

**HUMAN RESOURCE POLICIES AND INSTITUTIONAL
PRODUCTIVITY
A CASE STUDY OF NEW VISION PRINTING AND PUBLISHING
COMPANY LIMITED**

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BHR/6270/42/DF

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE
REQUIREMENT FOR THE AWARD OF THE DEGREE OF BACHELORS OF
HUMAN RESOURCE MANAGEMENT OF KAMPALA INTERNATIONAL
UNIVERSITY, KAMPALA**

FEBRUARY, 2008

DECLARATION

I Uwase Aline Marie Pacifique declare that the information in this dissertation is my original work and it has not been submitted or presented anywhere else for the purpose of examination or fulfillment of any degree.

Signature

A handwritten signature in blue ink, appearing to read 'Uwase Aline Marie Pacifique', is written over a horizontal dotted line.

Uwase Aline Marie Pacifique

APPROVAL

I certify that this research is the original work of Uwase Aline Marie Pacifique and it has been under my supervision. The work has never been submitted for any award of a degree in any Institution of higher learning.

Signature



.....
Mr. Muganga Christopher

DEDICATION

I dedicate this book to my wonderful God and my lovely parents Mrs. and Mr. Kagemana for being there for me and helping me in my academic needs so that I become what I am today. Thank you and my God bless you.

My dedication also goes to my lovely sisters Claire, Angelique, Alice, Ange, Agnes and Carine for showing me the importance of learning hard in order to become successful in life. God bless all of you.

ACKNOWLEDGMENT

First of all I thank God for giving me strength, possibility and courage to complete my study.

I acknowledge with sincere gratitude the contribution of all those who willingly contributed towards the completion of my research.

Special thanks to my lectures and my ever dedicated supervisor Mr. Muganga Christopher who with his guidance and support saw to it the completion of my project.

My parents for all their financial assistance and their wonderful ideas they gave me.

My sisters Claire, Angelique, Alice, Ange, Agnes and Carine for their encouragement and ideas they gave me.

The management and staff of New Vision Publishing and Printing Company Limited for their honesty, time and the necessary assistance they gave me in the course of my research.

To my friends Anastasia, Sharon, Caroline, Julie, Ilyas and Emmanuel for their support, advice and encouragement they gave me.

Thank you all and may God bless you.

LIST OF ABBREVIATIONS USED

NVPPCL: New Vision Printing and Publishing Company Limited

HR: Human Resource

EAP: Employee Assistance Program's

SPSS: Statistical Package for Social Scientists

ABSTRACT

This study was intended to investigate Human resource Policies and Institutional Performance in New Vision Publishing and Printing Company Limited with respondents being identified from their work place.

The objectives of the study were to evaluate human resource policies and their effect on institutional performance because they play a vital role on the performance of the institutions which might lead to disaster if ignored.

The result showed that Human Resource Policies in New Vision Publishing and Printing Company Limited was fairly good.

The study proved that when human resource policies are fairly implemented they lead to high performance of the institution while when they are ignored they lead to poor productivity.

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CHAPTER ONE

1.0 INTRODUCTION

This research is about Human resource policies and Institutional performance in New Vision Printing and Publishing Company Limited. It includes an extensive coverage of different policies practiced in The New vision and their drawbacks to its productivity. The researcher was tempted by the fact that much as policies plays a vital role in organizations, they have largely been ignored which actually spells disaster to their performance.

1.1 BACKGROUND OF THE STUDY

The New Vision printing and publication company is one that began in 1986 as a very small country Newspaper with only a handful of staff; it is now the leading Newspaper distributor in the country, currently operating with about 310 employees and also has 4 different rural papers in 4 different languages. That is, Bukedde, Rupiny, Etop, and Orumuri. In its growth and development, NVPPCL, has been divided into several departments namely;

1. Advertising
2. Administration
3. Production
4. Editorial
5. Bukedde
6. Accounts
7. Circulation

All these departments, which are solely run by different Heads and human resource Department is the overseer, It designed a number of policies for employees when they are carrying out their activities and include among others the following; Health and safety, transport, training, leave, industrial placement, farewell, and injury at work policy. Since the main resource department in NVPPCL is still very young, it has a few policies and procedures although most of them are still in the implementation process.

All organizations that have a human resource department and use human source to carry out the work activities have the responsibility to implement human resource policies. Some, however, exist implicitly as a philosophy of management and an attitude to employees expressed in the way in which human resource issues are handled. Since policies are guidelines on how employees should be treated, it is only fair that they are very clearly implemented for better performance. Very many organizations, most especially those in the manufacturing industries have had their managers sued by the employees for either negligence or damage because of the fact that they have very unclear policies that they don't understand.

