

Human Resource Management Practices and Sustainability of Public Transport Organizations: A Case of Gateway Bus Service Limited

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Abstract - This study assessed Human resource management practices and sustainability of public transport organizations: a case study of gateway bus Service limited. The objectives of the study were: (1) To assess the effect of training and development on sustainability of gateway bus service limited. And (2) to evaluate the effect of reward management on sustainability of gateway bus service limited. (3) Assessed Human resource management practices and sustainability of public transport organizations. The transport industry is an important aspect of any growing economy like Uganda. Many private individuals and companies do participate in the transport business and Gateway bus service limited is one of them. Gateway bus service was established in 1982 and is one of the pioneer Bus Companies in Uganda with over 200 employees. It operates both locally and internationally. The study was aimed at examining the relationship between HRM practices and sustainability of Gateway bus service limited, focusing on recruitment and selection, training and development, and reward management. Simple random and purposive sampling techniques were used in the selection of respondents. Data was collected and analysed using quantitative and qualitative methods where questionnaires and interviews were used as the instruments to collect data.

The findings of the study indicate that there was no recruitment and selection policy, no room for many people to apply and those who came looking for jobs rarely got employed. Head hunting and hand picking were most commonly used practices for recruitment and selection activities, it was inconsistent and discriminatory, hence recruitment and selection at Gateway bus service limited was not professionally handled. It was further discovered that the company had no training and development policy to help guide on issues of training of the staff, hence the company relied on informal programs of training done once at the time of entry. It was also discovered that the company had no reward policy; rewards were determined by the directors based on their judgement and were not

uniform. Many were not satisfied with their remuneration, the staffs were mainly rewarded with allowances and salary. The researcher recommends that the management of Gateway bus service should set up a recruitment and selection policy to help in guiding on issues to do with employment of people into the company, and must be handled by a human resource specialist. The researcher further recommends that there must be an establishment of a training policy to provide a framework within which decisions can be made and supported with regard to the training and development of individuals and groups within the company. It was also recommended that a reward management policy be established to help in the formulation and implementation of ways to best handle issues to do with the rewarding of employees.

Keywords: Human resource management practices and sustainability of public transport organizations.

I. INTRODUCTION

According to Armstrong (2009) Human resource management (HRM) is a strategic, integrated and coherent approach to the employment, development and well-being of the people working in organizations. Essentially, Tiwari (2012) says Human Resource is the most important asset for any organization and it is the source of achieving competitive advantage, and that managing human resources is very challenging as compared to managing technology or capital and for its effective management, an organization requires effective HRM system that should be backed up by sound HRM practices. "However those firms that have learnt how to manage their human resources well would have an edge over others for a long time to come because acquiring and deploying human resources effectively is cumbersome and takes much longer," (Wright et al., 1994) as quoted by Tiwari (2012). This study was therefore, to establish how human resource management practices contribute to sustainability of Gateway Bus Service limited. Human resource management practices were conceived as the independent variable in this

study while sustainability of gateway bus service was the dependent variable. This chapter covers the background, statement of the problem, general objective, the specific objectives, research questions, research hypothesis, justification and significance of the study.

II. MATERIALS AND METHODS

Location of the study area

The study was carried out in Kampala central, the capital city and economic hub of Uganda where all the buses of Gateway Company assemble to board passengers to up country destinations and the majority of the staff is found; hence a good source of information required. Gateway bus service was established in 1982 and is one of the pioneer Bus Companies in Uganda with around 200 employees. Gateway Bus Service is a family business run by two brothers, it was started by their father who retired from the business in late 1990s and handed it over to the children. It operates both locally and internationally along Kampala Nairobi route via Malaba and Busia, and via Nimule to Juba in southern Sudan. Locally it has branches in Kampala, Mbale, Soroti, Kabale and kisoro and some up country routes and offices like in Arua, Koboko, Paidha, Yumbe, Ajumani and Moyo had been closed. The buses were becoming older and no new buses were bought to boost the business. According to the company Managing Director, they were thinking of shifting to petroleum business and close the bus business because it was not doing well. So many accidents which led to deaths or adverse injuries as mentioned in a letter by Mugisha (2009), where the Commissioner of Police traffic and road safety requested transport licensing board to suspend operations of Gateway bus service limited because they were involved in many fatal accidents.

