

**HUMAN CAPITAL MANAGEMENT PRACTICES AND ORGANISATIONAL
PERFORMANCE OF LODGES AND TENTED CAMPS IN NATIONAL
PARKS IN UGANDA**

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DECLARATION

This thesis is my original work and has not been presented for a degree in any other university.

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DEDICATION

This research is dedicated to my loving wife, Priscilla and son, Daniel, who have been my constant source of encouragement and motivation. They have given me the resolve to approach every project work with excitement and tenacity. This research would not have been made possible without their love and support.

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OPERATIONAL DEFINITION OF TERMS

Human capital management refers to an array of practices and techniques used to attract, recruit, train, develop, manage, and retain employees to ensure employees perform at their best for the success of the organisation as a whole.

Lodge: a tourist accommodation facility located in the national parks that provides hotel-like services to tourists who are on safari.

Organisational performance refers to the actual output of an organisation measured against targets comprising human resource outcomes (Delaney & Huselid's, 1996), organisational outcomes (Chenhall & Langfield-Smith, 2007), financial outcomes (Rowe & Morrow's, 1999), and capital market outcomes (Richard et al., 2009).

Performance appraisal refers to gauging employees' work performance against set targets and comprises an operational appraisal system, appraisals based on quantifiable results, provision of appraisal feedback, and quality performance review discussions (Amin et al., 2014; Walker et al., 2011).

Recruitment and selection refer to the decision process intended to choose the right job applicant out of many applicants for a specific job using a standardised and valid selection process and strong merit criterion (Noe et al., 2014).

Reward and recognition: refer to financial and non-financial rewards employees draw from their organisations comprising fair compensation, fringe benefits, clear promotion paths, fair rewards, and recognition procedures (Wang & Zang, 2005).

Tented camp refers to an accommodation facility in a national park providing camping services to tourists on a safari.

Training and development refer to equipping employees with adequate job-related and job-specific knowledge and skills and consists of the availability of knowledge and skills tools in training programs, training programs that are driven by employees' needs, and employees' sponsorships to training based on relevant needs (Santos & Stuart, 2003; Singh, 2004).

ABBREVIATIONS AND ACRONYMS

ANOVA: Analysis of Variance

GDP: Gross Domestic Product

HCM: Human capital management

HR: Human Resource

RBV: Resource-Based View

SPSS: Statistical Package for Social Sciences

U.S.A: United States of America

WTTC: World Travel and Tourism Council

ABSTRACT

Human capital management practices in an organisational context refer to recruiting and selecting the most fitting employees and managing their tasks effectively to optimise their performances. In human capital management, employees are perceived as assets whose present worth can be evaluated and measured and whose future worth can be boosted through further investments. The hotel industry in Uganda, especially lodges and tented camps in national parks, has faced the challenge of decreased organisational performance. Thus, the current study sought to examine the influence of human capital management practices on the organisational performance of lodges and tented camps in Uganda's national parks. Specifically, the current sought to examine the influence of recruitment and selection, training and development, performance appraisals, and rewards and recognition on the organisational performance of lodges and tented camps in Uganda national parks. Using an embedded research design, this study targeted 225 heads of department as survey participants and 45 managers of lodges and tented camps as interview participants. A census of all survey participants was considered, whereas a purposive sampling technique was adopted to select interview participants. Data in the current study was collected through an online survey and interviews. Descriptive statistics of the means, standard deviation, percentage and frequencies were used to summarise the sample characteristics and identify the response patterns. Hypotheses derived from the objectives were tested using multiple linear regression. Qualitative data collected from managers of lodges and tented camps were analysed thematically, and direct quotes were presented together with the descriptive results. Results were presented in tables and graphs. Results of the current study revealed significant positive relationships between recruitment and selection and organisational performance ($\beta = 0.223, t = 4.796, p = .001$), performance appraisals and organizational performance ($\beta = -0.356, t = 8.537, p = .000$), and rewards and recognition and organizational performance ($\beta = 0.242, t = 7.125, p = .001$). However, an inverse relationship was found between training and development and organizational performance ($\beta = 0.489, t = 14.455, p = .000$). Thus, the current study recommends that managers of lodges and tented camps in Uganda national parks encourage the adoption and implementation of the human practices because they are essential tools in bettering human capital resources and inspiring suitable conducts that boost organizational performance.

CHAPTER ONE

INTRODUCTION

1.1 Introduction

This chapter provides the necessary context for the study, which aimed to determine the influence of key human capital management practices, including recruitment and selection, training and development, performance appraisals, and reward and recognition, on the overall performance of lodges and tented camps in Uganda's national parks. In addition, the chapter presents the problem statement being investigated, the objective of the research, and outlines the precise goals and accompanying hypotheses. Further, this chapter presents the significance, scope, limitations, and assumptions and illustrates the conceptual framework that guided the conduct of the current study.

1.2 Background to the Study

Globally, the hospitality industry is the fastest growing, and its immense contribution to the economic development of any nation cannot be ignored (Ashraf et al., 2020). According to World Travel and Tourism Council (World Travel and Tourism Council, [WTTC], 2023), before the COVID-19 pandemic, which decimated all facets of the global economy, travel and tourism was one of the world's fastest and largest sectors, responsible for 1 in 4 of all new jobs created in the world, 10.3% of all jobs (333 million), and 10.3% of global gross domestic product (GDP, US\$ 9.6 trillion).

Despite the COVID-19 pandemic, travel and tourism contribution to GDP increased by 21.7% (US\$ 1 trillion) in 2021 to hit US\$ 5.8 trillion and recovered 18.2 million jobs (6.7% increase) (WTTC, 2023). Similar growth patterns were noted in Uganda, where travel and tourism experienced a 4.2% increase in GDP contribution to the whole

economy in 2021 from 2.7% in 2020 (representing US\$ 1,790.6 million/UGX 6,410.8 billion) and 533 300 jobs (representing an increase of 9.1% (WTTC, 2023). The global tourist industry has a bright future between 2022 and 2032, and it is expected to increase by an average of 5.5% annually (WTTC, 2023).

Despite the growth projections, organizations in the hospitality and tourism sector encounter several issues linked to organizational performance as the sector expands, and human resource management is crucial to their survival and success (Madera et al., 2017). Unlike most other industries, the hospitality sector provides intangible service experiences that depend heavily on personal connections between employees and customers. As a result, human capital is crucial to organizational performance, customer loyalty, and service quality (Baum, 2015). Modern human capital management strategies are an innovative approach to managing employees that attempts to enhance a well-motivated and competent workforce by using a wide range of structural and human resources tactics (Sabiou et al., 2019). Human capital management refers to recruiting and selecting the most fitting employees and managing their tasks effectively to optimise their performances (Emmanuel et al., 2015).

Effective human capital development practices make employees productive and enable them to contribute effectively to an organisation's bottom-line by discouraging counterproductive behaviours (Sabiou et al., 2019). The study of human resource practices has gained great impetus in the literature for the last few years, especially its impacts on competitive advantage (Elrehail et al., 2019), positive hotel employees' behavioural outcomes (Aboramadan & Karatepe, 2021), and organisational performance (Otoo, 2019; Sabiou et al., 2019; Taamneh et al., 2018). However, there is a limit to how much Uganda's hotel industry can borrow from international best

practices in human capital management, such as recruitment and selection, performance appraisal, training and development, and compensation and rewards, making this area open for further research. Best human capital management practices experienced in developed countries can provide viable guidelines for developing countries such as Uganda.

1.3 Problem Statement and Justification

Human capital management support is essential in empowering employees to provide high-quality service to customers who will attract many customers; satisfied customers profit the business. Organisational profitability influences employee performance and, hence, their competencies. However, for the hospitality industry in Uganda, this is not the situation; the hospitality industry in Uganda has faced the challenge of diminishing organisational performance for some time now (Kamukama & Nakaweesi, 2016). Therefore, the influence of human capital management practices on the organisational performance of lodges and tented camps in national parks in Uganda needs to be addressed. As much as studies have been carried out on the influence of human capital management practices on positive organisational outcomes in Uganda, the majority have been conducted in a non-hospitality industry context (Angundaru et al., 2016; Kasekende et al., 2020; Kasule & Bisaso, 2019; Kasule et al., 2022; Mansour et al., 2022; Mujuni et al., 2022). Thus, the impact of human capital management practices on organisational performance in lodges and tented camps in Uganda's national parks has not been adequately addressed.

1.4 Purpose of the Study

The current study sought to examine the influence of human capital management practices on the organisational performance of lodges and tented camps in Uganda's national parks.

1.5 Objectives of Study

- i. To establish the influence of recruitment and selection on the organisational performance of lodges and tented camps in national parks in Uganda.
- ii. To determine the influence of training and development on the organisational performance of lodges and tented camps in national parks in Uganda.
- iii. To evaluate the influence of performance appraisals on the organisational performance of lodges and tented camps in national parks in Uganda.
- iv. To examine the influence of rewards and recognition on the organisational performance of lodges and tented camps in national parks in Uganda.

1.6 Research Hypotheses

- i. ***H₀₁***: Recruitment and selection do not influence the organisational performance of lodges and tented camps in national parks in Uganda.

H_{1a}: Recruitment and selection influences the organisational performance of lodges and tented camps in national parks in Uganda.
- ii. ***H₀₂***: Training and development do not influence the organisational performance of lodges and tented camps in national parks in Uganda.

H_{2a}: Training and development influence the organisational performance of lodges and tented camps in national parks in Uganda.
- iii. ***H₀₃***: Performance appraisals do not influence the organisational performance of lodges and tented camps in national parks in Uganda.

H_{3a}: Performance appraisals influence the organisational performance of lodges and tented camps in national parks in Uganda.

iv. *H₀₄*: Rewards and recognition do not influence the organisational performance of lodges and tented camps in Uganda's national parks.

H_{4a}: Rewards and recognition influence the organisational performance of lodges and tented camps in Uganda's national parks.

1.7 Significance of the Study

Management of lodges and tented camps in Uganda national parks might use the findings to understand the nature of human capital management practices that can help improve organisational performance. Additionally, managers of lodges and tented camps can evaluate their human capital management practices against the results of the current study, which can help them develop appropriate human capital to bolster overall organisational performance. Moreover, the Uganda government, through the Uganda Tourism Board (UTB), might find the results of the current study helpful when developing and reviewing policies related to human capital management practices for the hospitality industry of Uganda. Lastly, the results of the current study have enriched the extant literature related to the influence of human capital management practices, thus forming a viable background of interest to future related studies.

1.8 Scope of the study

The current study was conducted in lodges and tented camps in Uganda's national parks as units of analysis. Additionally, the current study targeted departmental heads as survey participants and managers of lodges and tented camps as interview participants. Regarding conceptual background, the current study covered the influence of human capital management practices on the organisational performance of lodges and tented

camps in Uganda's national parks. For the human capital management practices, four dimensions were covered, namely: (1) recruitment and selection, (2) training and development, (3) performance appraisal, and (4) rewards and recognition. For the organisational performance, four facets were examined, namely: (1) human resource outcomes (i.e., the ability of the organisation to attract and retain employees and the relationship between management and employees), (2) organisational outcome (i.e., the ability of the organisation to deliver quality products and services to customers, and productivity), (3) financial outcome (i.e., organisation's productivity and return on investment), and (4) capital market outcome (i.e., market share and market value).

1.9 Limitations of the Study

This study was limited by the vast geographical region in which the lodges and tented camps in national parks are located. Therefore, data was collected through an online survey and interviews to ease the work and reduce the time required for data collection. Additionally, because data were collected online, the current study was prone to the limitation of a low response rate. However, several phone calls and email reminders were executed to remind the participants, thus enhancing the response rate.

1.10 Assumptions

The study assumed that human capital management practices exist and are practised by lodges and tented camps in Uganda's national parks. Additionally, the current study assumed that survey and interview participants provided genuine responses depicting the true situation of human capital management practices and organisational performance.

1.11 Theoretical and Conceptual Frameworks

1.11.1 Theoretical Frameworks

Three theories underpin the current study: (1) Resource-Based View (RBV), (2) Maslow's Hierarchy of Needs, and (3) Expectancy Theories.

1.11.1.1 The Resource-Based View (RBV)

The RBV theory was coined by Wernerfelt in 1984. As per the RBV theory, an organisation with strategic resources is better placed to become successful than its competitors, which in turn assists it in increasing its returns on investment over time. Although the theory is rather confusing because of the term 'resources', it is clear that competitive advantage is built using strategic resources rather than the common ones that are easily imitated.

A strategic resource is a valuable asset which proves hard to imitate and is usually not easily substitutable (Shaun Tyson, 2006). Good employees form part of the crucial assets an organisation can have. An organisation that desires to tactically create and maintain the right behaviours must be ready to develop a cohort of skilled employees (Wright et al., 2001). An organisation with the right employees can enhance its competitive edge and create satisfied customers through its operations (Miller & Shamsie, 1996; Porter, 1991).

Based on the RBV theory, in-house resources represent the most effective way to increase a competitor's edge. According to the principles of RBV, practices for managing human capital can be seen as in-house assets that can help an organization function better and gain an edge over its rivals. On the same note, and in line with the tenets of RBV theory, good human management practices such as effective recruitment and selection, training and development, performance appraisal, and reward and

recognition are considered important resources that have higher chances of boosting organisational performance.

1.11.1.2 Maslow's Hierarchy of Needs Theory

Maslow engendered this theory of needs in 1943. Maslow argued that the motivation of human beings is a function of five important needs: psychological, safety, love and belonging, esteem, and self-actualisation. He organised the five needs into a pyramid. At the bottom of the pyramid are psychological needs, followed by safety, love, self-esteem, and self-fulfilment at the top. Psychological needs are the most basic needs one must meet before moving to higher-level needs.

According to Maslow's theory, organisations can strive to create a pool of highly engaged employees. To manage a pool of engaged workforce, employees need to feel their psychological needs have been met through the benefits they draw from their organisations. Human resource managers must also ensure that employees are supported, trusted and cared for to reach the next needs phase. In addition, human resource managers must ensure that employees are empowered to embrace their talents at work and can unleash their potential without hiding their true personalities. Moreover, organisations must acknowledge and reward excellent employee performance to ascertain self-esteem. An organisation that helps employees reach the self-actualisation phase benefits greatly through having a fully engaged workforce, which eventually may boost organisational performance.