For example in the case of, *Smith v. Leech Brain & Co* (1962), Smith was employed by the defendant as laborer and galvanizer, his job was to remove galvanized articles from a tank of molten metal. One day in 1950, he was burnt on the lips by a chop of molten metal when a large object was immersed in the tank. Smith later died of cancer due to a malignant condition, which worsened because of the burn. The defendants were held negligent in not providing adequate protection for Smith. It is observed that in such a case

the employee had to sue because there weren't any clear policies against injury on duty in the organization, so he sued. Organizations that have unclear policies will make the employees cause a lot unwanted accidents which is very detrimental to both the performance of its employees and the company's productivity. In this case performance is defined as the outcomes of work because they provide the strongest linkage to the strategic goals of the organization.

1.2 STATEMENT OF THE PROBLEM

It is very important for every organization to have guidelines in form of policies that govern the way activities are executed at a place of work but often time's organizations ignore this cardinal principal which in most cases bring about disastrous consequences to their performance and New Vision Printing and Publication Company limited has not been exceptional. This has necessitated the need for research to establish why this is so in most Organizations with particular focus on New vision Printing and Publication (NVPPCL) Company Limited.

1.3 RESEARCH QUESTION

- What are the effect of human resource policies on the performance of New Vision Printing and Publication Company Limited (NVPPCL)?
- How to establish different policies that guide employees in New Vision Printing and Publication Company Limited (NVPPCL)?
- What are the outcomes of unclear policies in the New Vision Printing and Publication Company Limited (NVPPCL)?

1.4 GENERAL OBJECTIVE

To evaluate the effects of Human Resource Policies on performance of an Institution.

1.5 SPECIFIC OBJECTIVES

- To evaluate the effects of human resource policies on the performance of NVPPCL.
- To establish the different policies that guide employees in NVPPCL.
- To assess the outcomes of unclear policies in the New Vision Printing and Publishing Company Limited.

1.6 SIGNIFICANCE OF THE STUDY

The study is meant to cater for the employees in all organizations that are being stretched or overworked due to unclear policies and not compensated. Since an employee has a right to know which policies in the organization are in use and the management too has an obligation to communicate those policies, for better performance of both the organization and management.

This study will also be able to catch the attention of those companies in the rest of the country that are not using policies to guide their employees and enable them see relationship between policies and the Performance of an Organization.

The study will help the government wake and press it upon companies and ensure that they have policies in place to guide employees.

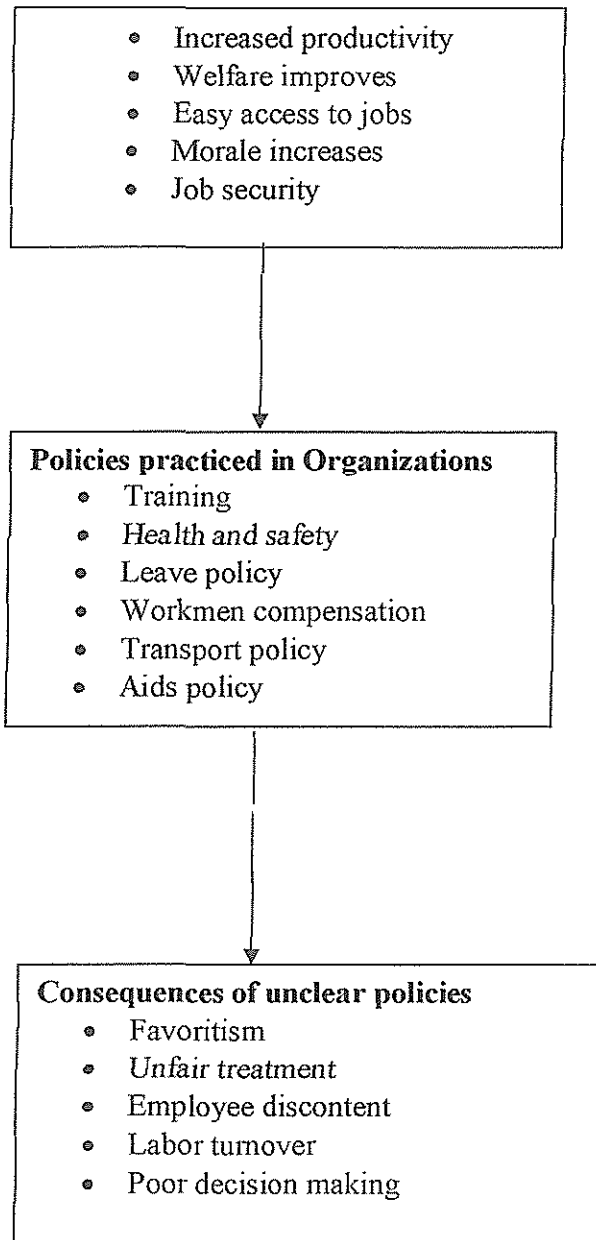
The study will further enlighten employees of New Vision to understand their rights and advocate for better policies, this will go along way to their performance and that of the Organization.