According to Katushabe (2009), Gateway was required to present all their buses for inspection and the drivers for vetting following the many accidents. The Managing Director additionally mentioned issues of high expenses, stealing, and high labour turn over as well as high repair costs. Nevertheless, the fact is that Gateway Company does not exist in vacuum and is run by people.

The challenges mentioned by the Managing Director and the concerns raised by the police and transport licensing board do not come by themselves, they are caused by people who are supposed to ensure everything is in order in the company, and so you wonder how the company ends up with the kind of staff causing the predicament the company is going through almost leading to closure of the business.



Figure 1: Map of Uganda showing the location of Gateway bus in Kampala

Sampling

Purposive, stratified random sampling and simple random sampling techniques were used as elaborated on the table 1 above. The researcher randomly selected representative individuals so as to minimize bias especially from the lower staff. Purposive or judgmental sampling method was used to enable the researcher select an element from the directors, heads of department and the branch managers. The heads of departments were from finance and legal departments for they had worked in Gateway for a long time and had detailed information and broader knowledge about the company hence were of help in providing the required information. The branch managers included those from Namayiba, Arua Park and Kisenyi terminals. The lower staff included drivers, conductors, mechanics, booking clerks, inspectors, supervisors and turn men. Stratified random sampling was used to help divide the population in groups as shown above.

According to Barifaijo *et al* (2010), purposeful sampling selects information rich cases for in depth study. The Open Learn article (“purposeful sampling involves,” 2013) states that using purposeful sampling you would select subjects for specific reasons such as; they meet particular criteria of interest in your research, they show wide variations in their knowledge, attitudes or practice and they have particular knowledge or expertise.

Determination of sample size of respondents

The sample size for this study was drawn from Kampala where the main office of Gateway was and the bigger number of staff was got. A sample of 52 people was selected to participate in the study. The sample size was reached at using Morgan and Krejcie (1970) table got from (Barifaijo, Basheka and Oonyu, 2010). This was modified as shown below;

Table 1: Showing the sample size for the staff in Gateway bus service limited using Morgan and Krejcie (1970)

Category	Accessible population	Sample size	sampling techniques
Heads of departments	4	2	Purposive
Directors	2	1	Purposive
Branch managers	7	3	Purposive
Lower Staff	47	46	simple random sampling
Total	60	52	Morgan & Krejcie (1970)

Source: Gateway bus service employee records (2013)

III. DATA ANALYSIS

Determining Importance Value Indices (IVIs)

Amin (2005) reports that unprocessed data collected from the field is difficult to interpret. Thus it ought to be cleaned, coded, computer fed and analysed by all means. The researcher analysed data using both quantitative and qualitative methods.

Qualitative data analysis

Qualitative data are verbal or other symbolic materials, it is the detailed descriptions of observed behaviours, people, situation and events, (Koul, 2001). That is, non-numerical data analysis or explanation based on the attributes or source of data. According to Neuman (2003), qualitative data are in the form of text, written words, phrases, or symbols describing or representing people, actions, and events in social life. Mugenda and Mugenda (1999), states that in qualitative studies, researchers obtain detailed information about the phenomenon being studied, and try to establish patterns, trends and relationships from the information gathered. The data collected was organized in categories based on themes, concepts or similar features after which it was analysed using classification. In the presentation of the data, responses from interviews and questionnaire were transcribed and consolidated, compared and conclusions drawn based on the gathered information in accordance with the objectives of the study.

Quantitative data analysis

This involves the analysis of numerical data. The researcher used descriptive statistics to describe the basic features of data in the study, thereafter the researcher checked, edited and coded the collected data without changing the meaning and then fed it into the computer. This was followed by data processing and analysis by conducting statistical analysis using the computer package called statistical package for social scientists (SPSS) and presented it in form of tables. According to Neuman (2003), the charts and tables allow you to see the evidence collected by the researcher and learn for yourself what is in it. The researcher used spearman rank correlation to establish the strength of the relationship between

the variables. Correlation is concerned with measuring whether two variables are associated with each other.

