

**THE IMPACTS OF HRM PRACTICES OF ORGANISATION PERFORMANCE IN
TANZANIA: A CASE OF NMB AND CRDB IN DODOMA URBAN**

By

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Degree of Master of Business Administration of the University of Dodoma**

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CERTIFICATION

The undersigned certifies that has read and thereby recommended for acceptance by the University of Dodoma, a dissertation entitled: *“The Impacts of HRM Practices on Organization Performance in Tanzania: A Case of NMB and CRDB in Dodoma Urban.”* in partial fulfillments for the award degree of Master in Business management and Administration studies at the University of Dodoma - Tanzania.

.....

DR Mark Paul Diyammi
(SUPERVISOR)

Date.....

DECLARATION AND COPYRIGHT

I, Albert Peter Maganga declare that this thesis is my own original work and that it has not been presented in any University for similar or any other degree award.

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DEDICATION

With love and sincerity from my heart, I would like to dedicate this thesis to my farther
MAGANGA, Peter K. and my mother PETER, Suzan M.

However, I dedicate this work to my beloved wife Diana A. Maduhu and my brother
PETER, Joseph M.

ABSTRACT

This study aimed at exploring the impacts of HR practices towards the business and services organization in Tanzania context. And this is because for a number of years Tanzania services and business organization have had severe problems between the organization growth and labor performance thus encountering a number of firms or institutions extinctions or ineffective performance. And in recent years some business and services organization developed interest on the use of various HR practices as the tool to increase the organization performance through motivated employees to effect on the firm development and growth.

Based on that notion above, the researcher developed interest on assessing the extent at which, if any, specific HRP had contributed to the BSO performance in Tanzania. Such HRP like (1) Training and Development (2) Information sharing (3) Employee voice (4) Selection and recruitment and (5) Overtime compensation and allowance were each evaluated to determine how much they contributed to the organization performance. However, the researcher was able to review literatures on the link between the stated HRP above and the organization performance in question.

The HR managers like senior /middle-level managers, lower-level managers and the first line supervisors in the most successively business organizations i.e NMB and CRDB in Dodoma urban recoded their perception about the level at which the HRP above had influenced their business firm performance. The findings were then analyzed using SPSS 16.00 and Window excel program through linear regression and arithmetic average mean methods with the help of tables, pie charts and other statistical graphs like histogram along with data interpretation for the researcher to draw conclusion.

At list 50 sample of the identified population were included in the study. Such methods like purposive and stratified random sampling procedures were used to obtain the sample; and that questionnaires in form of open and closed formats more specifically Likert, bipolar and open format questions were used to access the opinions from the respondents to determine the extent at which the identified HR practices had contributed to the organization performance in Tanzania setting.

The results of the findings show that HRP had positive impacts on the organization performance in relation to the calculated 57 average mean of the overall contribution level on the organization performance, growth and development. On the other hand, the findings discovered that HRP had a strong relationship with the organization goals to affect on the organization growth and development.

The researcher strongly suggested that managements should in this regard make use of HRP by making a clear policy and implementation plan on the available HRP to impact the organization, however, the study added new insights enabling the organization management to understand the value of HR practices and their effectiveness on the organization management to influence development and growth.

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LIST OF ABBREVIATIONS/ACRONYMS

BSO	Business and Service Organization
CRDB	Credit rural development bank
CS	Customer satisfaction
EP	Employee performance
ER	Employees retention
EV	Employee voice
HR	Human resources
HRM	Human resources management
HRMP	Human resources management practices
IEP	Increased employees performance
IS	Information sharing
NMB	National micro finance bank
OCA	Overtime compensation and allowance
OEE	Organization effectiveness and efficiency
OOP	Observed organization performance
OP	Organization performance
ORG	Organization
SR	Selection and Recruitment
TD	Training and Development
TNC	Tanzania National census

CHAPTER ONE

INTRODUCTION AND BACKGROUND TO THE STUDY

1.0 Introduction

The researcher focused on assessing the extent at which, if any, specific Human Resources Practices (HRP) had contributed to the Business and Services Organization (BSO) performance in Tanzania. Such HRP like (1) Training and Development (2) Information sharing (3) Employee voice (4) Selection and recruitment and (5) Overtime compensation and allowance were each evaluated to determine how much they contributed to the organization performance. However, the researcher was able to review literatures on the link between the stated HRP above and the organization performance in question.