1.11.1.3 Vroom's Expectancy Theory

Vroom (1964) created the expectancy theory with a focus on the workplace. The theory of expectancy is a mental-process reasoning of motivation based on the idea that people hope there are connections between commitment to work, subsequent achievement, and

benefits obtained from their commitment to work and effectiveness (Vroom, 1964). Expectancy theory is premised on four critical assumptions. One of the assumptions is that people look for jobs with expectations to meet their needs and motivations. The second norm is that people's choice of behaviour is a function of a mindful decision in that they are free to make behavioural choices based on their expectations. A third norm is that individuals want diverse things from their organisations (e.g., good reward and remuneration, training and development opportunities, participation in decision-making, job security, and objective performance appraisals). A fourth norm is that individuals will make choices among obtainable substitutions to augment personal outcomes.

From the four assumptions, expectancy theory is premised on three important components: expectancy, instrumentality, and valence. According to Vroom (1964), an individual is motivated to the extent he or she believes that his or her effort will gather acceptable performance, which will eventually gather valuable and positive rewards. Inferring from the tenets of the expectancy theory, if lodges and tented camps in Uganda national parks provide employees with desired practices associated with effective human capital management such as rewards and recognition, opportunities for training and development, standardised recruitment and selection, and objective performance appraisal, they are inclined to act in a way to get the benefits that could help their organization function better.

1.11.2 Conceptual Framework

Figure 1.1 illustrates the conceptual framework hypothesizing direct relationships among the study variables. Additionally, the conceptual framework theorises that human capital management practices (i.e., recruitment and selection, training and

development, performance appraisals, and reward and recognition) influence organisational performance (i.e., human resource, organisational, financial, and capital market outcomes) among lodges and tented camps in national parks in Uganda.

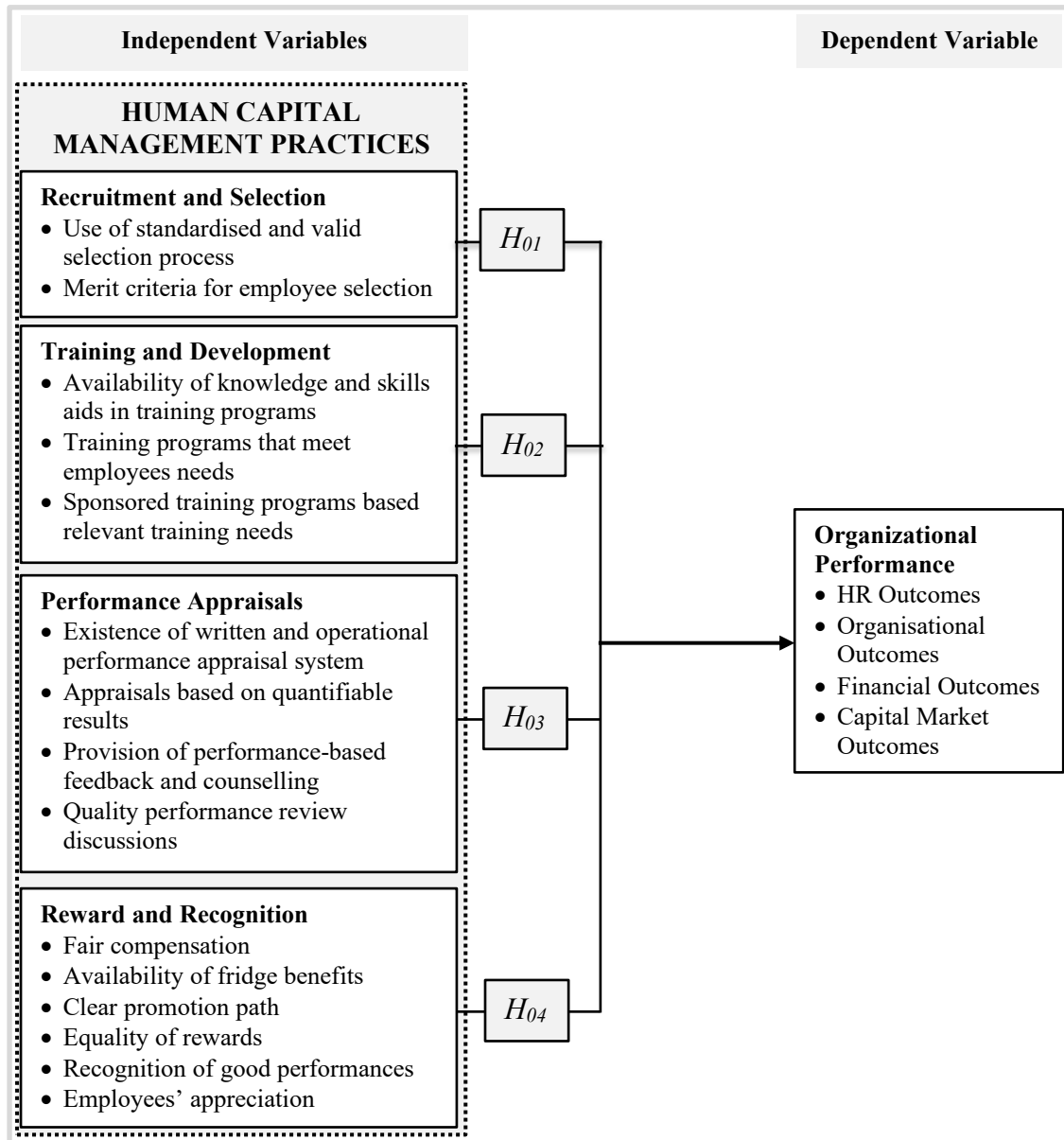


Figure 1. 1: Conceptual Framework

Source: Adopted and modified from multiple sources; *Recruitment and Selection* (Noe et al., 2010), *Training and Development* (Santos & Stuart, 2003; Singh, 2004), *Performance Appraisals* (Amin et al., 2013; Walker et al., 2011), *Reward and Recognition* (Wang & Zang, 2005), *Human Resource Outcomes* (Delaney & Huselid, 1996), *Organisational Outcomes* (Chenhall & Langfield-Smith, 2007), *Financial Outcomes* (Rowe & Marrow, 1999), *Capital Market Outcomes* (Richard et al., 2009)

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews previous studies and the emanating research gaps guided by the research objectives. In addition, theoretical frameworks underpinning the study are presented.

2.2 Human Capital Management Practices

The most important resource for any organization looking to establish and maintain a competitive edge is its human resources (Shahzad et al., 2011). Human resource management aims to effectively and efficiently utilise human capital to realise personal and organisational goals (Razimi et al., 2014). Managing human capital is a process focused on ensuring an organisation becomes successful in its operations and gains a competitive edge over its rivals (Armstrong & Taylor, 2014). In addition, human capital management provides a systems approach to enhance the organisation and employees' performance and customer satisfaction (Shields et al., 2015). Human capital management sees an organisation's workforce as an asset rather than just a cost of making business and moves beyond recruiting and selecting employees to include rewards and talent management. It is a conglomeration term that not only refers to recruiting employees but also incorporates compensation, reward and recognition, workforce planning, and job security.

2.3 Organisational Performance

Organisational performance is an intricate and multifaceted phenomenon (Otoo & Mishra, 2018). A company's capacity to successfully implement strategies for achieving organizational goals determines whether it has a chance of succeeding

(Randeree & Al Youha, 2009). Organizational performance, according to Tomal and Jones (2022), is the actual yield of an organization as assessed compared to goals. Due to its multidimensional nature, scholars have theorised organisational performance differently.

Dyer and Reeves (1995) suggested four outcomes as the possible measurement of organisational performance. They included human resource outcomes (i.e., absenteeism, job satisfaction, turnover), financial outcomes (i.e., return on investment and profitability), capital market outcomes (i.e., growth, returns), and organisational outcomes (i.e., quality service, productivity).

Harris and Mongiello (2001) suggested integrating both monetary and non-monetary facets, such as competitiveness, guest satisfaction, flexibility, and resource utilization, and argue that even though establishments in the hotel sector are viewed from a service perspective, they draw their revenues from three key areas, namely; rooms, food, and beverages. Because of these three key revenue centres in the hotel sector, dealing with organisational performance from a multi-dimensional perspective is valuable. Thus, based on the literature, the current study measured organisational performance as a multifaceted dimension comprising human resource, organisational, financial, and capital market outcomes.

2.4 Empirical Review

2.4.1 Recruitment and Selection and Organisational Performance

The human resource management literature has widely researched the concept of recruitment and selection (Aladwan et al., 2015), which refers to the decision process intended to choose the right job applicant out of many applicants for a specific job (Razimi et al., 2014). Recruitment and selection result in a thoughtful choice of the right

applicants for the right jobs to boost employees' job engagement and consecutive organisational performance.

Organisations make deliberate and careful efforts to recruit and select potential applicants to fill specific jobs through a thorough screening process (Uraon, 2018). From this viewpoint, recruitment and selection aim to get the best employees for a particular task. Employees suitable for a particular task are likely to feel a sense of achievement contrary to those deficient in required qualities (Aboramadan et al., 2019a). Si and Li (2012) argue that selecting the right applicants to fill specific jobs is important in promoting job satisfaction and positive organisational outcomes such as positive organisational performance.

Empirically, research has indicated that recruitment and selection are directly associated with constructive organisational outcomes. For example, Elrehail et al. (2019) studied five-star-rated hotels in Northern Cyprus and focused on the influence human resource management practices have on their competitive edge. Their study revealed that human resource recruitment, selection, and competitive advantage were positively related. While the study's result implied that hotels with strong recruitment and selection processes are likely to be competitive, the study comprised only five-star hotels in a developed nation. Thus, the current study sought to examine the influence of recruitment and selection on the organisational performance of lodges and tented camps in a developing country such as Uganda.

Otoo (2019) studied the nexus human resource management practices have on the organisational performance of one- to five-star-rated hotels in Ghana. Their study found a significant positive relationship between recruitment and selection and employee

competencies. However, the study did not link human resource management practices with organisational performance, a gap the current study sought to address.

Additionally, recruitment and selection were found to have a reducing effect on employee turnover in a qualitative study investigating employees' insights into the association between human resource management practices and personnel turnover in hotels in Macau, China (Basnyat & Clarence Lao, 2019). While their study revealed insightful results, it was only qualitative and focused on employee turnover. While addressing the gap presented by Basnyat and Clarence Lao's (2019) study, the current study used an integrated approach to evaluate how line managers' perspectives on human resource management methods affected the overall success of lodges and tented camps.

Agarwal (2021) investigated how human resource management affected the well-being of hotel staff members during the COVID-19 pandemic. The study discovered solid evidence suggesting employee-centric HRM methods significantly positively influenced employees' well-being and could be applied in emergencies like the COVID-19 pandemic. The study concentrated on the well-being of employees. Even if its findings suggested that employees working in hotels that implement employee-centric HRM practices are more likely to experience well-being, it did not link the effect of the HRM practices to the overall organisational performance. The objective of the current study was to determine how employee-centric human management methods affected the organizational performance of lodges and tented camps in Uganda's national parks.

Moreover, studies have revealed significant positive outcomes of human resource management practices in non-hospitality organisations such as banks, health facilities, and academic institutions. For example, Alqudah et al. (2022) studied bank employees in Jordan and investigated the influence of high-performance human resource management practices on readiness for change. Their study demonstrated that high-performance human resource management practices positively and significantly influence affective commitment and readiness for change. The study was conducted in a non-hospitality sector and focused on readiness for change. Thus, the current study focused on the organisational performance of lodges and tented camps in the national parks of Uganda.

Nafari and Rezaei (2022) studied the association between human capital management practices and the organisational performance of a public hospital in Iran. Their study revealed that recruitment strategy and organisational performance were significantly positively related. In addition, their study revealed that recruitment strategy had the greatest impact on organisational performance. Another study investigating the relationship between human resource management practices and organisational commitment in Palestinian universities reported a significant positive relationship between the concepts (Aboramadan et al., 2019b). The study focused on the organisational commitment of academic and administrative staff in Palestinian universities. In contrast, the current study focused on the organisational performance of lodges and tented camps in the national parks of Uganda to compare and contribute to extant literature.

2.4.2 Training and Development and Organisational Performance

Training and development can be regarded as equipping employees with adequate job-related and job-specific knowledge and skills, simultaneously assisting in promoting personal and organizational performance (Bulut & Çulha, 2010). To be effective in engendering positive attitudes, Bos-Nehles and Veenendaal (2019) argue that employees must see training and development activities as important and gratifying. Undeniably, the importance of organisational training and development cannot be overlooked. Previous studies have reported positive outcomes associated with training and development.

Otoo (2019) argues that training and development can favourably affect employee capabilities and result in performance-boosting benefits for the organization and employees in one- to five-star-rated hotels in Ghana. Likewise, Ishak et al. (2021) claim that approaches for high-commitment human resource management, such as training and development, can result in highly dedicated workers. Along similar lines, in a study looking at the impact of human resource development techniques on the performance of the hospitality industry in Ghanaian four- and five-star hotels, Otoo and Mishra (2018) confirm that training and development significantly positively influence employee skills. These studies provided valuable findings but also highlighted contextual gaps that the current study sought to address by establishing the influence human capital management practices have on the organisational performance of lodges and tented camps in national parks in Uganda.

2.4.3 Performance Appraisal and Organisational Performance

Performance appraisal is viewed as appraising an employee's performance, conducting a training need assessment, establishing job promotion yardsticks, and giving employee

feedback on strategies to improve job performance. The rationale of performance appraisal is to enhance employees' performance in achieving organisational aims and objectives (Ishak et al., 2021).

The performance appraisal concept is premised on the norms of fairness. Previous studies reveal that an objective, transparent, and fair performance appraisal process positively impacts employees' attitudes (Aboramadan et al., 2019b). It is worth noting that a subjective, ineffectual performance appraisal process is damaging and yields unwelcome challenges consisting of diminished employee efficiency, decreased job morale, and decreased engagement, subsequently impeding organisational effectiveness (Osman et al., 2011). This underlines the importance of an objective performance appraisal procedure.

According to prior studies, an effective performance appraisal process is linked to successful organizational outcomes. For instance, Elrehail et al. (2019) discovered a direct link between performance appraisal and superior competitiveness when they studied the impact of human resource management techniques on competitiveness advantage among five-star hotels in Northern Cyprus. Additionally, the relationship between human resource management strategies and the organizational effectiveness of institutions in Nigeria's education sector was investigated by Sabiu et al. (2019). Their research discovered clear links between organizational performance and performance reviews.

