table 2: the demographic characteristics of respondents

Description		Frequency	Percentage
Gender	Male	114	70.4
	Female	48	29.6
Age	20-30	4	2.5
	31-40	39	24.1
	41 & above	119	73.5
Qualifications	Masters level	6	3.5
	Degree	97	59.9
	Diploma	51	31.5
	Certificate	8	4.9
Working experience	1-5 years	15	9.3
	11-20 years	76	46.9

	21 and above years	71	43.8
Total		162	100

Source: Field Data, 2023

The results about the gender, age, educational background, and employment history of the study participant are shown in the table above.

Concerning the gender of the study respondents, the majority of the study participants were males as reflected by 70.4% whereas the remaining 29.6% were females. As observed, more males were working with Kisoro District Local Government compared to females, results further indicates that 73.5% respondents that were the majority were aged between 41 years and above, 24.1% respondents were aged between 20-30 years. More than a half of the respondents (59.9%) had Degrees as their highest level of education, 31.5% had diplomas, 4.9% respondents had certificates and 3.5% had Master’s level thus it can be observed that employees at Kisoro Local Government were dominated by Degree holders as the highest qualification.

Finally, 46.9% respondents had a working experience of 11-20 years, 43.8% respondents had a working experience of 21 years and above and only 9.3% had working experience of 1-5 years. These characteristics convinced the researcher to go on and base on the study respondents’ responses while making conclusions and recommendations for the study

B) Relationship between Human Capital and Human Capital Development

Table 2: Mean and Standard deviation for employees’ qualifications

Description	N	Mean	Std. Deviation
All Employees in this Organization are qualified.	162	4.06	.786
Assignments handled by Employees by who is more Qualified yield better than those handled far less qualified?	162	3.30	1.352
Qualified Employees are bench marked in this Organization.	162	3.81	.969
Employees’ qualifications have helped to improve quality services in the organization.	162	3.57	.638
Employees’ qualification has helped to improve quality services in this Organization.	162	3.23	.929
Qualified Employees usually bring about exemplary work in this Organization.	162	3.14	.956
Employees with high qualification are promoted to various positions in this Organization.	162	3.25	.798
Employee qualification in this Organization is emphasized	162	4.10	.821

Source: Field Data, 2023

Table above presents results about the mean and standard deviation for employees’ qualifications as an indicator of human capital development. According to the results, the tool items that had maximum scorers included emphasis of employees’ qualifications (M=4.10, SD=.821), employees in the organizations are qualified (M=4.06, SD=.786), Qualified Employees are bench marked (M=3.81, SD=.969) and Employees’ qualifications have helped to improve quality services in the organization (M=3.57, SD=.638). These scores present an agree response on the Likert scale.

The other tools that presented a minimum score included; Assignments handled by Employees by who is more Qualified yield better than those handled far less qualified(M=3.30, SD=1.352), Employees with high qualification are promoted to various positions in this Organization(M=3.25, SD=.798), Employees’ qualification has helped to improve quality services in this Organization(M=3.23, SD=.929) and Qualified Employees usually bring about exemplary work in this Organization(M=3.14, SD=.956).

Based on the consensus replies to the field findings, it can be inferred that qualifications and a human capital indicator were important in the development of human capital.

Table 3: Mean and Standard deviation for employees’ experience

Description	N	Mean	Std. Deviation
Employees with experience perform well in this Organization	162	3.56	.803
Experienced Employees are effective.	162	3.58	.737
Experienced Employees performs far better than those with less experience	162	3.43	.826
All Employees in this Organization are more experienced	162	3.26	.943

Source: Field Data, 2023

Tables above presents the results about the mean and standard deviation of employees experience as a predictor of human capital. According to the findings, the tool items that presented the maximum score included effectiveness of employees (M=3.58, SD=.737) and experienced employees performing well in the organization (M=3.56, SD=.803). As observed experience and effectiveness scored with agree responses, an implication that they were significant in the human capital development of employees.

Table 4: Mean and Standard deviation for employee’s knowledge

An Employees knowledge of the subject matter is capable of developing and implementing Government Programs.	162	3.64	.785
An employees’ knowledge of the subject matter can command respect in the Organization.	162	3.22	.931
Employees help to understand modes of Government program operations.	162	4.59	5.558
An Employees knowledge of the subject matter may be affected by the attitude’s clients bring to the service Centre.	162	3.81	1.105
The Government services handled by Employees with the knowledge of the subject matter yield more output than those less knowledgeable?	162	3.54	.920

Source: Field Data, 2023

Table above presents results about the mean and standard deviation of employees’ knowledge as a predictor of human capital. Findings show that the tool items that had maximum mean scores included; An Employees knowledge of the subject matter may be affected by the attitude’s clients bring to the service Centre (M=3.81, SD=1.105), An Employees knowledge of the subject matter is capable of developing and implementing Government Programs(M=3.64, SD=.785), Employees help to understand modes of Government program operations(M=4.59, SD=5.558) and The Government services handled by Employees with the knowledge of the subject matter yield more output than those less knowledgeable(M=3.54, SD=.920). This implies that field participants agreed with employee’s knowledge being significant in human capital development. The above table shows the relationship between the working experience of employees and Human capital development. Results show that there is a strong positive relationship between human capital and human capital development in organizational performance (r=1.000, p-value=0.005).