1.7 SCOPE OF THE STUDY

The New Vision Printing and Publishing Company Limited is located in industrial area plot 19/21 1st street and was started in 1986 by the government which then monopolized services as the only national news paper. This study is meant to cover the period from 2003 through 2006 in the New Vision Printing and Publishing Company Limited and capture both management and the employees. As far as the employees are concerned, the study will cover 6 staff from administration, 4 from Bukedde, 4 from Editorial, 4 from Accounts, 2 from Advertising and 40 employees in Production and Circulation departments

1.8 CONCEPTUAL FRAME WORK

Effects of human resource policies on performance.



CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 INTRODUCTION

In this chapter the researcher reviewed the related literature to the topic. The researcher also closely examined the relationship between literature and the research study objectives. In other words, it is a review of what other Scholars have done on the subject under investigation.

2.2 THE EFFECTS OF HUMAN RESOURCE POLICIES ON THE PERFORMANCE OF THE INSTITUTION

In all organizations the fundamentals of human resource management must be adhered to, there is always need to recruit staff, reward them, and to equip them with the necessary skills to enable them carry out their work. This is done through the implementation of HR policies and procedures, which have had an effect on the performance of the employees and that of the parent institution.

Training

One of the effects that the training policy has caused in companies is that it has made work easier for the employees, and enabled them to perform better in their job tasks and has also emphasized the coaching element in individuals. Employees that have undergone different training, for example, ¹the pre-experience courses leading to academic or vocational qualifications as a preliminary to a career. There are also consultancy courses varying from half a day to several weeks. Organizations have embarked on very valuable

¹ Derek Torrington, Laura Hall and Stephen Taylor, "Resource Management", 5th Edition, Page 432

courses that concentrate on specific areas of knowledge, like leadership skills, brand management, mentoring and coaching, how to train, time management, public speaking and presentation, financial literacy and computer skills.

Mentoring is another important element that of the training policy, there are a number of members in the organization, that is to say, from immediate managers, who because of the training and education are able to counsel and be perceived as role models to their employees and this is a very important panacea to performance.

Peer relationships have been induced by the training policy. ²Most employees' benefit from one another because of peer relationships and this is bled by the training policy and therefore a precursor to performance. Much as the researcher concurs with the author, a lot is left to be desired, the author does not draw the line between performance and the training policy which leaves his piece of work wanting.

³According to a recent study, technology change is the driving force behind much of today's training. ⁴In fact, of all the HR activities; employee development has been the one of the most consistent tool. It would have helped the researcher more if the author had gone in depth in talking about the impact of the training policy on performance so as to enable other researchers find out more about the negative and positive attributes of training in an organization.

² Derek Torrington, Laura Hall and Stephen Taylor, "Resource Management", 5th Edition

³ Heneman/Schwab Fossum Dyer, "Personnel Human Resource Management", 4th Edition,
Page 420

⁴ Heneman/Schwab Fossum Dyer, "Personnel Human Resource Management", 4th Edition,
Page 420

Health and safety

Through health programs, employees who want medical attention are catered for by the Organization's, facilities are accessed in most of the service providers of international repute for example, IAA and AAR. In addition to this, a scheme that includes the employees and their dependants is also being used in the New Vision, which has greatly increased the work performance of the employees and their motivation.

The policy has in addition, affected employee performance positively in a way that through the awareness of them getting affordable medical treatment for their families and themselves as well, and is protected from any hazards in the company; they are able to put more concentration on their work hence increased productivity.

With the help of the health and safety policy, it is incumbent upon every employee in the organization to take the initiative and learn how to prevent accidents caused at work. By that they are; ⁵following the safety and health policies and reporting hazardous situations/conditions to their immediate supervisor.