Nevertheless, previous studies indicate that performance appraisal procedures are not always effective. For example, Otoo (2019) examined the relationship between human resource management practices and organisational performance in one- to five-star-rated hotels in Ghana. Their study revealed a non-significant relationship between

performance appraisal and employee competencies. Likewise, Otoo and Mishra (2018) examined the influence of human resource development practices on the hospitality industry's performance, focusing on selected four- to five-star-rated hotels in Ghana. Their study found that performance appraisals did not significantly influence employee competencies. While this non-significant effect of performance appraisals appears to be an issue associated with the Ghanaian hospitality industry, it is clear that research presents contradictory results, thereby presenting contextual and conceptual gaps warranting the conduct of the current study involving lodges and tented camps in the national parks of Uganda.

2.4.4 Reward and Recognition and Organisational Performance

Organisations' rewards, compensation, and recognition are important human capital development practices. According to Malhotra et al. (2007), a reward is any monetary gain, perk, or tangible service that an employee receives as a result of their employment. In an organisation, each employee is eligible for financial rewards (e.g., fringe benefits, salaries, wages, and bonuses) and non-monetary (e.g., recognition, performance praise, and promotion) (Ishak et al., 2021). According to Aladwan et al. (2015), a structured-objective reward system is an ingredient for outstanding job performance and commitment.

Research findings have demonstrated positive organisational outcomes associated with compensation and rewards, such as boosting employees' commitment (Nazir et al., 2016). Nevertheless, it is not the compensation and reward that boost an employee's commitment but his or her assessment of the reward provided by his or her employer. Amin et al. (2014) assert that employees must perceive compensation as valuable and

at par with prevailing market rates to be effective in engendering positive organisational outcomes.

Njanja et al. (2013) looked at the impact of the reward on the productivity of 68 Kenya Power and Lighting Company management staff and discovered that there were substantial positive correlations between productivity and the cash incentives offered to staff. According to the study, those who had received cash bonuses outperformed those who had not. Additionally, Mostafa Saad et al. (2021) looked into the impact human resource management strategies have on Egyptian bank workers' job engagement and found that workers' engagement was positively enhanced by reward and payment systems.

Nafari and Rezaei (2022) investigated the association between human capital management practices and the organisational performance of employees in an Iranian public hospital. In their study, recruitment strategy significantly positively influenced organisational performance. Additionally, Rana and Malik (2017) investigated the impact of human resource practices on the organisational performance of the telecommunication sector of Pakistan. Their study revealed that compensation had a positive and significant relationship with organisational performance. Furthermore, the impact of human resource management methods on organizational dedication in Palestinian higher education establishments was studied by Aboramadan et al. (2019b). Their study discovered that employee enthusiasm was positively correlated with rewards and salary.

While the abovementioned studies provided insightful and valuable results, they presented conceptual and contextual gaps. Conceptual-wise, many have focused on organisational commitment and employees' job performance. Contextual-wise, most of them have been conducted in developed nations in non-hospitality establishments. Those in the hospitality industry have presented contextual and conceptual gaps, calling for a study of the nature of the current one. Thus, the current study was conducted to closely examine how human capital management practices affect the organisational performance of lodges and tented camps in national parks in Uganda.

2.5 Summary of Literature Reviewed and Established Research Gaps

The synopsis of the literature review and identified research needs is displayed in Table 2.1.

Table 2. 1: Abridged Literature and Research Gaps

Theme	Author (year)	Setting	Findings	Research Gaps
Recruitment and selection	Elrehail et al. (2019)	Five-star hotels in Northern Cyprus	The study found that the competitive advantage of five-star hotels is significantly enhanced through HR recruiting and selection.	The study focused on the influence of HR recruitment and selection on competitive advantage among five-star rated hotels of a developed nation, presenting contextual and conceptual gaps.
	Otoo (2019)	One- to five-star rated hotels in Ghana	Recruitment and selection were found to have a significant influence on employee competencies.	The study focused on employee competencies. The current study focused on the organisational performance of lodges and tented camps in Uganda.
Training and development	Otoo & Mishra (2018)	Selected four- to five-star rated hotels in Ghana	Employee abilities are significantly influenced by training and development.	The study focused on employee competencies. The current study focused on the organisational performance of lodges and tented camps in Uganda.
Performance appraisal	Sabiu et al. (2019)	The education sector in Nigeria	Direct relationships between performance appraisal and organisational performance.	The study was conducted in a non-hospitality sector.
	Otoo & Mishra (2018)	Selected four- to five-star rated hotels in Ghana	Employee competencies are not much impacted by performance reviews.	Although the research was carried out within the setting of the hotel business, it yielded insignificant findings. While the research primarily examined staff competencies, it remains challenging to definitively determine the extent to which performance assessment directly impacts the overall performance of lodges and tented camps in Uganda's national parks.
Reward and recognition	Mostafa Saad et al. (2021)	Egyptian banking employees	Reward and payment systems had a significant positive impact on employee engagement.	The research was conducted in a non-hospitality sector, focusing mostly on employee engagement.
	Nafari & Rezaei (2022)	One public hospital in Iran	The effectiveness of the organization was significantly influenced favourably by the recruitment approach. Additionally, reward and recognition had the most effect on the performance of the organization.	The study was conducted in a developed nation, in a non-hospitality context.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The previous chapters focused on providing the reader with an understanding of the background of this study and the empirical research relevant to the present investigation. This chapter outlines the methodology employed to conduct the study, encompassing the research design, the population being investigated, study area, sample size calculation and sampling techniques, data collection instruments, pretesting of instruments, validity and reliability assessment, data collection methods, data analysis, and logistical and ethical considerations.

3.2 Research Design

The current study was conducted using the embedded research design, a mixed-methods research design, to establish an in-depth understanding of the research topic. Two data sets are used in an embedded research design, with one playing a supporting role in a study based primarily on the other data type (Creswell & Clark, 2017). Additionally, an embedded design mixes quantitative and qualitative data sets at the design level, with one data set nested within a methodology framed by the other data type (Caracelli & Greene, 1993). The current study was primarily quantitative. Thus, qualitative data was embedded within the quantitative design.

3.3 Study Variables

The present study aimed to examine the impact of four independent variables, namely human capital management practices encompassing recruitment and selection, training and development, performance appraisals, and reward and recognition, on one

dependent variable, organisational performance, within the setting of lodges and tented camps located in Uganda's national parks.

The assessment of organisational performance focused on four key areas: human resource results, organisational outcomes, financial outcomes, and capital market outcomes. The human resource outcomes factor in question pertains to the lodges and tented camps' capacity to effectively recruit and retain personnel, as well as foster positive social interactions in the workplace. The aspect of organisational outcomes pertains to the lodges and tented camps' capacity to provide high-quality products and services to guests, as well as their overall productivity. On the other hand, the financial outcomes aspect focuses on the lodges and tented camps' ability to achieve profitable results and a favourable return on investment. The capital market result primarily concerns the market share and value of organisations.

3.4 Study Area

This research was conducted in all lodges and tented camps in Uganda's national parks. Uganda is a landlocked nation located in South-central Africa, situated near the Equator. It has borders with the Democratic Republic of Congo, Rwanda, Kenya, Sudan, and Tanzania. Although the majority of its borders are along the lakeshore, this nation, which has a population of over 44 million, with Kampala as its main city, is landlocked and lacks access to massive bodies of water. Uganda typically welcomes around 1.5 million foreign visitors, in addition to an increasing number of domestic tourists, who visit the country's unspoiled national parks and stay in lodges and tented camps (Africa Nature Based Tourism Platform Report, 2023). According to Uganda Wildlife Authority (UWA, 2022), there are 10 national parks: Kibale, Mount Elgon, Rwenzori Mountains, Semuliki, Mgahinga Gorilla, Murchison Falls, Queen Elizabeth,

Lake Mburo, Bwindi Impenetrable, and Kidepo Valley. Additionally, there are 45 lodges and tented camps in the national parks of Uganda (Uganda Tourism Board (UTB, 2023), making the study area fit for the current research.

3.5 Target Population

This research targeted all 45 lodges and tented camps in Uganda's national parks as the unit of analysis. Additionally, the current investigation targeted the 270 employees working in the 45 lodges and tented camps comprising 225 heads of department and 45 establishments' managers as units of observation. Managers and departmental heads were perceived to have adequate information regarding the concepts of this research, given their leadership roles in the targeted establishments.

3.6 Sample Size and Sampling Technique

3.6.1 Survey Participants

The sample size for the quantitative data collection comprised a census of all ($n = 225$) heads of the department working in 45 lodges and tented camps in the study area. Specifically, there were 205 participants included in the primary field work, excluding the 20 participants who took part in the questionnaire pretest.

3.6.2 Interview Participants

The sample size for collecting qualitative data consisted of all ($n = 45$) managers of lodges and tented camps. The current research intended to recruit interview participants who had the experience of working for at least 1 year in the hospitality industry in a leadership capacity. A purposive sampling technique was used to achieve this goal. The purposive sampling technique is beneficial when a study plans to recruit interview participants with explicit information regarding an issue of interest based on their professional and leadership experiences (Etikan et al., 2015). For the current research,

a purposive sampling technique was used to recruit managers of lodges and camps with at least 1 year of leadership work experience in the hospitality industry. Consequently, only 22 managers of lodges and tented camps met the criteria for inclusion in the current study.

According to Saunders and Townsend (2016), the sample size for qualitative data collection ranges from 15 to 60 interviews, which is adequate for studies related to organisations, provided that the researchers validate them through expert opinion. According to Yang et al. (2012), a small sample size of 15 to 60 interviews can still adequately represent the research population and provide valuable details after data saturation in qualitative studies. After the sixteenth interview, data saturation for the current study was attained. A further interview was done to see if any new information could be gleaned. When the follow-up interview yielded no fresh information, the interviewing process ended.

3.7 Research Instruments

3.7.1 Quantitative Data

The current study used a structured questionnaire to collect first-hand data per the specific objectives. The questionnaire comprised three sections. The first section consisted of five (5) questions designed to collect participants' demographic data that included gender, level of education, age, work experience in the hospitality industry, and department of operation.

The second section consisted of 15 items, which assessed employees' perspectives on human capital management practices. Furthermore, the section was segmented into four (4) parts, each dealing with specific human capital management practices. Consequently, part one consisted of two (2) items borrowed from previous research,

which assessed employees' perspectives on *recruitment and selection*. The two items were derived from the Noe et al. (2014) recruitment and selection scale and were measured on a 5-point Likert scale ranging from 1 (*strongly disagree*) to 5 (*strongly agree*).

The second part comprised three (3) items measuring *training and development* borrowed from Santos and Stuart (2003) and Singh (2004) effectiveness of the training scale. The three items were measured on a 5-point Likert scale ranging from 1 (*strongly disagree*) to 5 (*strongly agree*). The third part three consisted of four (4) items measuring *performance appraisals*. The four items were adapted from performance appraisal scales by Amin et al. (2014) and Walker et al. (2011). The four items were measured on a 5-point Likert scale ranging from 1 (*strongly disagree*) to 5 (*strongly agree*).

The fourth part comprised six (6) items to measure *rewards and recognition*. The six items were borrowed from Wang and Zang's (2005) compensation and rewards scale. The six items were measured on a 5-point Likert scale ranging from 1 (*strongly disagree*) to 5 (*strongly agree*).

The last section of the questionnaire comprised nine (9) items, which assessed employees' perspectives on four (4) organisational performance parameters, consisting of three (3) items measuring human resource outcomes, two (2) items on organisational outcomes, two (2) on financial outcomes, and two (2) on capital market outcomes. Delaney and Huselid's (1996) human resource outcome scale was adopted to measure the human resource outcome facet of organisational performance. The scale, which has six observed items, was altered to create three items in accordance with the current study.

In addition, the organisational outcome scale by Chenhall and Langfield-Smith (2007) was adopted to measure the organisational outcome facet of organisational performance. According to the setting of the current study, the scale with six observable items was adjusted to produce two items. Similar to how the financial outcome aspect of the organizational performance was assessed, Rowe and Morrow's (1999) seven-item financial outcome scale was reduced to two questions. The current study used the Richard et al. (2009) capital market outcome scale to measure organisational performance's capital market outcome. All items measuring the organisational performance scales were measured on a 5-point Likert scale ranging from 1 (*strongly disagree*) to 5 (*strongly agree*). Table 3.1 shows a summary of measurement scales.

Table 3. 1: Measurement scales

Construct	Number of Items	Source	Scale
Human capital management practices			
1. Recruitment and selection	2	Noe et al. (2014)	5-point Likert ranging from 1 (SD) to 5 (SA)
2. Training and development	3	<ul style="list-style-type: none"> • Santos & Stuart (2003) • Singh (2004) 	5-point Likert ranging from 1 (SD) to 5 (SA)
3. Performance appraisals	4	<ul style="list-style-type: none"> • Amin et al. (2013) • Walker et al. (2011) 	5-point Likert ranging from 1 (SD) to 5 (SA)
4. Rewards and recognition	6	Wang & Zang (2005)	5-point Likert ranging from 1 (SD) to 5 (SA)
Organisational performance			
1. Human resource outcomes	3	Delaney & Huselid's (1996)	5-point Likert ranging from 1 (SD) to 5 (SA)
2. Organisational outcomes	2	Chenhall & Langfield-Smith (2007)	5-point Likert ranging from 1 (SD) to 5 (SA)
3. Financial outcomes	2	Rowe & Morrow's (1999)	5-point Likert ranging from 1 (SD) to 5 (SA)
4. Capital market outcomes	2	Richard et al. (2009)	5-point Likert ranging from 1 (SD) to 5 (SA)

Notes: SD = strongly disagree. SA = strongly agree.

3.7.2 Qualitative Data

Qualitative data was collected from managers of lodges and tented camps using interview schedules. Using qualitative data in a study is important because it provides an in-depth understanding of participants' opinions (Mack et al., 2005). Using qualitative data in the current study was useful in capturing managers' opinions regarding human capital management practices practised by managers of lodges and tented camps where they were working and how such practices helped determine their organisational performance. The interview schedule comprised three sections. The first collected data on participants' demographic information consisting of gender, education level, age, and work experience in the hospitality industry.

The second section of the interview schedule comprised questions related to human capital management practices practised by managers of lodges and tented camps in the current study. The last section consisted of questions designed to gather in-depth information about the organisational performance across four parameters: the ability to attract and retain employees, customer service delivery, the organisation's profitability, and market share.