Measurement of variables

The researcher used the likert scale to measure the effect of HRM practices on sustainability on five points; strongly agree, agree, not sure, strongly disagree, and disagree. According to Cooper (2002), a likert scale is the most frequently used variation of the summated rating scale. Summated rating scales consist of statements that express either a favourable or unfavourable attitude towards the object of interest. The respondent was asked to agree or disagree with each statement. Each response was given a numerical score to reflect its degree of attitude favourableness, and the scores were totalled to measure the respondent's at.

IV. RESULTS

The purpose of the study was to examine the relationship between HRM practices and sustainability of Gateway bus service limited focusing on recruitment and selection, training and development, and reward management. The researcher used both quantitative and qualitative methods to collect and analyse data.

Findings about recruitment and selection

The first objective was to examine the effect of recruitment and selection on the sustainability of gateway bus service limited. The findings showed that there was no recruitment and selection policy, there was no advertisement done hence no room for many people to apply. Head hunting and hand picking were most commonly used practices for recruitment and selection activities, and hence recruitment and selection was inconsistent and discriminatory and the top management was fully involved in the recruitment and selection exercise. Recruitment and selection had not led to the right people being employed, thus many unqualified and inexperience people were employed. Despite the majority of the respondents plus the key informants saying that recruitment and selection was contributing positively towards sustainability. The findings after the hypothesis testing showed that the relationship between recruitment and selection, and sustainability was positive but very weak. This

implied better recruitment and selection practices could lead to higher chances of the sustainability of the business.

Findings about training and development

The second objective was to assess the effects of training and development on sustainability of gateway bus service limited. It was discovered that the company had no training and development policy to help guide on training of the staff, the company relied on informal programs of training done once at the time of entry. There was no training needs assessment done before training to gather data to determine what training needs existed so that training could be developed to help the organization accomplish its objectives. The management of Gateway bus service limited failed to ensure that training and development in the company was a continuous exercise, hence the skills and knowledge of the staff was not properly checked and up dated hence training and development activities could not be relied on to guarantee the survival of the business. The findings showed that there was a weak positive correlation between training and development, and sustainability. This meant that poor training and development of the staff of gateway bus service limited could lead to poor staff capability to ensure sustainability of the company.

Findings on reward management

The third objective was to evaluate the effect of reward management on sustainability of gateway bus service limited. The findings of this study showed that the company had no reward policy and almost everything to do with rewarding was done based on the judgement of the directors, and were not uniform. The majority of the lower staff was not satisfied with their salary and that the allowances given to them were not reasonable. The findings revealed a weak positive correlation between reward management and sustainability. This implied that reward management and sustainability changed in the same direction, that is, if the company rewards the employees well, then this is likely to increase employee productivity hence sustainability and vice versa.

V. DISCUSSIONS

The discussions of the findings are presented according to the objectives of the study and the various items which were used to determine the sustainability of the company and they run as follows;

Recruitment and selection on sustainability

People are the greatest thing in any business undertaking. Study findings reveal that businesses that prosper and continue to exist are the ones that look at their human resource as their

most valued assets. This is supported by Tiwari (2012) who observed that workforce is organization's most valued asset from where you can obtain competitive advantage, and he quoted Wright et al. (1994) whose finding was also in agreement that firms which had learnt how to manage their human resource well would have an edge over others for a long to time to come for acquiring and deploying human resources effectively is cumbersome and takes much longer. Therefore, recruitment and selection of employees is a very important exercise that has to be carefully handled to be able to get the right people, the right number, in the right places and at the right time to effectively and efficiently move the organization in the direction of achieving good performance and ensure survival of the business. This is in agreement with Ofori (2011) who observed that those who work in human resource departments and higher institutions universally believe that scrupulous or honest ways of employment of people with the required specifications lead to the achievement of organization goals in terms of existence, growth and development of the business.