The HR managers like senior /middle-level managers, lower-level managers and the first line supervisors in the most successively business organizations i.e NMB and CRDB in Dodoma urban recoded their perception about the level at which the HRP above had influenced their business firm performance.

The chapter also covered an introductory background on the evolution and development of HRM and HRP management in the world history on organization performances along with the reflection on the state of the application and implementation of HRP management in Tanzania setting few decades back. Statement of the problem along with research objectives, research questions, hypothesis, and significance of the study, limitation of the study and scope of the study had been fully

covered with the aim to provide a ground for which the conclusion was to be actualized. This study therefore, concentrated on accessing the impacts of HRM practices on organization performance in Tanzania.

1.1 Back Ground to the Study

Human resource management practices (HRM) records back since 19ThC for its inception and application in some organization in the world (URL, 2009). It was firstly applied in some manufacturing company in USA more specifically manufacturing industries (Buzzle, 2013; Cipd, 2014). The application of HRM practices saw the first increased production and motivated employees who latter accounted for the company growth and development (Cipd, 2014).

Since then the application of HR practices spread from US to all parts of the world (ibid, 2014), and that became one of the most integral practices in most of the business or service organizations, thus in Tanzania the introduction of HRM practices gained significance in the year 2002 to the present for the purpose of motivating the organization growth and development (Vlachos, 2009; Wright, 2003).

A substantial number of various organizations in Tanzania accounts for development and growth trend as a result of a well managed man power in some organization (Yambesi, 2009). However, Man power management accounts for the life line of any given organization, thus a well managed employees are expected to offer excellent labor for the well being of the org (ibid, 2009). For instance, for many years in Tanzania services and business organization have had several problems between the organization growth and labour performance leading to a number of firm's extinction

or poor performances hence unsatisfactory productivity to maintain products or services positioning in the same business market. Up to date some of the organization entity is still in the same problems but reviving slowly unlike in the past decades. Probably such a scenario has been due to little tension that had been placed on developing individual workers to handle the HRM departments in various organizations for the purpose of revitalizing firms operations and performance through motivated employees.

In recent years, man power management skills has gained significance in many colleges and universities in Tanzania to bring about qualified staffs with the capability to dispense HRM practices for the well being of the organization and customer satisfaction, though significant results of it is still questionable in most of the organization in Tanzania (Mutahaba, 2011).

HRM practices accounts for motivated employees to offer excellent services and effective management system (Meyer and Allen, 1997; Rhoades et al, 2001) that would lead to its growth and expansion and hence bring about competitive competition in the same business market; which latter influences customer satisfaction . This means that customers' satisfaction and organization growth is an implication of the well implemented HRM practices in an organization (Vlachos, 2009).

Some of the HR practices happens to the employees and others happens to the organization of which both together aim at influencing customer satisfaction with a return on organization growth and development to build an excellent company image for survival in harsh business competition. Thus the survival of the business in the

market depends on innovative strategic management that fully puts into practice HRM practices.

HRM Practices in any given organization are expected to trigger off excellence in the organization performance for improved customer care and services in order to create conducive environment that leads to the organization growth and development for increased value and company image. The organization that puts HRM practices into practice is likely going to influence and enforce employees towards achieving the set organizational objectives and goals.

The organization management is accountable for the improvement of its employees and the organization at large by creating an environment where HRM practices are given priority for the purpose of promoting the organization in all areas as well as for increased company performance and growth; and this can be achieved through the implementation of HRM practices for attaining the set organization goals and objectives.