⁵ Gary Dessler, "Human Resource Management", 8th Edition

Industrial placement

⁶Many college students get their jobs through internships, a recruiting approach that has grown dramatically in recent years. In organizations, interns are used to make useful contributions while they are being evaluated as possible full-time employees. They are also required to get a relevant professional experience in specific interest areas and also learn about employment opportunities. The fact that the company image is affected positively when it employs competent individuals by training the interns not only for its own use but the rest of the nation benefits from this approach. ⁷The competencies from the different employees have been noted through the various skills and knowledge received from training.

The author didn't clearly state how industrial placement helps other employees in the organization and of what importance it is to the production system. It would have helped the researcher better if the author had captured these areas.

Leave

This is a policy that comprises four kinds of leave that are provided to the employees. There is the annual leave, sick leave, compassionate leave and either maternity or paternity leave. This has greatly had an effect on the performance of the employees in a way that, with the adequate rest that they are entitled to, the employees are able to come back to work with fresh ideas and more innovative. Unfortunately there isn't a leave

⁶ Gary Dessler, "Human Resource Management", 8th Edition, Page 52

⁷ Ian Beardwell and Len Holden, "Human Resource Management", 2nd Edition, A Contemporary Perspective, Page 359

policy that caters for students or employees going to do examinations for those who study while working. This is a very detrimental factor because an employee will have to take her or her whole leave to go for studies instead of getting study leave.

The leave policy is a big motivator to employees because they are assured of giving their new born babies maximum attention and care at home, the sick can have maximum rest and medical attention out side work environment, and those with family problems get ample time to solve.

Employee Assistance Programmes. (EAP)

Employee Assistance Programmes are those that solely cater for the well-being of employees in the organization. It is a benefit to all the employees and helps them cope with personal problems which negatively affect their lives and which might interrupt their attention to their respective jobs. Employee problems such as, financial burden and other problems do not only impair their personal lives but workplace productivity as well.

This has greatly had a positive effect on the employee's performance because it has relieved them of the burdens and problems that they would not be able to solve hence more commitment and improved productivity. This has been done by providing counseling sessions for the employees, teambuilding classes and seminars to give more awareness about unsolved problems.

Redundancy

This states that it is the organizations intention to avoid involuntary redundancy through its redeployment and retraining procedures. However if redundancy is unavoidable, those affected will be given ⁸fair and equitable treatment, the maximum amount of warning and every help that can be provided by the organization to obtain alternative work. Although the author tells us a little bit about redundancy, he doesn't fully explain its impact on the employees in an organization and its eventual performance, it therefore leaves throws the reader and the future researchers into guess work.

2.3 DIFFERENT POLICIES COMMON IN ORGANISATIONS

Every organization has policies that guide the employees on the way work is to be carried cut on a daily basis because they the basis upon which employees behavior is judged and action taken in case where they go against established policies.

2.3.1 Health and Safety Policy

This Policy solely deals with making sure that the employees are kept safe at the place of work, NVPPCL as an employer is committed to providing a healthy and safe work environment for all its employees and any other persons that maybe affected by its activities.

⁸ Michael' Armstrong, "Handbook of Human Resource Management Practice". 8th Edition: pg 292-293

2.3.2 Training Policy

This policy deals with equipping employees with substantive knowledge to enable them carry out their duties efficiently, in here, the organization sponsors 100% of a staff member's training cost, the impact of their training should be felt immediately. Where the organization agrees to sponsor 70% of the training fees the impact of the learning should be seen within a minimum of 3months after the staff member have undergone training.

2.3.3 Leave Policy

This policy stipulates that all employees are entitled to leave with full pay throughout the calendar year. The rational behind is to give an employ ample time off duty to attend to his/her personal problems and come back with vigor, this to enhance employee performance.

2.3.4 Injury at Work

This policy protects employees from any injury while on the job. That is to say, incase an employee gets harmed while on duty he/she should be compensated fully by the organization.

2.3.5 Transport Policy

The policy ensures that all New Vision Company vehicles are always maintained in good mechanical condition, are under proper insurance and have valid licenses at any given time and also that the NVPPCL staff that use the vehicles have valid safety cover.

2.3.6 Industrial Placement Policy

This is meant to provide guiding principles in managing the internships and industrial training. The objective is to enhance skill development within the country and be perceived as a quality training ground for future graduates.

2.3.7 Farewell Policy

The policy ensures that all employees who retire, resign, or are terminated as a result of non-performance or ill health or gross misconduct are given a befitting send off. In addition, all employees who retire are acknowledged for their contribution towards the development of the organization.

