
**HUMAN RESOURCE MANAGEMENT PRACTICES, ORGANIZATIONAL CULTURE
AND EMPLOYEE ENGAGEMENT IN JINJA CITY: A CASE OF PUBLIC HEALTH
WORKERS**

BY

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**A RESEARCH REPORT SUBMITTED TO THE DIRECTORATE OF GRADUATE
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DECLARATION

DECLARATION

I, **Mugabi Moses Mubir** hereby declare that this is my original work and to the best of my knowledge has never been submitted for the award of a degree in any other institution of higher learning unless otherwise acknowledged.

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APPROVAL


APPROVAL

This is to certify that this research report is submitted with our approval as university supervisors.

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ABSTRACT

To achieve competitiveness in today's business environment, organizations must prioritize employee engagement. This study examined the effect of human resource management (HRM) practices and organizational culture on employee engagement among public health workers in Jinja City, Uganda. Specifically, the study sought to evaluate the effect of HRM practices on the level of employee engagement; assess the effect of HRM practices on organizational culture; determine the effect of organizational culture on employee engagement; and find out the mediating effect of organizational culture on the relationship between HRM practices and employee engagement. The study was anchored on the contingency theory to explain the hypothesized relationship between the study variables. A cross-sectional research design and quantitative approach were utilized, with the aid of a self-administered questionnaires to collect data from a sample of health workers in public health facilities in Jinja city. The study targeted a population of 505 health workers from 21 public health facilities in Jinja city. Stratified random sampling technique was used to select a representative sample of 368 health workers. Validity of the research tool was tested using content validity index and the tool was found to be valid with an index higher than the minimum threshold of 0.7. Reliability was tested using Cronbach's alpha coefficient and all the variables had alpha coefficients greater than 0.7 threshold. Data analysis involved both descriptive and inferential statistical techniques. The findings revealed a significant positive effect of human resource management practices on employee engagement, positive significant effect of human resource management practices on organizational culture, and no significant effect of organizational culture on employee engagement was found. The findings also revealed that organizational culture was not a significant mediator of the relationship between human resource management practices and employee engagement. The study concluded that HRM practices significantly affect employee engagement and organizational culture while organizational culture does not have a significant effect of employee engagement. The study also concluded that organizational culture does not significantly mediate the relationship between HRM practices and employee engagement. This study thus underscores the critical role of enhancing human resource management practices to ensure engaged employees in an organization.

CHAPTER ONE

INTRODUCTION

1.0 Overview

This section presents the study background, problem statement, purpose, specific objectives, study hypothesis, scope of the study, significance, and the conceptual framework.

1.1 Background to the study

Employee engagement is critical for an organization to attain competitiveness in a contemporary business environment as it helps in increasing employee productivity, creating customer satisfaction, increasing job satisfaction and ensuring retention of a happy work (Aslam et al., 2018; Chatiza et al., 2021). Employee engagement is defined as a positive, fulfilling and work-related mental state of mind that is branded with vigor, dedication, and absorption (Siddiqui & Sahar, 2019). This means engaged employees are conceived as employees who are energetic and dedicated, and are absorbed by their work.

Human Resource Management (HRM) practices encompass a range of strategies and systems designed to manage and develop an organization's workforce effectively. These practices typically include recruitment and selection, training and development, performance appraisal and compensation (Armstrong & Taylor, 2020). Recruitment ensures that the organization attracts the right talent, while training enhances employees' skills and competencies. Performance appraisal systems are used to assess employee contributions and identify areas for growth, which are closely tied to compensation and rewards systems aimed at motivating employees. Additionally, HRM practices are designed to foster a positive work environment and build a strong organizational culture that supports employee engagement, organizational performance, and sustainability (Noe et al., 2020). Effective HRM practices create alignment between the workforce and organizational goals, contributing to overall business success and competitiveness.

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