Table 6: Correlations between Human Capital Development towards improved employee Performance

		Human capital development	Improved employee performance
Human capital development	Pearson Correlation	1	-.005
	Sig. (2-tailed)		.954
Improved employee performance	Pearson Correlation	-.005	1
	Sig. (2-tailed)	.954	

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

* . Correlation is significant at the 0.05 level (2-tailed).

Results from the table above about the relevance of human capital development in improving employee performance indicate that at correlation significance of 0.05, r=.954., p-value=-0.005. The findings indicate that there is a moderate positive relationship between the variables according to the results, an implication that human capital development did not directly

influence employee performance.

V. DISCUSSION

Odhong (2014) emphasizes that worker skills increase productivity. Qualifications are a key indicator of human capital development and thus enhance an employer's ability to deliver quantity and quality in work.

In this regard, Rosita & Tantri (2019) discovered that there are many factors other than employee experience that may be utilised to ascertain an employee's level of experience, and that this is also a sign of work experience. stated to be functional. hours, duration of the work, and degree of expertise. However, practical experience refers to the degree of proficiency in the knowledge and skills that a worker has at work, and can be measured by the type of work performed by the worker and the number of working hours during a certain period of time. Work experience allows employees to learn to adapt to their jobs. Through experience, employees can learn from mistakes and prevent fraud.

Similar to this, Wright (2001) contends that economists have long regarded knowledge as a valuable resource. The human capital literature has focused on knowledge development, utilisation, transmission, and integration. Did. although knowledge has been defined and described in the literature in a variety of ways, one essential commonality is the contrast between explicit knowledge, which can be systematised, and tacit knowledge (or know-how), which is characterised by non-communication (Maruping 2002). Hence, the question of human capital development arises as it assumes that employees have knowledge of the activities to be carried out. While there are workshops in the healthcare sector aimed at equipping medical staff with new knowledge, other sectors also needed training and education to acquire pre-skills to effectively perform

In a similar vein, Nzuve and Bundi (2012) investigated the connection between Kenyan commercial banks' performance and human capital management strategies. Researchers conducted a correlation research and employed a cross-sectional survey design. The report shows that most commercial banks have average human capital management procedures. The study comes to the further conclusion that strategies for managing human capital generally have a favourable effect on performance, as indicated by both revenue growth and return on assets.

The idea of human capital has been crucial in neoclassical analyses of the labour market, claims Omolo (2007). This is especially true when it comes to the part they play in determining wages. It eventually took control of the economic analysis of education as well. The focus on human capital in organisations reflects the belief that intangible resources, particularly human resources, determine market value more so than tangible resources (Kulvisaechana, 2006). But today's employees value tangible resources, such as motivational rewards, that easily represent opportunities for human capital development.

VI. CONCLUSION AND RECOMENDATION

A) Conclusion

It also clearly revealed that human capital is heavily based on intangible resources, which are commonly practiced in the current economy. However much they are not valued by many employees, such resources indirectly help in the productivity or performance of both the individual employee and the organization. These are in form of organizing capacity building programs such as scholarships, trainings, internships among others

The conclusion is based on employees that showed a positive result in terms of quality work and quantity at the workplaces compared to employees that lacked or have less of the human capital development indicators in Kisoro District Local Government. In addition, organizations that did not consider human capital development were not achieving their objectives on time.

Finally, the third study objective about whether the relevance of human capital development improves employee performance concluded that however much human capital development was crucial in improving employee performance, other socio-economic factors, especially in the current economy, including family background and level of motivation played a significant role. This conclusion is based on results showing a moderate relationship between the two variables.

B) Recommendation

Policy makers, especially governments, are encouraged to set standards and guidelines for human capital development within their organizations so that all employees are equipped with such human capital predictors. These are resources that help organizations achieve high-quality, quantitative results in less time.

Local government managers are encouraged to consider employee motivation issues in addition to human capital development. This is because we know that while human capital development considers intangible resources, employees are motivated by material resources such as benefits, salaries, etc. Increase and be rewarded, among other things. These work in tandem with human capital development to achieve employee value.

Local officials are encouraged to embrace the concept of human capital development and to be actively involved as the practice helps make their jobs easier. They are therefore encouraged to participate in the proposed capacity-building program.

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