The researcher appreciates the author's contribution but many more policies that are useful are left which makes his work challengeable, policies like recruitment policy, Study leave policy, Computer policy, and Work place violence have been ignored yet they play a very important role. Very many organizations from different parts of the world have different policies that govern them but the most important thing is that they should be very clear and easily understood by the employees.

One way that the Organization can communicate the policies to the employees to ensure that they are clearly understood is by using staff handbooks. This is the method used in different organizations world over.

°from the human resources manual are the following policies that the Lamar Institute of Technology uses:

- Non-discrimination/Equal opportunity and Workforce diversity.

- Age limitations.
- Employment of persons with disabilities.
- Employment of veterans.
- Sexual harassment.
- Racial and other forms of harassment.
- Consensual sexual relationships.
- AIDS.
- Whistle blower Act.
- Drug-free workplace.
- Smoke-free workplace.
- Approval to purchase alcohol.
- Social events with alcohol.
- Use of state-owned property.
- Computer policy.
- General World Wide Web se

Human Resources P - 03. Lamar Institute of Technology.

- Lamar Institute of Technology safety policy.
- Lamar Institute of Technology vehicle policy.
- Prohibition of hand guns and weapons of force.
- Place of work/state compensatory time-work at home.
- System policy: training.
- Workplace violence
- Contract workforce.

This institute has used and is using these policies that are subject to changed from time to time; the policies in Lamar Institute are meant to create a better understanding and to enhance personnel decisions, protect the rights of all employees and assure uniformity of action throughout the Institute.

2.4 THE CONSEQUENCES OF UNCLEAR POLICIES

First and foremost before the outcomes of unclear policies are looked into, we should understand Organizations find a number of challenges in implementing policies because some of them are unclear which creates room for employees to ignore.

- ⁹Offering a guiding principle or outlining a long term plan is more difficult than presenting a pre-determined course of action to be followed
- Achieving the high degree of understanding and agreement required for consistency of decisions is more difficult than stating a clear-cut role for uniform action.
- A policy system should reflect agreed upon principles and be consistent with implementing procedures, there must be a comprehensive system of policies, one which outlines a consistent managerial philosophy, and Consistency of decisions throughout the management hierarchy requires that all policies reinforce the same general principles. Moreover in an organization, policies need to be implemented by procedures and rules, which are compatible with those same general ideas.

It is quite true that when policies and procedures are unclear, it is difficult to find a basis or guidelines on how to handle personnel problems as they come. Since it's the personnel that make up a bigger percentage of the organization, it is only fair that they are in the

⁹ Cary Cohen, "Manual of Personnel Policies and Procedures", CPCM.

known of what policies/rules and regulations/procedures guiding them, several things happen as a result of not having clear policies and procedures implemented in an organization and hence affecting the employee's performance.

Charges of favoritism

The absence of clear policies in the organization that guide both the management and the employees on how they supposed to act is detrimental to its performance, the resultant effect will be many cases of favoritism and nepotism in the organization, in such cases many employees miss out on very many opportunities because of either management noticing or the fact that they don't like the tribes that they come from and this affects performance fundamentally,. Such organizations will make favoritism and nepotism a base on which they recruit and /or promote employees, which spell disaster to its performance.¹⁰Some of the situations that contribute to the acts of favoritism are hiring personal friends or relatives which are very unfortunate and leaves institutional performance at stake.

Unfair treatment/equity

Unfair conditions of service. For example if an employee has committed an offence but is favored by someone in the management, he would get less punishment compared to his/her counterpart in the same mistake. This is wrong and brings down the morale and the performance of the employees and the organization respectively.

¹⁰ Public Service Commission of Canada, Study of personal favoritism in staffing and Recruitment with the federal public highlights. October 2005

One of the most important things that policies and procedures address is equity. Unclear policies in an organization will not only bring about unfair treatment of employees but also hampers his/her productivity.

Capricious rewards or promotions

Very many organizations give out rewards and promotions but these must follow a certain criterion, For example, employees would get rewards and/or promotions because of their performance and productivity achieved in that financial year, but for an organization, which doesn't have clear policies, capricious rewards or promotions will be given out to employees on the basis of friendship, tribe etc. this is not only absurd but very unfortunate because it leaves performance at the mercy of favoritism whose effect is very disastrous indeed.

Discontent and disorganization

For one to carry out his his/her duties well, guide line should be seen to be fair, if a situation arose that employees feel discriminated against compared to others, he will simply switch off, morale will go down and performance will degenerate fundamentally, employees will be discontented with the way they are being handled because of unclear policies and procedures.