3.8 Pretesting

The questionnaire and interview schedules were pretested to examine their useability during the fieldwork. The questionnaire was pretested with 20 employees consisting of heads of department (i.e., front office, kitchen, food and beverage service, housekeeping, maintenance and security) of five lodges and tented camps in Bwindi Impenetrable Forest National Park. The pretest lodges and tented camps were excluded during the actual data collection exercise to eliminate bias. The pretest sample size corresponded to Mugenda and Mugenda's (2003) suggestion of a sample size ranging

from 1% to 10% of the actual sample size. A preliminary analysis of pretest data was used to fine-tune the questions in the questionnaire to enhance the participants' understanding. A pretest of the interview schedule was also conducted to examine its robustness in collecting data during interviews and was conducted with five (5) managers of five lodges and tented camps in the same location where the questionnaire was pretested.

3.8.1 Validity

Face and content validity techniques were used to examine the worth of the questionnaire, which were ascertained through supervisors' judgements and professional reviews.

3.8.2 Reliability

The internal consistency of the constructs used in the questionnaire was examined using Cronbach's coefficient alpha (α) estimates. Eight separate analyses were performed to examine the reliability of four human capital management constructs and four organisational performance constructs. The results are reported in Table 3.2.

Table 3. 2: Reliability Analyses

Construct	Items	α
Human capital management practices		
1. Recruitment and selection	2	0.873
2. Training and development	3	0.924
3. Performance appraisals	4	0.881
4. Rewards and recognition	6	0.792
Organisational performance		
1. Human resource outcomes	3	0.901
2. Organisational outcomes	2	0.853
3. Financial outcomes	2	0.887
4. Capital market outcomes	2	0.921

From Table 3.2, Cronbach's alpha coefficients for all the constructs ranged from 0.792 – 0.924 and exceeded the recommended minimum value of 0.70 (Nunnally & Bernstein, 1995). These results demonstrated the internal consistency of items measuring each latent variable, hence scale item reliability.

3.9 Data Collection Techniques

The current study used a structured questionnaire to collect data from department heads. In addition, interview schedules were used to collect data from managers of lodges and tented camps. Several steps were followed to simultaneously accomplish the quantitative and qualitative data collection process.

First, the structured questionnaire and interview schedule were converted into an online survey and interview using Google Forms®—a web-based survey administration software included in the free Google Docs Editors suite. The software allows the creation of any question as it has different options, including open and closed-ended questions. Once the conversions were ready, separate survey links were generated for each instrument to be shared with prospective participants.

Second, managers of lodges and tented camps were approached to provide permission to conduct research in their establishments, help distribute the survey link to various departmental heads, and participate in the interviews. Lastly, managers of lodges and tented camps were requested to participate in an online interview by completing an online interview schedule. Completed questionnaires and interviews were submitted electronically.

3.10 Data Analysis

3.10.1 Quantitative Data Analysis

Several steps were followed to analyse quantitative data. Preliminary data analysis comprising data cleaning and transformations with IBM Statistical Package for the Social Sciences (IBM SPSS) Statistics v. 27 software was completed. In addition, descriptive statistics comprising frequencies, percentages, means, and standard deviations were used to summarise the participants' demographic profiles and responses gathered for all constructs. Furthermore, the hypotheses in the current study were analysed by multiple linear regression analysis (Table 3.3), which was used to examine the influence of predictors on organisational performance, controlling for others in the model. The significance of the regression slopes was inferred at a set 5% significance level.

Table 3. 3: Analysis Plan

Objective	Hypothesis	Method of Analysis	Statistical Model	Decision Criteria
To establish the influence of recruitment and selection on the organisational performance of lodges and tented camps in national parks in Uganda	H₀₁ : Recruitment and selection do not influence the organisational performance of lodges and tented camps in national parks in Uganda	<ul style="list-style-type: none"> • Mean and standard deviations • Multiple linear regression 	$\hat{y} = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$ Where: \hat{y} = Predicted organisational performance X₁ = Recruitment and selection X ₂ = Training and development X ₃ = Performance appraisals X ₄ = Reward and recognition β_1 = Slope associated with X₁ β_2 = Slope associated with X ₂ β_3 = Slope associated with X ₃ β_4 = Slope associated with X ₄ ε = Error term	Reject H₀₁ when the p value associated with β_1 is < .05; otherwise, fail to reject H₀₁
To determine the influence of training and development on organisational performance of lodges and tented camps in national parks in Uganda	H₀₂ : Training and development do not influence the organisational performance of lodges and tented camps in national parks in Uganda	<ul style="list-style-type: none"> • Mean and standard deviations • Multiple linear regression 	$\hat{y} = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$ Where: \hat{y} = Predicted organisational performance X ₁ = Recruitment and selection X₂ = Training and development X ₃ = Performance appraisals X ₄ = Reward and recognition β_1 = Slope associated with X ₁ β_2 = Slope associated with X₂ β_3 = Slope associated with X ₃ β_4 = Slope associated with X ₄ ε = Error term	Reject H₀₂ when the p value associated with β_2 is < .05; otherwise, fail to reject H₀₂

Table 3.3: Continued

Objective	Hypothesis	Method of Analysis	Statistical Model	Decision Rule
To evaluate the influence of performance appraisals on the organisational performance of lodges and tented camps in national parks in Uganda	H₀₃ : Performance appraisals do not influence the organisational performance of lodges and tented camps in national parks in Uganda	<ul style="list-style-type: none"> • Mean and standard deviations • Multiple linear regression 	$\hat{y} = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$ Where: \hat{y} = Predicted organisational performance X_1 = Recruitment and selection X_2 = Training and development X_3 = Performance appraisals X_4 = Reward and recognition β_1 = Slope associated with X_1 β_2 = Slope associated with X_2 β_3 = Slope associated with X_3 β_4 = Slope associated with X_4 ε = Error term	Reject H₀₃ when the p value associated with β_3 is < .05; otherwise, fail to reject H₀₃
To examine the influence of rewards and recognition and organisational performance of lodges and tented camps in national parks in Uganda	H₀₄ : Rewards and recognition do not influence the organisational performance of lodges and tented camps in national parks in Uganda	<ul style="list-style-type: none"> • Mean and standard deviations • Multiple linear regression 	$\hat{y} = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$ Where: \hat{y} = Predicted organisational performance X_1 = Recruitment and selection X_2 = Training and development X_3 = Performance appraisals X_4 = Reward and recognition β_1 = Slope associated with X_1 β_2 = Slope associated with X_2 β_3 = Slope associated with X_3 β_4 = Slope associated with X_4 ε = Error term	Reject H₀₃ when the p value associated with β_4 is < .05; otherwise, fail to reject H₀₃

3.10.2 Diagnostic Tests for Linear Regression Assumptions

3.10.2.1 Test for Normality of Data

Kolmogorov-Smirnov (K-S) test was used to examine the normality of the outcome variable (organisational performance). Table 3.4 indicates that the dependent variable was normally distributed since the p-values were greater than 0.05 for both Shapiro-Wilk and Kolmogorov-Smirnov tests.

Table 3. 4: Test for Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	p	Statistic	df	p
Customer Satisfaction	.131	151	.060	.960	151	.113

a. Lilliefors Significance Correction

3.10.2.2 Test for Multicollinearity

Multicollinearity exists when two or more predictor variables in a multiple regression model are highly correlated. The current study used tolerance and the variance inflated factors (VIF) to establish the presence of multicollinearity among the predictors in the current study (Table 3.5).

Table 3. 5: Multicollinearity Test Using Tolerance and VIF

Constructs	Collinearity Statistics	
	Tolerance	VIF
Recruitment and selection	0.469	2.132
Training and development	0.431	2.321
Performance appraisals	0.475	2.103
Reward and recognition	0.542	1.845

According to Hair et al. (1995), a VIF value equal to 1 show that predictors are not correlated, between 1 and 5 indicates predictors are moderately correlated and greater than 10 shows that predictors are highly correlated; the higher the VIF values, the higher the likelihood that multicollinearity exists in the data set. The VIF suggestion of 10 corresponds to the tolerance recommendation of 0.10. In the current study, the VIF

values ranged from 1.845 to 2.321, with corresponding tolerance values ranging from 0.431 to 0.542, demonstrating that multicollinearity was not a concern in the current study (Hair et al., 1995).

3.10.2.3 Test of Heteroscedasticity

One important linear regression assumption is homoscedasticity, indicating that the residuals are distributed with equal variance at each level of the predictor variable. To examine this assumption, the current study used the Breusch-Pagan test to evaluate the homogeneity of variances in the regression analysis. The X^2 test results revealed a value of 4.67 with a p-value of 0.115, demonstrating the presence of homoscedasticity in the regression model residuals.

3.10.3 Qualitative Data Analysis

The current study used thematic analysis of text data to analyze qualitative data collected from managers of lodges and tented camps through interviews with the help of NVivo v.10 for Windows. All interviews were accorded pseudonyms to ascertain the confidentiality of the participants. Additionally, completed interviews were coded using words reflecting the participant's narratives of their perceptions (Sutton & Austin, 2015). The generated codes were classified into various categories related to human capital management practices and organizational performance. The results were presented in excerpts from the interviews using respective pseudonyms as indicated in Table 3.6.

The pseudonyms were created for all interview participants in the current study and comprised the position in which each interview was completed, followed by the nature of the establishment and the national park code where the establishment is located. For example, pseudonym #1-L-KB meant first interview completed with a manager of a

lodge located in Kibale national park, #5-L-ME meant fifth interview completed with a manager of a lodge located in Mount Elgon national park, and #15-TC-ME meant fifteenth interview completed with a manager of a tented camp located in Mount Elgon national park.

Table 3. 6: Coding of Interview Participants

Completion sequence	Establishment and Code		National Park and Code		Participant Pseudonym
	Establishment	Code	National Park	Code	
1	Lodge	L	Kibale	KB	#1-L-KB
2	Lodge	L	Kidepo Valley	KV	#2-L-KV
3	Lodge	L	Mgahinga Gorilla	MG	#3-L-MG
4	Lodge	L	Mt. Elgon	ME	#4-L-ME
5	Lodge	L	Mt. Elgon	ME	#5-L-ME
6	Tented Camp	TC	Ruwenzori Mountains	RM	#6-TC-RM
7	Tented Camp	TC	Kibale	KB	#7-TC-KB
8	Lodge	L	Ruwenzori Mountains	RM	#8-L-RM
9	Lodge	L	Semuliki	SM	#9-L-SM
10	Tented Camp	TC	Semuliki	SM	#10-TC-SM
11	Lodge	L	Murchinson Falls	MF	#11-L-MF
12	Lodge	L	Queen Elizabeth	QE	#12-L-QE
13	Lodge	L	Lake Mburo	LM	#13-L-LM
14	Lodge	L	Bwindi Impenetrable	BI	#14-L-BI
15	Tented Camp	TC	Mt. Elgon	ME	#15-TC-ME
16	Lodge	L	Kibale	KB	#16-L-KB

3.10.4 Integration of Quantitative and Qualitative Data

Based on the embedded research design, the results of the qualitative analysis were embedded within the larger quantitative framework of the current study. Excerpts from the completed interviews were presented together with the descriptive results of the current study.

3.11 Logistical and Ethical Consideration

3.11.1 Logistical Considerations

The current study considered pre-field, field, and post-field logistical issues. Thus, pre-field logistical considerations comprised obtaining a research proposal approval by the graduate school of Kenyatta university and permission to collect data from the Uganda

National Council for Science and Technology (UNCST). Additionally, permission to collect data was obtained from the respective managers of lodges and tented camps. Other pre-field logistics comprised establishing a project work plan to guide the timelines of the current study, pretesting the research instruments (i.e., the questionnaire and interview schedule), and distributing the instruments' online links.

Field logistical considerations consisted of collecting data through online surveys and interviews and conducting telephone reminders to boost the response rate. The post-field logistics comprised extracting the completed instruments and interviews from Google® Forms into SPSS for quantitative data analysis and NVivo for qualitative data analysis.

3.11.2 Ethical Considerations

Several ethical issues will be considered. First, the participants were requested to participate in the study after being informed of its purpose and aims. Second, the participants were informed of their voluntary participation in the current study. Third, the participants were informed of their freedom to discontinue participation in the study without incurring any risks. Fourth, to ensure anonymity and privacy, the participants were not requested to provide their names or identifying information. Lastly, the data gathered was treated with the utmost confidentiality.

CHAPTER FOUR

FINDINGS AND DISCUSSION

4.1 Introduction

This chapter presents the results of the data analysis collected in line with the four objectives. In its first objective, the current study sought to establish the influence of recruitment and selection on the organizational performance of lodges and tented camps in national parks in Uganda. The second objective comprised the influence of training and development on the organizational performance of lodges and tented camps in national parks in Uganda. The third objective consisted of the influence of performance appraisals on the organizational performance of lodges and tented camps in national parks in Uganda. The final objective sought to examine the relationship between reward and recognition and the organizational performance of lodges and tented camps in national parks in Uganda. Additionally, the structure of this chapter comprises results of response rate, descriptive results concerning the constructs and excerpts from completed interviews, and inferential statistics in line with the objectives and hypotheses.

4.2 Response Rate

In total, 205 surveys were distributed to managers of lodges and tented camps (Table 4.1).

Table 4. 1: Response Rate

Responses	Frequency	Per cent
Distributed surveys	205	100.00%
Submitted surveys	173	84.39%
Discarded surveys	3	1.46%
Useful surveys for data analysis	170	82.93%

As shown in Table 4.1, the current study obtained 173 surveys from the participants. Nevertheless, three were discarded due to missing information in the constructs under study (Table 4.1). Thus, data analysis was conducted with 170 surveys. The response rate was 82.93% (170/205). This response rate was above the recommended 50% for online surveys; thus, adequate for data analysis and reporting (Orodho, 2009).

4.3 Demographic Characteristics of the Survey Participants

The survey participants' demographic information consisted of gender, the highest level of education attained, age, duration of service in the hospitality industry, and department of operation. The demographic information was vital for profiling the sample of survey participants.

4.3.1 Gender profile

Results of the gender profile of the survey participants are illustrated in Figure 4.1.