Findings from this study showed that Gateway bus service limited had no recruitment and selection policy to outline and guide on issues to do with recruitment, yet a policy is an important document that helps to guide on issues to do with recruitment and selection. The findings further showed that due to lack of recruitment and selection policy, in case there was a gap, the management would call a person and he would bring a brother or sister and was given the job. In such a situation one is likely to bring a relative or friend regardless of any qualification needed for the job, but just to let the person be doing some work and earn a living, thus such a practice can make the company land on people who are not up to the task. Drawing from the view of Slezak (2012) who said that recruitment and selection policy was a statement of principles, outlining how an organization would carry out the employment exercise, and the objective of such a statement was to make sure that a crystal clear and nondiscriminatory employment was practiced, and the results should lead to the employment of the best candidate, based solely on merit and best-fit with the organizational values, philosophy, and goals, one can form an opinion that the management of Gateway was unable to ensure there was a policy to guide on recruitment and selection activities to make sure the right people were employed on merit and based on the qualification of the person for the job. In the fast changing business atmosphere and the many challenges surrounding the bus business, an appropriately stated recruitment and selection policy is paramount for a company to handle its workforce needs. Anything short of this will lead to use of unprofessional measures that will deny the company the opportunity to have qualified, experienced and thus competent people in the company. It is therefore imperative that a business has a

clearly stated recruitment and selection policy that can be used to handle recruitment and selection activities in the company and that will help to lead to acquisition of the right people in the right places to ensure the good running of the company thereby leading to good performance and sustainability of the business.

Advertisement is an important part of recruitment process. Good HR practices require advertising of job posts to increase awareness among the talent pool a company wants to tap from or link the employer to the prospective employees so that the company can be able to get the most qualified people for the job. Realistically, recruitment practices that do not give room for many to apply lock out potential candidates who could be the right people to be given the jobs and be able to ensure the success and sustainability of the business.

In relation to whether there was room for many people to apply, research findings indicated that there was no advertisement done to give room for many people to apply. The methods used by Gateway bus service limited were restrictive and didn't give room for many to apply, and even those who applied on their own without advertisement rarely, got selected for employment. This finding did not adhere to the view of Huselid (1995) who observed that meeting the needs and expectations of the organization, and the capability the new workers have, largely depended on the recruitment policy that allowed or offered a room for many capable people to apply and also depended on how reliable and valid the selection criteria was. Advertisement is a key part of recruitment process through which people get to know about an organization's need for workers, and it aims at reaching the largest qualified audience and targets involvement of people rather than eliminating them.

From the study findings and drawing from the view of Huselid (1995), recruitment practices discovered being used in Gateway were not in conformity with the professionalism required in recruitment and selection of employees to ensure acquisition of qualified and experienced people into the company who can ensure the success and survival of the business. In fact one of the key informants mentioned that the management recruited people without necessarily having the required qualification and experience, and that this was negatively affecting the performance of the company. The aim of any sound employment practice is to source the best people for every position in the company, if not, you are likely to land on wrong people without the required skills and after some time a great damage is done to the proper functioning and survival of the business.

While the rest of the staff were of the view that recruitment and selection was consistent and non

discriminatory, the findings from the key informants showed that there was no consistency in the manner recruitment was handled, and the system largely favoured those known to the management officials hence it was discriminatory. This finding fell short of the views of Slezak (2012) who said that the objective of a recruitment and selection policy was to make sure that a crystal clear and nondiscriminatory employment was practiced, and the results should lead to the employment of the best candidate, based solely on merit and best-fit with the organizational values, philosophy, and goals. Consistency and a non-discriminatory recruitment and selection process are paramount and very healthy to practice if a company is to get the right employees in the right places to ensure good performance and survival of the business. Surely, if no lessons are drawn from Slezak (2012), then a company ends with so many non-performers as was the case of Gateway as stated by one of the key informants who said that the company had many non-performers in the company, there was delay in service delivery and many people in the same department doing the same work hence many were rendered idle and yet the company paid salary to them for doing nothing and that this negatively affected operations of the company, and such a situation for sure threatens sustainability of a company.