The company will not only fail to carry out daily activities of planning, staffing, recruiting, training, and remuneration but also have employees that don't have any idea of how the objectives are supposed to be met and what their responsibilities are or are not.

Labor turnover

Since policies and procedures are guidelines on which the organization is governed and the employees make up a bigger percentage of the organization, it would be rather impossible for employees to stay in an organization that is all about politics and unfair treatment. It is true that unclear policies breed unfair treatment and no employee would want to work under conditions of unfairness. The organization will have more and more employee turnover than recruiting competent staff because of the poor working or unclear working conditions.

Poor Decision-making

It would be very hard for supervisors to make decisions in the organization because most of the based decisions made are categorically based on what is said in the policies. It will become very difficult for supervisors to make decisions concerning both the organization and the employees based on unclear policies.

Too much Centralization

When a company has very unclear policies and procedures, it will be faced with a lot of cases where managers are too centralized, that is to say that there will be less delegation and a lot of dictatorship as far as job tasks are concerned, the centralization would cause a lot of discontent among employees that have nothing to do in the organization.

Lack of corporate values

The organization will lack an approach to use inline with corporate values. Such corporate values will include social responsiveness and keeping an image for the company, all these will be non-existent because policies are very unclear.

The researcher appreciates the effort put forth by the author but lack of unclear policies have far more reaching consequences to organizational and failure to perfect will ultimately lead the collapse of the organization, this research will therefore strive to establish the state of affairs in the New Vision to confirm whether a similar scenario prevails.

CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 INTRODUCTION

This chapter entails how this research will be conducted. This will basically cover research design, the study population, sample size and sampling procedure, procedure of conducting research, and instruments of the research that will be used and how data will be analyzed.

3.2 RESEARCH DESIGN

The research design to be used in the study will be a case study design but as mentioned earlier, focus will be on the New Vision Printing and Publishing Company Limited.

The reason being that there were very many companies of this nature and the researcher can not cover all of them due to time limit and other resource constraints, the researcher chose New Vision to represent other companies in the same industry.

3.3 STUDY POPULATION

The targeted population of the study will include; the staffs of New Vision Printing and Publishing Company Limited, Kampala office.

The sample was composed of mostly production staff in the different sections in the company.

3.4 SAMPLE SIZE

The researcher will select a sample of 60 people all from all departments of New Vision, the need for sample selection is important because the researcher can not cover all the

employees of the New Vision because they are very many; a sample of 60 people is representative because it constitutes 33% of the study population.

3.5 SAMPLING TECHNIQUE

The researcher will use stratified random sampling where departments will be chosen and then convenient sampling will be used to select 60 respondents from the entire staff of New Vision, the researcher believes this will give a valid representation of the entire study population. The researcher conveniently picked the respondents from administration, finance, editorial, circulation, and production.

3.6 INSTRUMENTS

The research instruments include:

3.6.1 QUESTIONNAIRES

These were both open and close ended. The researcher used questionnaires when dealing with literate employees. This gave the respondents to respond to questions at their own pace with out pressure from the researcher.

3.7 DATA ANALYSIS

The researcher will analyze the enlisted data both qualitatively and quantitatively, questionnaire will be organize as soon as they are collected from the field, sorted, broadened and given their true meaning, irrelevant information will be discarded and data will be coded and analyzed using Statistical Package for Social Scientists (SPSS) This is because the questionnaires will provide responses that can easily be coded, data will then be presented using frequency tables guided by the study objectives.

CHAPTER FOUR

FINDINGS, INTERPRETATION AND DISCUSSION OF DATA

4.0 INTRODUCTION

This chapter presents the results of the study in relation to the study objectives and research questions. Data was presented under different themes and sub themes. This research set out to evaluate the effects of human resource policies and procedures on the performance of employees and it was guided by three specific research objectives namely; To evaluate the effects of human resource policies and procedures on the performance of employees in the NVPPCL, To establish the different policies and procedures in The NVPPCL, To assess the consequences of unclear policies and procedures in The NVPPCL.

4.1 Effects of Human Resource Policies and Procedures on Employee Performance

Table I: Respondents responses on whether they have ever undergone any form of Training.

RESPONSE	FREQUENCY	PERCENTAGE %
Yes	23	66
No	12	34
Total	35	100%

Source: Field research. 2006.

The results in the table indicate that 66% of the respondents admitted that they had undergone training in various areas, this means that training in the New Vision is not a new development but simply part and parcel of the company, it therefore follows that once such a policy is in place, employees are motivated which ultimately improves their performance leading to success of the company.