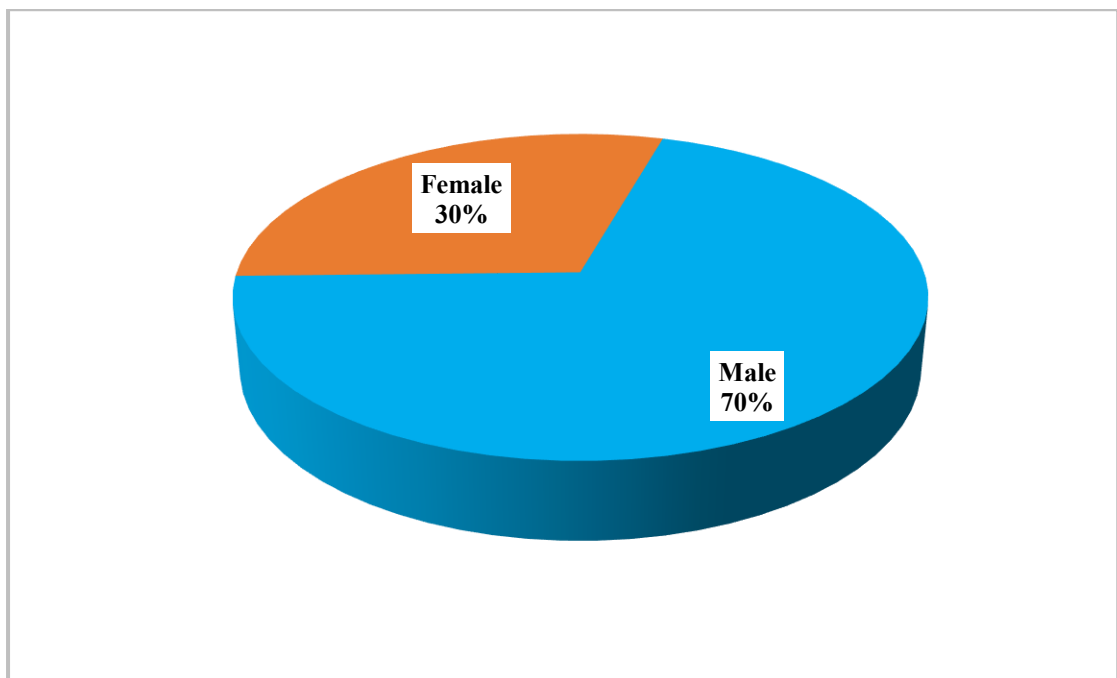


Figure 4. 1: Gender of Respondent

As illustrated in Figure 4.1, the results of the gender profile implied that most of the heads of department in lodges and tented camps in national parks in Uganda are males.

4.3.2 Highest Level of Education

The study established the highest level of education of the survey participants to examine their perceptions and gauge if they comprehended the answers sought from the questions. The highest level of education formed part of the study as an indicator of the respondent's grasp level and familiarity with issues under investigation. The results are illustrated in Figure 4.2.

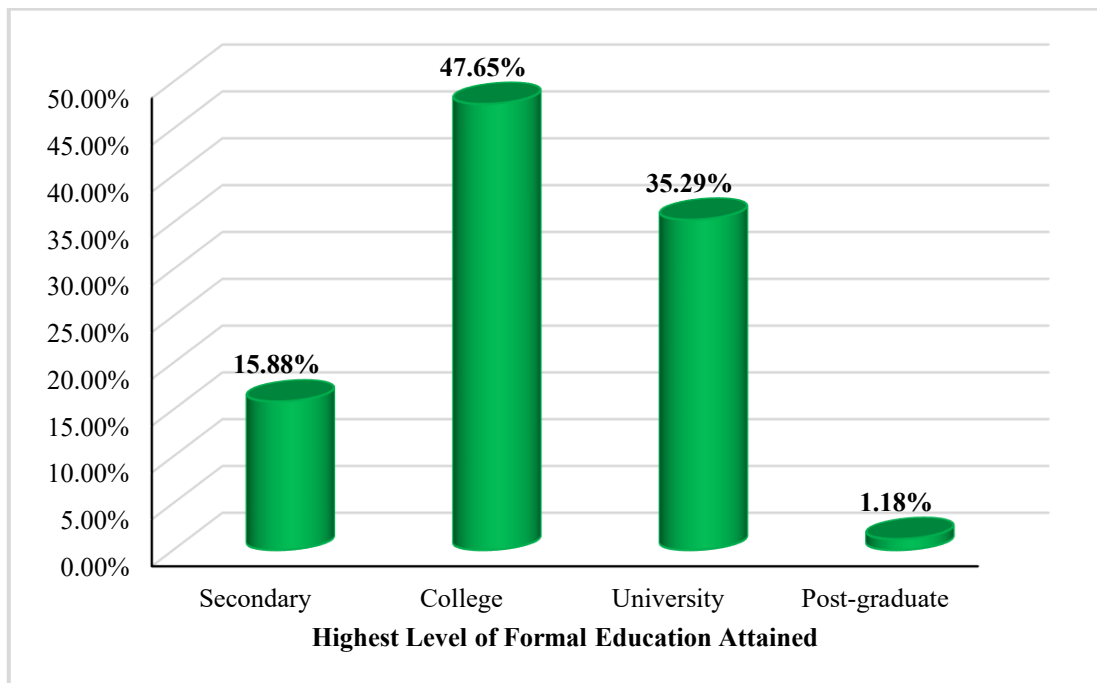


Figure 4. 2: Highest Education Level

According to the findings in Figure 4.2, the majority of survey participants (47.5%) had a college degree. In addition, 35.29% were university graduates, while 15.88% were secondary school graduates. Moreover, 1.18% had attained a post-graduate degree. Thus, the results implied that most of the heads of department in lodges and tented camps in national parks in Uganda were college graduates with either a diploma or certificate as the highest academic qualification.

4.3.3 Work Experience in a Position of Leadership

Gathering information regarding the work experience of survey participants was essential in gauging their level of experience and familiarity with the issues under investigation. The results of work experience are presented in Figure 4.3.

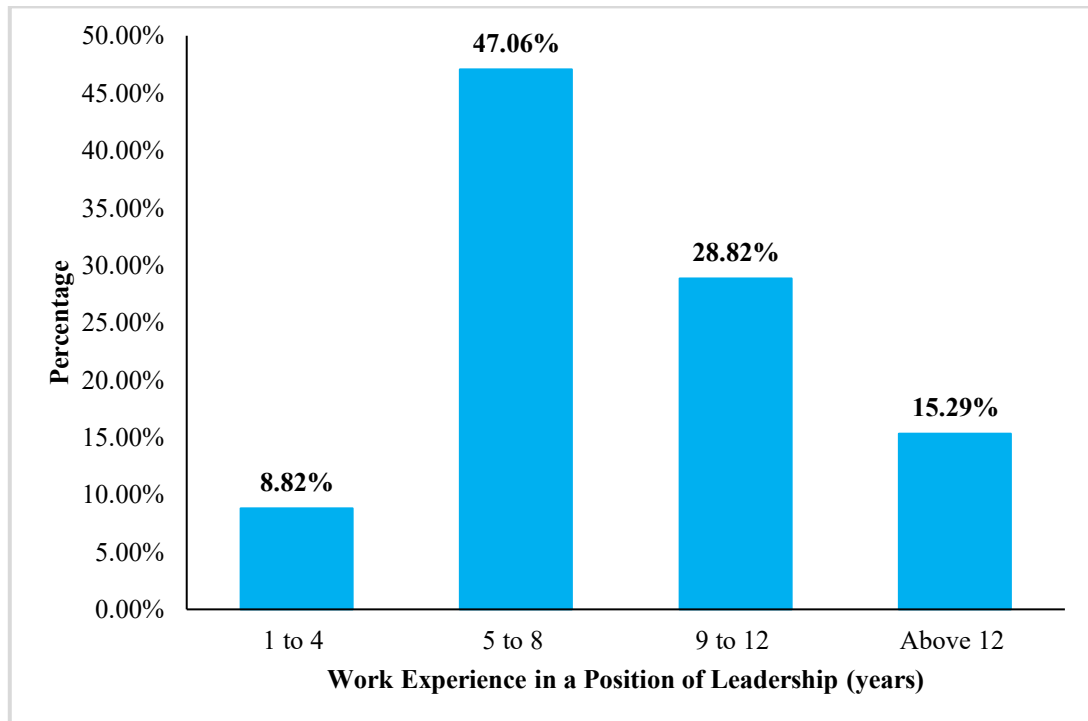


Figure 4. 3: Length of Service in the Hospitality Industry

As demonstrated in Figure 4.3, it was observed that the majority (47.06%) of the survey participants had experience working in the hospitality industry for 5 to 8 years, 28.82% for 9 to 12 years, 15.29% for more than 12 years, and 8.82% for 1 to 4 years.

4.5.4 Age Bracket

The results of the survey participants' age profiles are illustrated in Figure 4.4. As illustrated in Figure 4.4, the majority (62.94%) of the survey participants were aged between 31 and 40 years, 23.53% less than 30 years, 11.76% between 41 and 50 years, and 1.76% were aged 51 years and above. These results implied that most of the heads of department in lodges and tented camps in national parks in Uganda were aged between 31 and 40 years.

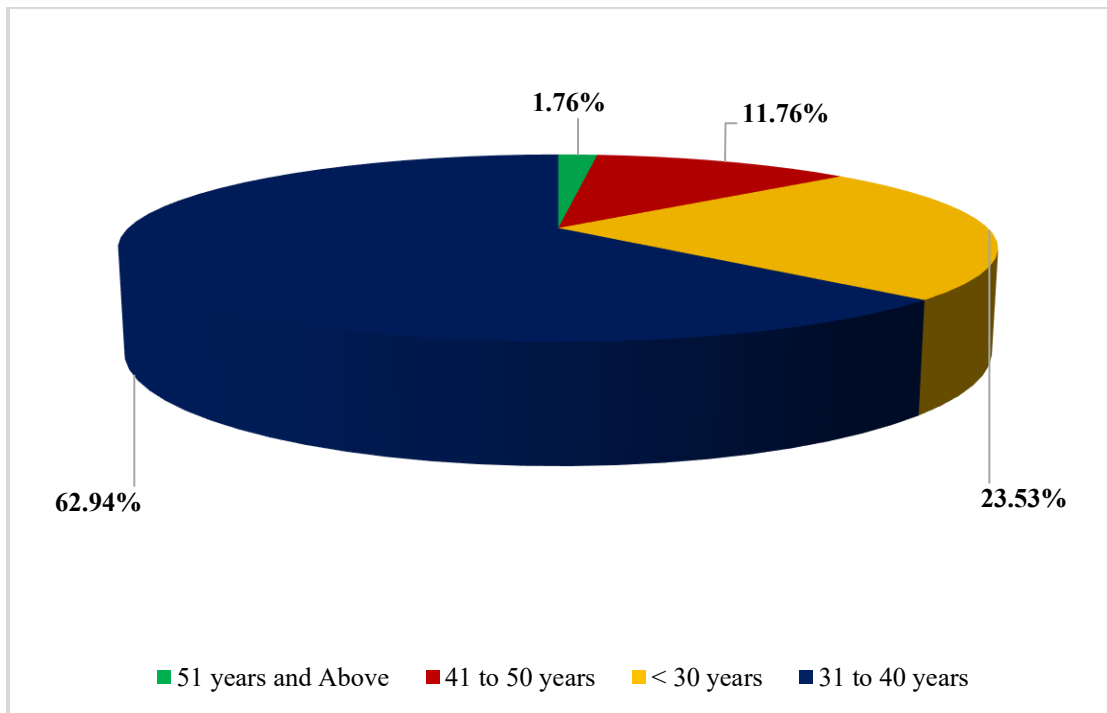


Figure 4. 4: Age Profile

4.5.5 Department of Operation

The results of the survey participants' department of operation profile are illustrated in Figure 4.5.

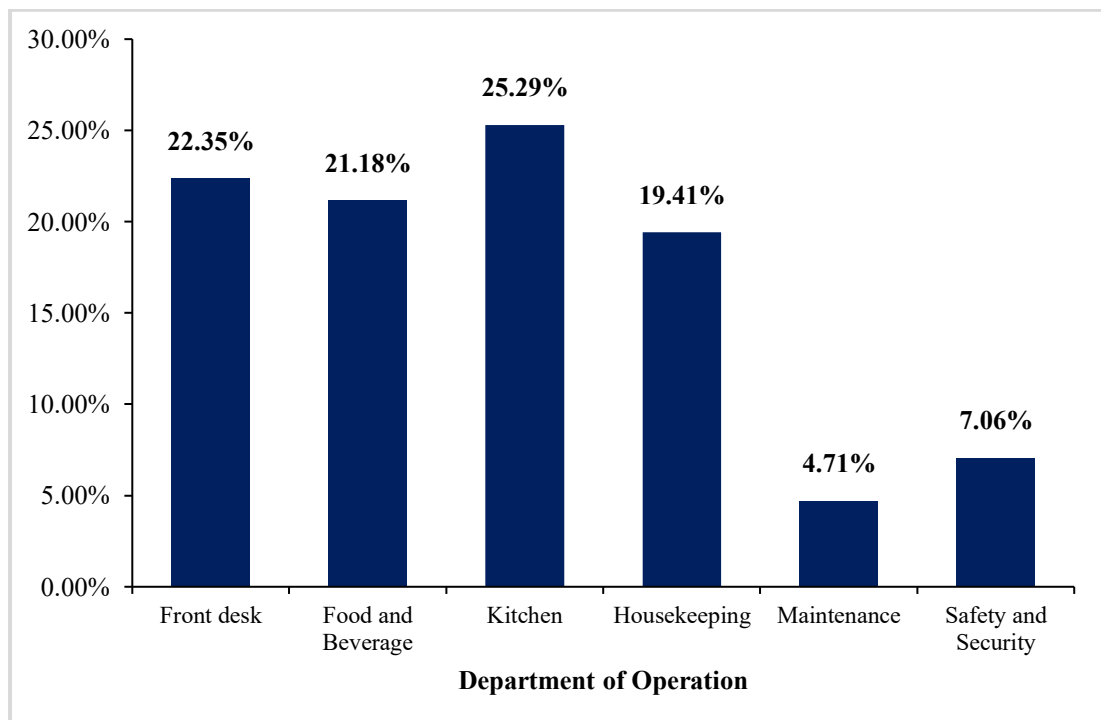


Figure 4. 5: Department of Operation

As shown in Figure 4.5, the majority (25.29%) of the survey participants were working in the kitchen department, 22.35% at the front desk, 21.18% in the food and beverage area, 19.41% in housekeeping, 7.06% in safety and security, and 4.71% maintenance. These results implied that the sample represented the population well, as each key department was represented.