Although the majority of the lower staff were not sure whether recruitment and selection had led to the right people being employed, one of the key informants observed that getting the right people was the biggest problem the company was facing because the management recruited people without necessarily having specific qualifications and experience but because you were known or related to them or their friends you were employed. He added that it negatively impacted on the operations of the company as there were so many non-performers in the company. This finding did not support the view of Kumari (2012) that the appropriate aim of recruitment would be to draw a large number of qualified applicants who would take up the job if it was offered, and that it should provide information that unqualified applicants could self select themselves out of the job candidacy. This implied that a good recruitment program should interest the qualified and not attract the unqualified. Recruitment and selection is the entry point for workers to get into the company and the management is supposed to ensure the right people are sourced in order to be able to achieve the objectives and sustainability of the company. This is further supported by (Ongori, 2010) as cited by (Ofori, 2011) that customarily, recruitment and selection practices were the most essential things to do when carrying out an employment exercise in any business or company for it tended to induce the achievement and continuous existence of a business. From this finding and drawing from the observation of Tiwari (2012) and Ongori (2010), one can form an opinion that the management failed to ensure that the

recruitment and selection practices used led to the employment of the right number of people, the right people in the right places to accordingly run the company to prosperity and ensure the survival of the business.

The existence of the company did not mean that recruitment and selection in Gateway was thorough, but it was rather a temporary prolonging of the existence of the company. The correlation results regarding the relationship between recruitment and selection, and sustainability showed a weak but positive correlation. When tested for a significance level, it gave the result of (p -value=0.0088). This implied that there was a weak positive and significant association between recruitment and selection and sustainability of the gateway bus service limited. The practical implication here is that the two variables tend to change together in the same direction, that is, good recruitment and selection practices lead to employment of the right people for the job and the opposite is true. The regression analysis established that there was a positive and significant association between recruitment and selection, and sustainability (0.26), suggesting that improved recruitment and selection practices would tend to increase chances of sustainability of Gateway by 26%.

Training and development on sustainability

Training and development greatly helps to equip workers with a wide range of options to widen their understanding and knowledge base and keep their skills crucial and in line with those required by the company and support the achievement of the company's goals and priorities. This calls for a policy to help to guide and provide the management with a framework within which decisions could be made and supported with regard to the development of individuals and groups within the company.

On whether the company had training and development policy, the majority of the lower staff observed that the company had a policy. This finding is supported by the views of Walton (1999) who made an observation that strategic human resource development entailed starting new, policing, commanding and taking care of ways that armed employees individually and in groups with the capability to perform their jobs today and in future. It is of great importance that a company maintains an efficient and effective staff that is comfortable with their jobs, of high quality and motivated. This is similar to the views of Schneier et al. (1994) who said that the extent to which organizations struggled to strife in terms of training and development had continued to increase, as their economy relied heavily on information and service, and the workforce happened to be an organization's most essential resource, a resource that must be trained, guided and developed as rivalry in business had become intensive among

organizations across the world. Basing on the observation of Schneier et al. (1994), one can form an opinion that for an organization to continue to stay in business and cope effectively and efficiently with the competition surrounding the business, training and development is one of the HRM practices the management should embark on seriously and professionally, to ensure the employees are equipped and always up dated with the required skills to propel the company towards the right direction in regard to the success and sustainability of the company. This is further supported by Wirtenberg et al. (2007) who observed that as sustainability moved up the agenda of thousands of companies, a critical goal for HR field as a whole was to develop the competencies, strategies and organizational capabilities required to support an organization's sustainability journeys. It is therefore paramount that the management ensures that training is done at all times and at all levels to help equip the employees with the required competencies to move the company towards success and survival of the business.

In relation to whether training needs assessment was always done, the majority of the lower staff revealed that there was no training needs assessment done before training. Basing on this finding and drawing from the observation of Brown (2002) that training needs assessment was an ongoing process of gathering data to determine what training needs existed so that training could be developed to help the organization accomplish its objectives, it can be deduced that the management of Gateway bus service limited failed to carry out training needs assessment before training. Failure to do training needs assessment leads to unclear picture of the kind of training that should be given to the trainee. Training needs assessment helps to establish the gap between what is current and what is expected. This is supported by the view of Gusdorf (2009) who stated that training needs assessment was done to identify the gaps between the employees' actual performance and the required performance. Essentially, training needs assessment leads to the success of training and so it is important it should be done before training is administered to the trainees.