Table 2: Represents the Type of Training employees have undergone.

RESPONSE	FREQUENCY	PERCENTAGE %
Computer training	29	83
Customer care	6	17
Total	35	100%

Source: Field data; 2006.

The findings in the above table indicate that 83% of the respondents concurred that they had undergone computer training courses, this implies that since many companies both local and international have gone computerization, New Vision is not exceptional, this has gone a long way to make tasks easier to accomplish. This policy helps the New Vision to gain a competitive edge over other companies in the same operation.

Table 3: Health and safety Measures.

RESPONSE	FREQUENCY	PERCENTAGE %
Fire fighting equipments	20	57
First Aid boxes	10	28
Registration with IAA	5	15
Total	35	100%

Source: Researchers data from the field; 2006.

The majority of the respondents 57% stated that the New Vision has in place health and safety policy, this means that it is very keen on the health and safety of its employees: this is exhibited by the installation of fire fighting equipments in the pant. First Aid boxes in case of accidents and registration of its members with International Air Ambulance. All these are put in place to ensure the safety and health of its employees. This helps employees to carry out their duties without any threat to their lives and this improves their performance.

Table 4: Represents views on whether there is any leave policy

RESPONSE	FREQUENCY	PERCENTAGE %
Yes	32	92
No	3	8
Total	35	100%

Source: primary data from the field; 2006.

The results in the above table indicates that 92% of the respondents admitted that there is a leave policy which caters for all employees in the company, this means that the New Vision operates in line with the employment decree which entitles leave to employees. This makes employee's feel valued hence unlocking their potential for the benefit of the organization.

4.2 Policies and Procures in the New Vision

Table 5: Represents different categories of leave.

RESPONSE	FREQUENCY	PERCENTAGE %
Sick leave	20	57
Maternity leave	07	20
Paternity leave	05	15
Educational	03	03
Total	35	100%

Source: Researchers field data; 2006.

It was discovered during research that 57% of the respondents contended that sick leave is given a lot of importance because an unhealthy employee is unproductive compared to his/her healthy counterpart. This means that New Vision puts health of its employees above everything because they are the engine of its survival for they are the ones at the center of performance.

Other respondents stated maternity leave, paternity leave and educational leave; this further implies that New Vision as a company attaches great importance to employees

eave which also positively changes their attitude towards the company and results into high performance.

Table 6: Represents different policies in the New Vision

RESPONSE	FREQUENCY	PERCENTAGE %
Leave Policy	20	57
Training Policy	05	15
Health and Safety	10	28
Total	35	100%

Source: Primary data from the field; 2006.

The findings in the table indicates that the major policy that the Company attaches great importance in leave policy, this means that New Vision does not look at its employees from an economic point of view but as persons who also need some time off to attend to their private issues like families and next of kin and/or to refresh themselves.

Table 7: Represents Views on fairness in the treatment of employees.

RESPONSE	FREQUENCY	PERCENTAGE %
Yes	29	83
No	6	17
Total	35	100%

Source: Field data; 2006

It was discovered during research that 83% of the respondents admitted that the company treats them well; nothing like discrimination was reported in the Company. This is an indicator that New Vision promotes good industrial relations which is a precursor for optimum performance.

Table 8: Represents view on whether employees are happy with the policies in place.

RESPONSE	FREQUENCY	PERCENTAGE %
Yes	25	72
No	10	28
Total	35	100%

Source: Primary data from the field: 2006.

Findings indicate that 72% of the respondents were happy with the policies in place in that they promote equality in the way employees are treated. This means that all

employees in the New Vision are guided by same policies and this promotes togetherness in the organization there by improving performance of employees. Although 28% of the respondents reported otherwise, it cannot overshadow the views of the majority. It should therefore be noted that to a large extent. Employees are happy with the policies in place.

4.3 Consequences of Unclear Policies

Table 9: Represents the consequences of unclear policies

RESPONSE	FREQUENCY	PERCENTAGE %
Low morale	7	20
Favoritism	3	8
Poor performance	15	44
Conflicts	3	8
Delayed tasks	7	20
Total	37	100%

Source: Primary data from the field; 2006.

The majority of the respondents 44% noted that unclear policies bring about poor performance, this is due to the fact that if such a scenario transpires in the company, there are tendencies of discrimination and mistreatment of employees because no rules and regulations are in place to guide employees, work is done haphazardly and this results into poor performance of employees.