4.4 Demographic Characteristics of Participants

The results of the participants' demographic information comprising gender, age, highest education attained, and work experience in the hospitality industry are presented in Table 4.2.

Table 4. 2: Profile of Interview Participant

Profile	Category	n	%
Gender	Male	12	75.00%
	Female	4	25.00%
Age (years)	< 30 years	2	12.50%
	31 to 40 years	8	50.00%
	41 to 50 years	4	25.00%
	51 years and above	2	12.50%
Highest education attained	Primary	0	0.00%
	Secondary	0	0.00%
	College	11	68.75%
	Undergraduate	3	18.75%
	Post-graduate	2	12.50%
Work experience (years)	1 to 5	4	25.00%
	6 to 10	8	50.00%
	More than 10	4	25.00%

Notes: n = 16 participants (100.00%)

As reported, the interview participants' gender ratio was 75.00% (male) to 25.00% (female). In addition, the majority (50.00%) of interview participants were aged between 31 to 40 years, followed by those aged from 41 to 50 years (25.00%). Concerning the highest level of education, the majority (68.75%) of the interview

participants were college graduates, followed by those who had attained an undergraduate degree (18.75%). In terms of work experience, out of 16, half ($n = 8$, 50.00%) of the interview participants had experience working in the hospitality industry between six and 10 years. The remaining interview participants had experience working in the hospitality industry between 1 to 5 years (25.00%) and more than 10 years (25.00%).

4.5 Descriptive Statistics of the Constructs

This section contains a descriptive analysis comprising means and standard deviations of the survey participants' responses regarding human capital management practices (recruitment and selection, training and development, performance appraisals, and reward and recognition) and organizational performance.

4.5.1 Organizational Performance Construct

4.5.1.1 Human Resource Outcome

Table 4.3 reports the results of the analysis of survey participants' responses concerning the organizational performance of establishments in the current study.

Table 4. 3: Descriptive Results of Organizational Performance Construct

Human Resource Outcome	M	SD
The organisation can attract employees	4.42	0.51
The organisation can retain employees	4.27	0.63
Relationship between management and employees is good	3.98	0.73

Notes: M = Mean. SD = Standard Deviation. Scale [*mean classification*]: 1 = strongly disagree [$1.00 - 1.80$], 2 = disagree [$1.80 - 2.60$], 3 = neither agree nor disagree [$2.60 - 3.40$], 4 = agree [$3.40 - 4.20$], 5 = strongly agree [$4.20 - 5.00$]

For the human resource outcome measure of organizational performance, results of the current study revealed a mean range of 3.98 – 4.27, demonstrating that participants' level of agreement oscillated between agree and strongly agree. In particular, the survey

participants reported that their establishments could attract employees ($M = 4.42$, $SD = 0.63$), the ability to attract employees ($M = 4.27$, $SD = 0.63$) and that the relationships between management and employees are positive ($M = 3.98$, $SD = 0.73$).

The results in Table 4.3 demonstrated survey participants' positive perceptions regarding the human resource outcome of organisational performance. On the same note, most interview participants believed that organisations could retain and maintain positive relationships between managers and subordinate employees apart from recruiting and selecting qualified employees. As mentioned by an interview participant, “[...] the lodge has a good system of recruiting and hiring good employees (#6-SC-RM), descriptive results implied that lodges and tented camps in Uganda national parks were able to attract, retain, and maintain positive relationships between management and subordinates.

In creating and maintaining positive relationships between management and subordinate employees, many interview participants believed that creating policies and plans and providing employees with performance feedback was essential to positive organisational performance in terms of human resource outcomes. As participant #16-L-KB mentioned:

“Managements need to conduct enough work relationship policy discussions with subordinate employees, which should be free, fair, and transparent. During policy discussions, employees need to be told about their performance. If lodges cannot do this, how would you expect them to perform positively regarding human resources?”

In addition, participant #8-L-RM mentioned:

“[...] Our organization creates a conducive working environment where staff interact with management. In addition, we organize seminars and workshops for our employees. Further, we always strive to increase engagement between employees and the management. Improving employee engagement and productivity is paramount to enhancing the performance of the lodge. Engaged and productive employees provide better services and can positively impact the efficiency and effectiveness of a company.”

4.5.1.2 Organisational Outcome

Table 4.4 reports the descriptive results of the organisational outcome dimension of organisational performance.

Table 4. 4: Descriptive Results of Organizational Performance Construct

Organisational Outcome	M	SD
The organisation delivers quality products and services to customers	4.14	0.86
The organisation has good productivity	3.28	0.48

Notes: M = Mean. SD = Standard Deviation. Scale [*mean classification*]: 1 = strongly disagree [*1.00 – 1.80*], 2 = disagree [*1.80 – 2.60*], 3 = neither agree nor disagree [*2.60 – 3.40*], 4 = agree [*3.40 – 4.20*], 5 = strongly agree [*4.20 – 5.00*]

As shown in Table 4.3, the mean of items measuring organisational outcome dimension ranged from 3.28 to 4.14. Thus, the survey participants’ level of agreement oscillated between neither agree nor disagree and agree. The results revealed that organisations delivered quality products and services to customers ($M = 4.14$, $SD = 0.86$). However, the survey participants neither agreed nor disagreed with whether the organisations had positive productivity ($M = 3.28$, $SD = 0.48$). Consistent with participants’ sentiments concerning the organisational outcome dimension of performance, these results indicated that lodges and tented camps in Uganda national parks deliver quality products and services but were neutral on the ability of these organisations to record

positive productivity. The interview participants indicated that the organisations “[...] were not always productive and sometimes were not able to meet their financial obligations” (Participant #12-L-QE).

4.5.1.3 Financial Outcome

Table 4.5 reports the descriptive results of the financial outcome facet of organizational performance.

Table 4. 5: Descriptive Results of Organizational Performance Construct

Financial Outcome	M	SD
The organisation records good profitability	3.13	0.54
The organisation makes a good return on investment	3.39	0.77

Notes: M = Mean. SD = Standard Deviation. Scale [*mean classification*]: 1 = strongly disagree [1.00 – 1.80], 2 = disagree [1.80 – 2.60], 3 = neither agree nor disagree [2.60 – 3.40], 4 = agree [3.40 – 4.20], 5 = strongly agree [4.20 – 5.00]

As shown in Table 4.5, the means ranged from 3.13 to 3.39, demonstrating that the survey participants neither agreed nor disagreed with the items measuring the financial outcome facet of organisational performance. Specifically, the survey participants were neutral on whether the organisations were making a good return on investment ($M = 3.39$, $SD = 0.77$). On the same note, most survey participants perceived that their organisations were generally able to meet their costs but were unsure about their financial soundness. Interview participant #10-SC-SM clarified:

“I think the organisation can meet its costs, even though some payments are sometimes delayed. Sometimes the organisation is forced to purchase in small quantities due to inadequate funds.”

In addition, the survey participants were neutral on the productivity of the organisations ($M = 3.13$, $SD = 0.54$). These results indicated huge variations depicted by the survey participants, with the majority indicating that their organisations were not recording positive productivity. On this note, one interview participant #11-L-MF expressed a similar feeling and said that “*sometimes the lodge has no option other than borrowing money to meet its obligations.*”

4.5.1.4 Capital Market Outcome

The descriptive results of the capital market outcome dimension of organizational performance are reported in Table 4.6.

Table 4. 6: Descriptive Results of Organizational Performance Construct

<i>Capital Market Outcome</i>	M	SD
The organisation has a good market share	3.87	0.89
The organisation has a superior market value	4.18	0.75

Notes: M = Mean. SD = Standard Deviation. Scale [*mean classification*]: 1 = strongly disagree [$1.00 - 1.80$], 2 = disagree [$1.80 - 2.60$], 3 = neither agree nor disagree [$2.60 - 3.40$], 4 = agree [$3.40 - 4.20$], 5 = strongly agree [$4.20 - 5.00$]

As indicated, the means of the observable items of capital market outcome ranged from 3.87 to 4.18. These results indicated that the survey participants believed their organisations had superior market value ($M = 4.18$, $SD = 0.75$) and a positive market share ($M = 3.87$, $SD = 0.89$). On the same note, one interview participant #1-L-KB agreed that the lodge is most of the time booked and explained:

“Our establishment records high occupancy rates around the year. Even during off-peak, our establishment can report good occupancy rates. We attract international, regional, and local tourists, making our market wider.”

4.5.2 Human Capital Management Practices

This section presents the descriptive results of constructs measuring human capital management practices comprising recruitment and selection, training and development, performance appraisals, and rewards and recognition.

4.5.2.1 Recruitment and Selection

Table 4.7 presents the results of the recruitment and selection dimension of human capital management practices. As reported, the mean of observable variables ranged from 3.27 to 3.32. As indicated, the survey participants were neutral regarding the availability of strong criteria for employee selection in their organisations ($M = 3.32$, $SD = 0.72$). The survey participants were still neutral on whether their organisations used standardised and valid tests in the selection process ($M = 3.27$, $SD = 0.72$).

Table 4. 7: Descriptive Results of Recruitment and Selection

Observable variable	M	SD
Standardised and valid tests are used in the selection process	3.27	1.01
Strong merit criteria for employee selection	3.32	0.72

Notes: M = Mean. SD = Standard Deviation. Scale [*mean classification*]: 1 = strongly disagree [*1.00 – 1.80*], 2 = disagree [*1.80 – 2.60*], 3 = neither agree nor disagree [*2.60 – 3.40*], 4 = agree [*3.40 – 4.20*], 5 = strongly agree [*4.20 – 5.00*]

The interview participants indicated that their organisations had institutionalised clear-cut ways to recruit and select employees but that recruits were not subjected to standardised tests during the hiring process. On this note, participant #2-L-KV mentioned:

“The lodge hires quality employees through a robust interview process. However, standardised tests are being developed to recruit and select new hires for each department. When hiring, we ensure thoroughness because the quality of employees is important in the organisation's overall performance.”

4.5.2.2 Training and Development

The descriptive results of training and development are reported in Table 4.8.

Table 4. 8: Descriptive Results of Training and Development Construct

Observable variables	M	SD
The knowledge and skills associated with aids used in the training programs are available for use	2.23	0.86
Training program activities provided meet the needs of the employees	2.14	0.98
Employees are sponsored by training programs based on relevant training needs	1.89	0.79

Notes: M = Mean. SD = Standard Deviation. Scale [*mean classification*]: 1 = strongly disagree [*1.00 – 1.80*], 2 = disagree [*1.80 – 2.60*], 3 = neither agree nor disagree [*2.60 – 3.40*], 4 = agree [*3.40 – 4.20*], 5 = strongly agree [*4.20 – 5.00*]

As indicated in Table 4.8, the mean of observable measures ranged from 1.89 to 2.23. Based on these results, the survey participants indicated that the knowledge and skills associated aids used in the training of employees were not available for use ($M = 2.23$, $SD = 0.86$). The survey participants indicated that employees were not sponsored to training programs based on relevant training needs ($M = 1.89$, $SD = 0.79$). Moreover, the survey participants reported that organisations were not providing training activities that met the needs of employees ($M = 2.14$, $SD = 0.98$). These results demonstrated survey participants' negative perceptions concerning training and development programmes provided by their organisations.

Consistent with these results, the interview participants emphasised that training was important in ensuring “*the personal growth of employees.*” For the participants, conducting a training needs assessment was important and influenced their ability to deliver to the best of their abilities. The interview participants felt that conducting training needs assessment was integral in providing training programs that addressed the needs of employees. Interview participant #5-L-ME mentioned:

“I think the human resource department should conduct a thorough training needs assessment by giving employees opportunities to indicate their weak areas and what training should address. However, training is not top of the list of projects undertaken by the lodge. We concentrate much on achieving the bottom line without remembering that employees are part of the overall performance.”

4.5.2.3 Performance Appraisals

Table 4.9 reports the descriptive results of the performance appraisal dimension of human capital management.

Table 4.9: Descriptive Results of Performance Appraisal Construct

Observable variables	M	SD
The establishment provides a written and operational performance appraisal system	4.29	0.77
Performance is measured based on objective and quantifiable results	4.11	0.81
Employees are provided performance-based feedback and counselling	3.88	0.99
Performance review discussions are conducted with the highest quality and care	4.48	0.75

Notes: M = Mean. SD = Standard Deviation. Scale [*mean classification*]: 1 = strongly disagree [*1.00 – 1.80*], 2 = disagree [*1.80 – 2.60*], 3 = neither agree nor disagree [*2.60 – 3.40*], 4 = agree [*3.40 – 4.20*], 5 = strongly agree [*4.20 – 5.00*]

As shown in Table 4.9, the mean of all observable variables ranged from 3.88 to 4.48. Based on these results, the survey participants strongly believed that their organisations provided written and operational performance appraisal systems ($M = 4.29$, $SD = 0.77$) and performance review discussions were conducted with the highest quality and care ($M = 4.48$, $SD = 0.75$). Consistent with these findings, most interview participants believed that their organisation conducted productive performance appraisals and handled the procedures appropriately. On this note, an interview participant #4-L-ME reported that *“the human resource department conducted structured periodical*

performance appraisals making employees set achievable targets towards boosting the overall performance of the organisation.”

Moreover, the survey participants indicated that employee performance was measured based on quantifiable and objective results ($M = 4.11$, $SD = 0.81$). Many participants perceived that the human resource department should boost and encourage staff to perform better by conducting objective and quantifiable measures. Participant #3-L-MG argued that *“productive performance appraisals are those where employees’ performance was gauged quantifiably.”* Participant #9-L-SM mentioned:

“The lodge provides structured performance appraisals where each employee is required to set performance targets accompanied with key performance indicators (KPIs) at the beginning of the work cycle, usually done quarterly, and to examine their performance against the set goals at the end of the work cycle.”

In addition, the survey participants agreed that employees were provided with performance-based feedback and counselling ($M = 3.88$, $SD = 0.99$). On this note, one interview participant #7-SC-KB expressed a similar feeling and mentioned that *“the human resource department was thorough with performance appraisals and ensured that each employee performed towards achieving set targets by providing performance-based feedback.”*

4.5.2.4 Reward and Recognition

Table 4.10 presents the results of the reward and recognition facet of human capital management practices.