On whether training was a continuous exercise, the majority of the lower staff and all the key informants shared the same view that training was done once at the point of entry. This finding fell short of the views of Foster (2010) who emphasized that training and development of the employees at all levels was of vital importance in every organization for it would update the skills and knowledge of the employees on the current trends needed to be applied in the work environment.

According to the findings of this study and drawing from the views of Foster (2010) one can deduce that the

management of Gateway bus service limited failed to ensure that training and development in the company was a continuous exercise, hence the skills and knowledge of the staff was not properly checked and up dated. Training and development activities could not be relied on to guarantee the survival of the business as there were many non performers in the company as observed by one of the key informants. Poorly trained employees can negatively affect operations of the company regardless of the level of the employee, for every employee contributes to the good functioning and sustainability of the business.

The findings showed that there was a weak positive correlation between training and development, and sustainability ($r=0.3$). Further analysis showed that the correlation between the two variables was not significant ($p\text{-value}=0.07967$) which is greater than 0.05 significant level. This implied that training and development had a weak positive insignificant relationship with sustainability of Gateway bus service limited. This meant that poor training and development of the staff of gateway bus service limited was likely to lead to poor staff capability to ensure sustainability of the company and the opposite is true. Regression analysis was found to be negative (-0.116), suggesting that poor training and development of Gateway staff, other factors being constant would lead to a decrease in sustainability chances by 11.6%.

Reward management on sustainability

Rewarding of employees in an organization is of great importance for it strengthens the relationship between the employee and the employer, and the principal goal is to increase people's willingness to work in one's company and to enhance their productivity. This calls for a reward policy to guide in the approach to pay and reward workers of the company by setting pay for all employees in an open and transparent manner and communicate the company's policy, pay and grading framework to all employees.

The findings of this study showed that the company had no reward policy and almost everything to do with rewarding was handled based on the judgement of the directors. This finding fell short of the views of Armstrong (2009) who reasoned that reward management involved devising and putting into practice a desired plan and the basic principles that guided rewarding employees so that workers got paid in a fair, equitable and consistent manner depending on their importance to the organization and that could be regarded as the basic expression of the working relationship. From the study findings and basing on the views of Armstrong (2009), one can deduce that the management of Gateway was unable to ensure there was a reward policy and this had become a

problem as one of the key informants observed, that there was no policy and that this had become a problem as there was a scenario where you got conductors doing the same job but earned twice others in the same company which was too annoying and it demoralised those who earned less in the company. He further noted that salary was determined by the directors themselves, although they looked at one's records, it was mainly done on personal judgement, others got salary increment, while others didn't and so on; this had been the case ever since he joined that company. This finding was not in agreement with Maicibi (2007)'s observation that reward management involved devising and putting into action the principles or rules related to compensation that targeted the compensation of staff in a just, equitable, fair in addition to being differential and consistent suiting the worth of the employee to the organization.

This study further established that the majority of the lower staff was not satisfied with their salary and it furthermore established that the allowance given to them was not reasonable. This was an indication of dissatisfaction that could lead to low morale at work, and dissatisfaction in the work environment where there is no employee motivation, can cause negative consequences such as significant losses in company productivity and ultimately revenue as well. This is supported by Delaney and Huselid (1996), who noted that the right use of employees' skills would not be achieved in full if workers were not inspired to perform their jobs.

From the findings of the study, it is seen that there is a weak positive correlation between reward management and sustainability ($r=0.3$). When the correlation was examined, the results were insignificant ($p\text{-value}=0.08242$) which is greater than 0.05. This implies that reward management and sustainability change in the same direction. That is, if the company rewards the employees well, then this is likely to increase employee productivity hence sustainability and vice versa. The regression analysis established that there was a positive relationship between reward management and sustainability (0.046), that is, better rewarding of staff would tend to increase sustainability chances by 4.6%.

Sustainability

The interview findings on volume of sales, profitability and growth gave a clear and deeper understanding of what the situation was in the company. The findings showed that the business was not doing well in terms of profits, sales and growth as a result of poor recruitment and selection methods, poor training, poor reward management practices including other challenges like bad roads, disturbance from the traffic police, high interest rates on borrowed money from the banks, high taxes by municipal councils when buses are crossing

various towns, lack of unity and greed by bus operators, poor road signs among others. The various responses indicate that profits, sales and growth had all gone down. This therefore meant that sustainability was under threat.