In addition, respondents reported low morale, delayed tasks accomplishment, conflicts as well as favoritism all associated with lack of clear policies in the Company. All the above-mentioned lead to poor performance of any organization worth its name hence its collapse.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.0 INTRODUCTION

In this chapter, a summary of findings is made. Conclusions drawn from the findings and recommendations are made to improve on the status quo.

5.1 SUMMARY

It was confirmed by the researcher that 66% of the employees in the New Vision have undergone training, which is an excellent accomplishment for the company in as far as productivity and performance of the employees is concerned. 83% of the employees think that there is unfairness in the way activities are carried out and 5% of them think that there is favoritism, and 44% of the employees agree with the fact that unclear policies and procedures have caused poor performance in the organization.

5.2 CONCLUSION

From the findings, it is clear that though policies play a significant role in institutional performance, they have largely been ignored which has brought about poor productivity.

Although most of the employees in the New Vision Printing and Publishing Company limited have undergone training, most of them have stated clearly that the reason they are performing poorly is because of unclear policies.

It was also discovered that New Vision has quite a number of policies in place and some are indeed functional while others are dormant, but it is clear that to some extent, New

Vision follows policies strictly and this explains in part why it always gained a competitive edge over others.

5.3 RECOMMENDATIONS

The employees should be given staff handbooks which clearly state all the policies and procedures that the organization is supposed to use to enable them make better decisions which will ultimately bring about increased productivity.

5.4. Areas for Further Research

It is important to note that since this research was restricted to The New Vision Printing and Publishing Company, it might not be representative of what transpires in other Organizations, further research therefore should be done to cover other organizations in similar operations to establish more facts on the importance of policies.

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If yes, explain what type of training it was and whether it has helped you
Perform better at your job tasks.

.....
.....

b) Can you list a few health and safety measures that have been taken in order to ensure
that you are safe at your place of work?

.....
.....
.....
.....
.....

c) Do you have a leave policy?

Yes No Not sure

What other type of leave are relevant in your organization? Tick

Where appropriate

- Education leave
- Compensatory leave
- Overtime leave
- Family/ medical leave

Leave sharing

2.0 What are the different types of polices and procedures in your organization

d) Can you tick some of the polices that are relevant in your organization

Leave policy

Redundancy policy

Sexual harassment policy

Equal employment policy

Employee Assistance Programme

Training policy

HIV policy

Health and safety policy

Industrial placement

Computer policy

Work place violence

Do you know all the guidelines/policies that are used in your organization?

Yes

No

Not sure

3.0 The outcomes of unclear policies on institutional productivity.

e) Do you think there is fairness in the way you are treated in your organization?

Yes No Not sure

If no, give reasons

f) Do you participate in any decision making process?

Yes No Not sure

If No, do you think management should include you in the decision making process and if it does, do you think that better decisions will be made?

g) Are there any cases of favoritism in your organization?

Yes No Not sure

h) Have you ever received any gifts or rewards from anyone that are unaccounted for?

Yes No Not sure

i) Do you think the policies/guidelines used in your organization are clear?

Yes No Not sure

If No, tick what you think is the outcome of unclear policies from the below given list.

Low morale

Poor performance

Favoritism Conflicts

Poor decisions

Delayed tasks

Unfairness

Thanks for your cooperation

May God bless You



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**OFFICE OF THE DEAN
SCHOOL OF BUSINESS AND MANAGEMENT**

Date: 11th December, 2007

THE NEW VISON PRINTING AND PUBLISHING CO LTD,
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FAX: 235843.

Dear Sir/Madam

RE: UWASE PACIFIQUE BHR/6270/42/DF

This is to confirm and inform you that the above referenced is a bonafide student of Kampala International University pursuing a Bachelor of Human Resource Degree programme In the School of Business and Management of the university.

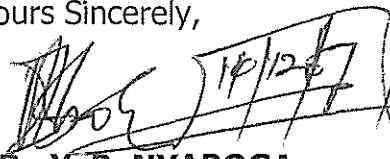
Her title of the Research project is "HUMAN RESOURCE POLICES AND INSTITUTIONAL PRODUCTIVITY." A CASE STUDY OF NEW VISION.

As part of her studies (research work) she has to collect relevant information through questionnaires, interviews and reading materials from your place.

In this regard, I request that you kindly assist her by supplying/furnishing her with the required information and data she might need for her research project and also by filling up the questionnaire.

Any assistance rendered to her in this regard will be highly appreciated.

Yours Sincerely,


DR. Y. B. NYABOGA.
ASSOCIATE DEAN – SCHOOL OF BUSINESS AND MANAGEMENT
TEL: 0752 843 919