Table 4. 10: Descriptive Results of Reward and Recognition Construct

Observable measures	M	SD
I feel that I am rewarded fairly for the work that I do	4.29	0.77
The organisation provides benefits that make working easier and more valuable	3.99	1.01
I have a clear understanding of what I can do to increase my reward for the work I do	4.20	0.98
The organisation handles rewards in the same way for all employees	3.76	0.84
The organisation recognises employees when they go above and beyond the set targets	4.30	0.77
Employees are appreciated and valued	4.48	0.75

Notes: M = Mean. SD = Standard Deviation. Scale [*mean classification*]: 1 = strongly disagree [*1.00 – 1.80*], 2 = disagree [*1.80 – 2.60*], 3 = neither agree nor disagree [*2.60 – 3.40*], 4 = agree [*3.40 – 4.20*], 5 = strongly agree [*4.20 – 5.00*]

As shown in Table 4.10, the mean of all observed variables ranged from 3.76 to 4.48. Based on these results, the survey participants reported that employees are appreciated and valued ($M = 4.48$, $SD = 0.75$) and that their organisations recognise employees when they go above and beyond set targets ($M = 4.30$, $SD = 0.77$). In addition, the survey participants felt rewarded fairly for their work ($M = 4.29$, $SD = 0.77$).

Moreover, the survey participants believed they had a clear understanding of what they needed to do to increase their reward for the work they do ($M = 4.20$, $SD = 0.98$) and that their organizations provided benefits that made work easier and valuable ($M = 3.99$, $SD = 1.01$). The survey participants reported that their organizations handled rewards similarly for all employees ($M = 3.76$, $SD = 0.84$). Consistent with the qualitative results, many interview participants emphasized the importance of reward and recognition in boosting the performance of organizations. On this note, an interview participant #13-L-LM retorted:

“[...] We reward our employees by issuing certificates and incentives to the best-performing employees. In addition, we provide the right tools to our

employees who are meant to supplement their performance and improve their productivity. Appropriate employee management software and tools have been found to make us work with our employees easier. Providing employees with the right tools can make their work more efficient and effective, enhancing organizational performance.”

Another participant indicated that:

“We do adopt human capital management practices in our organization. Our lodge is located deep in the forest, so we allow our employees to work for one month continuously and provide them with one-week breaks. In addition, we maintain constant communication with our employees in and out of the organization. Constant communication with the team shows that we care about our employees’ opinions and are open to feedback. We realized that regular check-ins are a great platform for feedback mechanism with the team and building rapport amongst the team.” Participant #14-L-BI

In addition, another participant mentioned:

“[...] We employ human capital management practices. We give our employees loans to cater for their problems; we always strive to empower our staff to make decisions on behalf of the lodge. We in our organization have employed nurses whose duty is to attend to our staff in case any health issue arises.” Participant #15-SC-ME

Furthermore, another participant responded:

“We recognize the efforts by our employees to ensure our organization succeeds. In our organization, we have realized that recognizing employees

when they reach important milestones is important and makes them feel as though the many years, they may have put in were worth it. As such, we create a database of every employee's start date and either give them unique presents individually on the anniversary of those dates or at the awards ceremony closest to them. This is just a great way to say "thank you" for all the years of hard work they have dedicated to our organization.” Participant #1-L-KB

Interview participants also indicated that human capital management practices adopted by their organizations positively influenced their overall performance. Participant #8-L-RM mentioned:

“The human capital management practices we employ significantly affect the lodge's overall performance. In our organization, we provide our employees with free medical coverage. This motivates our employees, making them serve the customers with utmost dedication. Since we reward best performing employees, most of our employees put much effort in their work so that they may also be awarded.”

4.6 Results of Objectives and Hypotheses Testing

Multiple linear regression analysis was performed to address the objectives of the current study and test the corresponding hypotheses. Table 4.11 presents the results of the regression analysis. As Table 4.11 (i and ii) shows, the regression model with recruitment and selection, training and development, performance appraisals, and reward and recognition as predictors was statistically significant ($F_{4,165} = 160.251, p = .000$) and explained 63.4% proportion of variance in organizational performance ($R^2 = .634$). Additionally, results in Table 4.11 (iii) revealed that all the predictors in the

regression model had positive and statistically significant relationships with the outcome variable (organizational performance).

Table 4. 11: Results of Hypotheses

i) Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.796 ^a	.634	.625	.12444

Notes: a. Predictors: (Constant), Reward and recognition, Training and development, Recruitment and selection, Performance appraisals

ii) ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.818	4	3.205	160.251	.000 ^b
	Residual	3.277	165	0.020		
	Total	16.095	169			

Notes: a. Dependent Variable: Organisational Performance

b. Predictors: (Constant), Reward and recognition, Training and development, Recruitment and selection, Performance appraisals

iii) Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	0.476	.153		3.111	.620
	Recruitment and selection	0.211	.044	0.223	4.796**	.001
1	Training and development	-0.350	.041	-0.356	-8.537***	.000
	Performance appraisals	0.285	.040	0.242	7.125**	.001
	Reward and recognition	0.477	.033	0.489	14.455***	.000

Notes: a. Dependent Variable: Organisational Performance. $\alpha = .05$. * $p < .05$. ** $p < .01$. *** $p < .001$

Furthermore, based on the results in Table 4.11 (iii), recruitment and selection were found to positively and significantly influence organisational performance ($\beta = 0.223$, $p = 001$). Moreover, training and development were revealed to have a significant inverse relationship with organisational performance ($\beta = -0.356$, $p = 000$). Performance appraisal ($\beta = 0.242$, $p = 001$) and reward and recognition ($\beta = 0.489$, $p = 000$) significantly influenced organisational performance. Therefore, the final regression equation was:

$$\begin{aligned}
 & \text{Predicted organisational performance} \\
 & = 0.476 + 0.223(\text{recruitment and selection}) \\
 & - 0.356(\text{training and development}) + 0.242(\text{performance appraisal}) \\
 & + 0.489(\text{reward and recognition})
 \end{aligned}$$

Drawing from the regression equation, one standard deviation (SD) increase in recruitment and selection was associated with a 0.223 SD increase in organizational performance, controlling for other predictors in the regression model. Similarly, one SD increase in training and development was associated with a 0.356 SD decrease in organizational performance, holding other predictors in the model constant. Likewise, one SD increase in performance appraisal was associated with a 0.242 SD increase in organizational performance, controlling for other predictors in the model. Moreover, one SD increase in reward and recognition was associated with a 0.489 SD increase in organizational performance, holding other predictors in the model constant.

4.6.1 Objective One: Recruitment and Selection and Organizational Performance

The first objective of the current study sought to establish the influence of reward and recognition on the organizational performance of lodges and camps in Uganda's national parks. This objective was addressed by testing H_{01} , which predicted that reward and recognition do not significantly influence the organizational performance of lodges and camps in Uganda's national parks.

H_{01} was tested using multiple linear regression. Drawing from the results in Table 4.11(iii), the relationship between recruitment and selection and organizational performance was positive and statistically significant ($\beta = 0.223$, $t = 4.796$, $p = .001$). Consequently, H_{01} was rejected, demonstrating that recruitment and selection significantly positively influence the organizational performance of lodges and tented camps in national parks in Uganda. Consistent with previous studies which found direction relationships between recruitment and competitive advantage of hotels in Northern Cyprus (Elrehail et al., 2019), employee competencies in one- to five-star rated hotels in Ghana (Otoo, 2019), employee turnover in hotels in Macau, China (Basnyat & Clarence Lao, 2019), and affective commitment and readiness for change

(Alqudah et al., 2022), the results of the current study suggest that organizational performance of lodges and tented camps in Uganda is likely to be better with positive, effective recruitment and selection procedures. Good recruitment and selection would likely result in selecting qualified, motivated, and the right individuals for a particular job.

4.6.2 Objective Two: Training and Development and Organizational Performance

The second objective of the current study sought to determine the influence of training and development on the organizational performance of lodges and tented camps in Uganda's national parks. This objective was addressed by testing H_{02} , which suggested that training and development have no significant influence on the organizational performance of lodges and tented camps in Uganda's national parks.

H_{02} was tested using multiple linear regression. Inferring from the results in Table 4.11(iii), the relationship between training and development and organizational performance was negative and statistically significant ($\beta = -0.356$, $t = 8.537$, $p = .000$). Therefore, H_{02} was rejected, suggesting that training and development have a significant negative influence on organizational performance of lodges and tented camps in national parks in Uganda. Contrary to the results of Otoo (2019) and Ishak et al. (2021) and consistent with the findings of Elrehail et al. (2019), the current study found an inverse relationship between training and development and organisational performance. This result demonstrated that line managers negatively perceive the training and development plans in lodges and tented camps in Uganda's national parks. Thus, it is likely that lodges and tented camps might not perform to their capability.

4.6.3 Objective Three: Performance Appraisals and Organizational Performance

The third objective of the current study sought to evaluate the influence of performance appraisal on the organizational performance of lodges and tented camps in Uganda's national parks. This objective was addressed by testing H_{03} , which depicted that performance appraisal does not significantly influence the organizational performance of lodges and tented camps in Uganda's national parks. H_{03} was tested using multiple linear regression. Based on the results in Table 4.11(iii), the relationship between performance appraisals and organizational performance was positive and statistically significant ($\beta = 0.242$, $t = 7.125$, $p = .001$). Thus, the current study revealed strong empirical evidence to reject H_{03} , demonstrating that lodges and tented camps performance appraisal significantly positively influences the organizational performance of lodges and tented camps in national parks in Uganda.

The results are consistent with previous studies, which suggested a strong relationship between the performance appraisal system, competitive advantage (Elrehail et al., 2019), and organisational performance (Sabiou et al., 2019). The results of the current study demonstrated that employees who perceive their performance appraisal as objective, impartial, and transparent are more likely to effectively perform their tasks, be productive, and contribute to overall organizational performance. In other words, line managers in lodges and camps who feel that their performance appraisal system is objective will demonstrate greater productivity in their tasks.

4.6.4 Objective Four: Rewards and Recognition and Organizational Performance

The fourth objective of the current study sought to examine the relationship between reward and recognition and the organizational performance of lodges and tented camps in Uganda's national parks. This objective was addressed by testing H_{04} , which

proposed that reward and recognition have no significant influence on the organizational performance of lodges and tented camps in Uganda's national parks.

H₀₄ was tested using multiple linear regression. Inferring from the results in Table 4.11(iii), the relationship between reward and recognition and organizational performance was positive and statistically significant ($\beta = 0.489$, $t = 14.455$, $p = .000$). Therefore, H₀₄ was rejected, showing that reward and recognition have a significant positive influence on organizational performance of lodges and tented camps in national parks in Uganda.

The result of the current study is supported by earlier research studies (e.g., Mostafa Saad et al., 2021; Nafari & Rezaei, 2022; Rana & Malik, 2017; Aboramadan et al., 2019b). The results show that an objective reward system is the basis of strong organizational performance. Consistent with expectancy theory, employees of lodges and tented camps in Uganda are likely to exhibit higher productivity levels when they feel that their efforts are appreciated, recognized, and rewarded appropriately.

4.7 Summary of Hypotheses Results

Table 4.12 reports a summary of the results of the hypotheses.

Table 4. 12: Inferences Drawn on Hypotheses

Hypothesis	B Coefficient	p-value	Result	Predictor Effect Ranking
<i>H₀₁</i> : Recruitment and selection have no significant influence on organizational performance	0.223	.001	Rejected	4 th
<i>H₀₂</i> : training and development have no significant influence on organizational performance	-0.356	.000	Rejected	2 nd
<i>H₀₃</i> : performance appraisal has no significant influence on organizational performance	0.242	.001	Rejected	3 rd
<i>H₀₄</i> : reward and recognition have no significant influence on organizational performance	0.489	.000	Rejected	1 st

As shown in Table 4.12, all the proposed hypotheses were rejected. In conclusion, the hypotheses test results using multiple linear regression indicated that recruitment and selection, training and development, performance appraisal, and reward and recognition positively and significantly affect the organizational performance of lodges and tented camps in national parks in Uganda. Additionally, regression results revealed that reward and recognition were the most significant predictors of organizational performance, followed by training and development, performance appraisal, and recruitment and selection.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This is the last chapter of the thesis and summarizes key findings, conclusions, and recommendations for policy, practice, and further research. Generally, the current study sought to examine the influence of human capital management practices on the organizational performance of lodges and tented camps in Uganda's national parks. To accomplish the overall purpose, the current study addressed four specific objectives, namely:

- i) To establish the influence of recruitment and selection on organizational performance of lodges and tented camps in Uganda national parks.
- ii) To determine the influence of training and development on the organizational performance of lodges and tented camps in Uganda national parks.
- iii) To assess the influence of performance appraisal on the organizational performance of lodges and tented camps in Uganda national parks.
- iv) To examine the relationship between rewards and recognition and organizational performance of lodges and tented camps in Uganda national parks.

5.2 Summary of Major Findings

The current study revealed several important insights based on the specific objectives. First, results revealed a direct relationship between recruitment and selection and organizational performance of lodges and tented camps in Uganda national parks ($\beta = 0.223, t = 4.796, p = .001$), providing empirical evidence to reject H_{01} . Thus, the results demonstrated that recruitment and selection positively and significantly affect the organizational performance of lodges and tented camps in Uganda's national parks.

Second, the current study revealed an inverse statistically significant relationship between training and development and organizational performance ($\beta = -0.356$, $t = 8.537$, $p = .000$). Consequently, H_{02} was not supported, demonstrating that the current training and development programs implemented by lodges and tented camps in Uganda national parks were negatively influencing overall organizational performance.

Third, a significant positive relationship was found between performance appraisals and organizational performance of lodges and tented camps in Uganda's national parks ($\beta = 0.242$, $t = 7.125$, $p = .001$). Thus, H_{03} was not supported, suggesting that performance appraisal procedures were positively associated with the organizational performance of lodges and tented camps in Uganda's national parks.

Fourth and last, the results of the current study revealed a significant direct relationship between rewards and recognition and organizational performance of lodges and tented camps in Uganda national parks ($\beta = 0.489$, $t = 14.455$, $p = .000$). Therefore, H_{04} was not supported, demonstrating that rewards and recognition systems had a positive influence on overall organizational performance of lodges and tented camps in Uganda national parks.

5.3 Conclusions

Several conclusions are made based on the results of the current study. First, the findings suggest that recruitment and selection bolster organizational performance. Thus, it is more likely that lodges and tented camps in Uganda national parks would record outstanding organizational performance with positive and effective recruitment and selection procedures.