While the key informants were of the view that sales and growth had gone down due to many challenges involved in the bus business as mentioned above hence there was low turn up of clients, low revenue collection, higher expenses, and low return on capital, the rest of the staff observed that there was a big client turn up, but were not sure whether there was high revenue collection, whether the company realised more income than expenses, whether there was high return on capital employed and were not sure whether the company intended to open up more branches. This disparity in views between the lower staff and the key informants could have been as a result of vertical communication gap that is failure by the top management to inform the lower staff about the performance of the company. The key informants further said that the bus business was greatly declining compared to what was ten years ago despite being a profitable business.

Despite the majority of the lower staff not being sure whether the management intended to open more branches, the key informants clarified on this and said the company had stagnated, as revenue collection from the bus business was being diverted to finance other businesses. They said growth had greatly gone down due to the many challenges involved in the bus business, the management had decided to reduce and maintain few buses to a manageable size and that they had other businesses they were involved in and so they wanted to balance with other businesses. "The bus business is a very hectic business, those with buses are not united, and there is a lot of greed.

Most of the people managing buses at bus parks are thugs, unless we realise the need for unity, there is no way we can succeed. We used to borrow from the banks to buy new buses, but these days they charge high interest rates, now we have decided to deal directly with the supplier of buses in order to get buses on loan, and soon we shall have new buses on the roads," they said. Generally, the findings show that not only HRM practices are a problem to the poor performance of the company thereby threatening its survival, but there are also other factors mentioned above that threaten the sustainability of the company.

VI. CONCLUSION

Effect of recruitment and selection on sustainability of Gateway bus service limited

Recruitment and selection of employees is a very important exercise that has to be carefully handled to be able

to get the right people, the right number, in the right places and at the right time to effectively and efficiently move the organization in the direction of achieving good performance and ensure survival of the business. This should be guided by a clearly stated recruitment policy, but Gateway bus service limited did not have any policy yet a policy provides a framework for how employment activities can be handled in a company or an organization.

Good recruitment and selection practices lead to employment of the right people for the job, if not the company may end up with non performers and the end result will be poor performance thus threatening survival of the business as was the case with Gateway bus service limited where this study found evidence that the management of Gateway ended up with unqualified and inexperienced people in the company doing nothing and yet they were earning.

Effect of training and development on the sustainability of Gateway bus service limited

The findings of this study show that training in the company is done once at the time of entry and is inadequate yet equipping workers with a wide range of options to widen their understanding and knowledge base and keeping their skills crucial and in line with those required by the company at all times is very important as it supports the achievement of the company goals and priorities as far as performance and sustainability of the company is concerned, and this will lead to maintaining an efficient and effective staff that is comfortable with their jobs, of high quality and motivated.

The training arrangement should be guided by a policy to provide the management with a framework within which decisions can be made and supported with regard to the development of individuals and groups within the company which Gateway bus service limited did not have. Training needs assessment before training is very necessary to get a clear picture of the kind of training that should be given to the trainee as it helps to establish the gap between what is current and what is expected thereby leading to the success of training.

Training and development of the employees at all levels is of vital importance in every organization for it would update the skills and knowledge of the employees on the current trends needed to be applied in the work environment, and so it is important that training and development in the company is a continuous exercise, so that the skills, knowledge and attitude of the staff is regularly and properly checked, and up dated to suit what is required of them.

Effect of reward management and sustainability of Gateway bus service limited

Adequate salary and reasonable allowances motivate staff to perform better and this enhances the performance and sustainability of the company. If their salary and allowances are unreasonable, they become dissatisfied and demoralised, and this lowers their productivity thereby impacting negatively on the performance and sustainability of the company. Determining what workers get in terms of salary and allowances should be based on set down principles that should be adhered to strictly, and not based on personal judgement of the employer as was the case in this study where other employees earned twice others yet they did the same type of work, others got salary increment and others did not, and no explanation given to this thus causing dissatisfaction and demoralization among the staff. It is important that a company has a reward management policy to categorically guide in rewarding employees so that they get paid in a fair, equitable and consistent manner depending on their worth to the company.

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