Second, training and development were negatively associated with organizational performance. Thus, it is more likely that lodges and tented camps in Uganda's national

parks will record poor organizational performance when employees hold negative opinions concerning prevailing training and development programs. In other words, the results suggest that it is more likely that lodges and tented camps in Uganda national parks would perform better organizationally when employees hold positive feelings regarding the current training and development programs.

Third, the findings suggest that performance appraisal fosters the organizational performance of lodges and tented camps in Uganda's national parks. Thus, the current study concludes that it is more likely that the organizational performance of lodges and tented camps in Uganda's national parks would be boosted when employees perceive their performance appraisal system as constructive, objective, impartial, and transparent.

Lastly, rewards and recognition were found to have a direct relationship with the organizational performance of lodges and tented camps in Uganda's national parks. Consequently, it is more likely that the organizational performance of lodges and tented camps in Uganda national parks to improve when their employees feel that their efforts are appreciated, recognized, and rewarded appropriately. A plausible reason for this conclusion is that rewarding employees' performance appropriately would make them engaged and productive in their work, eventually bolstering overall organizational performance.

5.4 Recommendations for Policy and Practice

5.4.1 Recommendations for Policy

Based on the current study, several recommendations are made for managers of lodges and tented camps in Uganda's national parks. Generally, all the human capital management practices in the current study, comprising recruitment and selection,

training and development, performance appraisal, and rewards and recognition, were found to have a significant influence on the organisational performance of lodges and tented camps in Uganda's national parks. Thus, the current study recommends that managers of lodges and tented camps in Uganda national parks encourage adopting the earlier-mentioned practices because they are essential tools in bettering human capital resources and inspiring suitable behaviour that might boost organizational performance.

Specifically, the current study suggests that human resource recruitment and selection needs continuous improvement; the current system of recruitment and selection procedures seems to boost organizational performance due to a positive relationship. Thus, managers of lodges and tented camps in Uganda national parks need to guarantee that effective and consistent tests are utilized in the selection process. In addition, management should ascertain that employees are recruited and selected through robust merit-based criteria.

Moreover, managers of lodges and tented camps in Uganda national parks need to reframe their prevailing training and development programs as line managers comprising food and beverage, front desk, housekeeping, security, maintenance, and kitchen appear to hold an undesirable judgement of the programs. The essence of training and development in any organization is to boost the efficacy and productivity of employees. Thus, management of lodges and tented camps in Uganda national parks should ensure that provided training program activities are aligned with appropriate employees' training needs to increase the likelihood of success. Additionally, managers of lodges and tented camps in Uganda's national parks must ensure that employees are backed to training programs and activities guided by suitable training needs. Besides, managers of lodges and tented camps should ensure that knowledge and skills-related tools used in training are made available for employees.

Furthermore, based on the results of the current study, managers of lodges and tented camps are encouraged to keep an eye on their performance appraisal procedures and systems as they seem to bolster overall organizational performance. On this note, managers of lodges and tented camps in Uganda national parks should gauge employee performance through quantifiable and objective standards. To achieve this aim, the current study encourages managers of lodges and tented camps in Uganda's national parks to monitor their performance appraisal procedures and policies and review them accordingly. Subsequently, managers of lodges and tented camps should ensure that employees are provided with written performance appraisal policies and procedures, clearly outlining the standards against which their performances are examined. Besides, managers of lodges and tented camps in Uganda national parks should ensure that employees are provided with constructive performance appraisal feedback and, where appropriate, craft and provide suitable counselling.

Lastly, the current study calls on managers of lodges and tented camps in Uganda's national parks to monitor their reward and recognition system. It appears to augment overall organizational performance consisting of human resource, organizational, financial, and capital market outcomes. To this end, managers of lodges and tented camps in Uganda national parks are encouraged to ensure that policies related to rewards and recognition are continuously monitored and communicated to employees.

5.4.2 Recommendations for Practice

The present research encourages lodge and tented camp management to align their recruiting and selection practices with the established recruitment and selection guidelines. Furthermore, it is recommended that managers of lodges and tented camps prioritize staff training and development procedures and guarantee the regular implementation of training sessions to improve workers' performance capabilities.

Additionally, the research suggests that managers of lodges and tented camps should guarantee that awards are proportional to workers' performance and provide workplace advantages that enhance work efficiency and value. Moreover, by ensuring that workers are well-informed on the existing rewards and recognition programmes, they will have a clear understanding of how to enhance their incentives. In the same vein, managers of lodges and tented camps should ensure that staff who display exceptional performance are duly acknowledged and adequately rewarded. By using this approach, workers will have a heightened sense of recognition, worth, and drive to achieve their utmost potential, thus enhancing organizational efficacy.

5.5 Recommendations for Further Research

Although the current study has revealed important insights on the influence of human capital management practices on the organizational performance of lodges and tented camps in Uganda national parks, some avenues would interest future researchers. First, the current study focused on four human capital management practices: recruitment and selection, training and development, performance appraisal, and rewards and recognition. Thus, future studies might consider other human capital management practices, such as employee participation in decision-making, information sharing, and others that might contribute to organizational performance.

Second, data in the current study were collected from heads of the department working in lodges and tented camps in Uganda's national parks, which might hamper the generalizability of the results. Thus, the current study might be replicated by considering other hospitality establishments, such as hotels in Uganda and beyond. This would be beneficial to validate the results of the current study in other settings.

Third and last, the current study utilized cross-sectional data, which disqualifies inferences on cause-effect relationships. With this recognition, a future study using longitudinal data to examine the hypotheses of the current study would enable future researchers to draw cause-effect implications.

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APPENDICES

Appendix A: Letter of Introduction

Dear Participant,

I am a student at Kenyatta University researching the influence of human capital management practices on organisational performance in lodges and tented camps in national parks in Uganda.

Kindly read, complete, and submit the questionnaire.

Please note that the collected information will be handled with the utmost confidentiality and will only be used for this study.

I highly appreciate your cooperation.

Thank You!

Yours sincerely
Silas Kiti

Appendix B: Approval of Research Proposal



KENYATTA UNIVERSITY GRADUATE SCHOOL

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P.O. Box 43844, 00100
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Internal Memo

FROM: Dean, Graduate School

DATE: 24th October, 2022

TO: Mr. Silas Kiti Karisa
C/o Department of Hospitality &
Tourism Management

REF: T129/OL/MSA/24827/14

SUBJECT: APPROVAL OF RESEARCH PROPOSAL

=====

We acknowledge receipt of your Research Proposal after fulfilling recommendations raised by the Graduate School Board of 14th September, 2022.

You may now proceed with your Data collection, subject to clearance with the Director General, National Commission for Science, Technology & Innovation.

As you embark on your data collection, please note that you will be required to submit to Graduate School completed Supervision Tracking and Progress Report Forms per semester. The Forms are available at the University's Website under Graduate School webpage downloads.

Also, please ensure that you publish article(s) from your thesis before submitting it to Graduate School for examination as per the Commission for University Education and Kenyatta University guidelines.

Thank you.


DR. HARRIET ISABOKE

FOR: DEAN, GRADUATE SCHOOL



CC. Chairman, Department of Hospitality & Tourism Management

Supervisors:

1. Dr. Vincent Maranga
C/o Department of Hospitality & Tourism Management
Kenyatta University
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C/o Department of Hospitality & Tourism Management
Kenyatta University

Appendix C: Research Authorisation



KENYATTA UNIVERSITY GRADUATE SCHOOL

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P.O. Box 43844, 00100

NAIROBI, KENYA

Tel. 020-8704150

Our Ref: T129/OL/MSA/24827/2014

DATE: 24th October, 2022

Director General,
National Commission for Science, Technology
and Innovation
P.O. Box 30623-00100
NAIROBI

Dear Sir/Madam,

**RE: RESEARCH AUTHORIZATION FOR MR. SILAS KITI KARISA – REG. NO.
T129/OL/CTY/MSA/24827/14**

I write to introduce Mr. Silas Kiti Karisa who is a Postgraduate Student of this University. He is registered for M.Sc. degree programme in the **Department of Hospitality & Tourism Management**.

Mr. Karisa intends to conduct research for a M.Sc. thesis Proposal entitled, **“Effect of Human Capital Management Practices on Organisational Performance in Game Lodges in National Parks in Uganda.”**

Any assistance given will be highly appreciated.

Yours faithfully,

A handwritten signature in black ink, appearing to read 'E. Kimani', written over a circular official stamp.

PROF. ELISHIBA KIMANI
DEAN, GRADUATE SCHOOL



H1/0000

Appendix D: Questionnaire for the Heads of Department

- Kindly fill out the questionnaire.
- Please do not put your name anywhere on the questionnaire.
- This information will be treated confidentially. Indicate your response by ticking (√) appropriately in the boxes provided.

SECTION A: DEMOGRAPHIC DATA

- 1) Please indicate your gender. *Male* *Female*
- 2) What is your highest level of education?
 - Primary Level* *Secondary level* *College level*
 - Undergraduate level* *Post-graduate level*
- 3) Please indicate your age bracket.
 - Less than 30 years* *31-40 years* *41-50 years*
 - 51 years & above*
- 4) How many years have you served in the hospitality industry in a leadership position?
 - 1-4 years* *5 to 8 years* *9 to 12 years* *More than 12 years*
- 5) Department of Operation:
 - Front desk* *Food and Beverage* *Kitchen*
 - Housekeeping* *Maintenance* *Safety and Security*

SECTION B: HUMAN CAPITAL MANAGEMENT PRACTICES

Please indicate your level of agreement with the following human capital management practices activities undertaken by your establishment. Use the following Likert scale;

Scale: **1** = *Strongly Disagree*, **2** = *Disagree*, **3** = *Neither Agree nor Disagree*, **4** = *Agree*, **5** = *Strongly Disagree*

Human Capital Management Practices					
<i>Part One: Recruitment and Selection</i>					
	1	2	3	4	5
1. Standardised and valid tests are used in the selection process.					
2. Strong merit criteria for employee selection					
<i>Part Two: Training and Development</i>					
	1	2	3	4	5
1. The knowledge and skills associated aids used in the training programs are available for use.					
2. Training program activities provided meet the needs of the employees.					

3. Employees are sponsored to training programs based on relevant training needs.					
<i>Part Three: Performance Appraisals</i>	1	2	3	4	5
1. The establishment provides a written and operational performance appraisal system.					
2. Performance is measured based on objective and quantifiable results.					
3. Employees are provided performance-based feedback and counselling.					
4. Performance review discussions are conducted with the highest quality and care.					
<i>Part Four: Rewards and Recognition</i>	1	2	3	4	5
1. I feel that I am rewarded fairly for the work that I do.					
2. The organisation provides benefits that make working easier and more valuable.					
3. I have a clear understanding of what I can do to increase my reward for the work I do					
4. The organisation handles rewards in the same way for all employees.					
5. The organisation recognises employees when they go above and beyond the set targets.					
6. Employees are appreciated and valued.					

SECTION C: ORGANISATIONAL PERFORMANCE

Please indicate your level of agreement with the following **organisational performance** statements. Use the following Likert scale; 1 = *Strongly Disagree*, 2 = *Disagree*, 3 = *Strongly Agree*, 3 = *Neither Agree nor Disagree*, 4 = *Agree*, 5 = *Strongly Disagree*

Statement					
1. The organisation can attract employees.					
2. The organisation can retain employees.					
3. The relationship between management and employees is good.					
4. The organisation delivers quality products and services to customers.					
5. The organisation has good productivity.					
6. The organisation records good profitability.					
7. The organisation makes a good return on investment.					
8. The organisation has a good market share.					
9. The organisation has a superior market value.					

Thanks for Participating!”

Appendix E: Interview Guide for Managers of Lodges and Tented Camps

“Section A: Demographic Information

- 1) Please indicate your gender. *Male* *Female*
- 2) What is your highest level of education?
 Primary Level *Secondary level* *College level*
 Undergraduate level *Post-graduate level*
- 3) Please indicate your age bracket.
 Less than 30 years *31-40 years* *41-50 years*
 51 years & above
- 4) For how long have you been working in the hospitality industry?
- 5) What are human capital management practices?
- 6) How do you conduct recruitment and selection in your organisation?
- 7) What would you say about training and development, particularly in your organisation?
- 8) How do you conduct performance appraisals in your organisation?
- 9) What is your opinion regarding rewards and recognition, particularly in your organisation?
- 10) How do human capital management practices influence your organisation's performance? Do you recognise any change before or after?

Appendix F: Sampling Frame

No.	Uganda National Parks	Lodges and Tented Camps	Managers and Heads of Departments
1.	Murchison National Park	5	35
2.	Queen Elizabeth National Park	5	35
3.	Kidepo Valley National Park	5	25
4.	Bwindi Impenetrable Forest National Park	5	20
5.	Kibale National Park	5	20
6.	Lake Mburo National Park	5	20
7.	Mt. Elgon National Park	5	20
8.	Mgahinga Gorilla National Park	5	25
9.	Rwenzori Mountains National Park	5	25
	Total	45	225

Appendix G: Work Plan

	Month 1 -2				Months 3, 4 & 5				Months 6 & 7				Months 8- 12	
“ACTIVITY														
Proposal writing	■													
Proposal Presentation					■									
Data Collection, Coding						■								
Data Analysis									■					
Report Writing										■				
Thesis Defense and Corrections”													■	

Appendix H: Research Budget

Activity	Cost			Cost Description & Justification
	KES	UGX	USD	
Pilot Testing of the questionnaire	10,000	244,000	63.44	One research assistant at KES2,000 / UGX48,800 / USD12.69 per day for five days
Questionnaire printing and photocopying	7,200	175,680	45.6768	400 copies of a 6-page questionnaire at KES3 / UGX73 / USD0.02
Field data collection	45,000	1,098,000	285.48	One research assistant at KES 5,000/ UGX 122,000 / USD 31,72
Printing and binding thesis report	4,000	97,600	25.376	Ten copies of 150 pages thesis at KES 3/ UGX73 / USD0.02 plus binding at KES400 / UGX9,760/ USD 2.54 per copy
Publishing of journal articles	25,000	610,000	158.6	Processing and publishing of at least one journal article derived from the thesis at KES20,000 / UGX488,000 / USD126.88 per article
Local Travelling for data collection	15,000	366,000	95.16	For research assistant
Contingency budget	6,000	146,400	38.064	Miscellaneous
Total Budget	112,200	2,737,680	711.7968	
<p><i>Note:</i> 1 KES = 24.4 UGX. 1 UGX = USD 0.00026</p>				