1.2 Statement of the Problem

It is uncountable facts that HRM practices has tremendous role to play within the organization setting to keep things going. Some contributions of it have been identified by many researchers (Ilias, 2009), showing positive effect to an organization performance. As by such results it is enough to say that every organization would develop interests of implementing or applying as many HRM practices as possible for improved organization performance.

Despite of the Hr practices contribution in an organization, not all organization has the same interest, attitude or focus of implementing them. Some organization would like to do so while others would not. For instance bank institutions are likely going to do better in the application and implementation of HRM practices than it would be in educational, agricultural and health sectors among others in Tanzania. This situation implies that there would be something not known yet or little known about the effectiveness of HRM practices in some organization.

Many studies show that organizations that implement HRM practices policy are likely going to improve the organization performance hence increased revenue (Vlachos, 2009) through attracting the will of the satisfied customers to invest more or receive more service in the organization. So the question here is why some organization put little or no efforts in the application and implementation of HRM practices? Is that their contribution in the organization is not realized? Perhaps the level at which they contribute to the organization performance is still unknown to many.

The researcher perceived that most of the organization does not understand how much HRM practices carried out contribute to the organization performance. Perhaps, this would be one among other factors that lead to poor or no implementation of HRM practices in some of the organization in Tanzania.

Based on such scenario, the researcher developed interests to conduct a research study in the most successful organization in Tanzania to determine the level at which HRM practices contributed to the organization performance and growth. In order to accomplish this research study, the researcher selected only (5) HRM practices among many " (1) Training and development (2) Selection and Recruitment (3) Information

sharing (4) Employee voice and (5) overtime allowances” to be tested in order to see at what extent they contributed to the achievement of the organization goals and objectives to stimulate organization performance and growth.

1.3 Objectives of the Study

1.3.1 General Objectives

In compiling this study, it was guided by the following research objective to provide a ground by which the impacts of HR practices in an organization could be determined.

This was

To determine the level at which HR practices affect employee’s behaviors toward achieving organizational goals.

1.3.2 Specific Objectives

In compiling this Research study, it was guided by the following three specific objectives to provide a ground by which the impacts of HR practices to an organization can be determined. These were;

- i. To determine whether there existed any relationship between HRM practices and the Organizational goals towards the organizations development and growth.
- ii. To evaluate at what extent the existed relationship between HRM practices and the organization goals; had HRM practices contributed towards the achievement of the organization goals.

- iii. To determine possible measures on further improvement of HRM practices for an ideal achievement of the organization goals.

1.4 Research Question

In compiling this study, the following research questions were used to guide the study to arrive to the right conclusion.

From the above specific objectives, the researcher developed three research questions for which the answer were to be sought and the right conclusion made in this regard.

These were:

- i. Were there any relationship between HRM practices and the organization goals?
- ii. To what extent had HRM practices contributed to the achievement of the organization goals?
- iii. What could be ideal measures to be undertaken for the improvement of HRM practices towards the achievement of the organization goals?

1.5 Significance of the Study

The research study aimed at bringing about knowledge and understanding to the organizational managements and all the stake holders the extent at which HRM practices contributed to the business or service organizations in Tanzania in relation to the achievement of the organization goals, to provide a base for improved and effective understanding of HRM practices. Based on the result it would be a motivating factor

for other organizations to adopt them and either to improve their practicability and employ as many as HRM practices as well. It was therefore of great value to Human Resource Policy makers, Government, Academicians and Researchers, as well as its findings added more information and knowledge to the system.

The study provided Human Resource Policy Makers with first hand information and understanding on how HR practices worked and impacted the organization. This would enable them to make adjustment in order to meet HRM practices objectives. Likewise the study would add new knowledge and insights which might enable the organization management to understand the value of HR practices and its effective implementation in an organization to improve service situations in order to stimulate organizations development and growth. Furthermore, the research will add knowledge on matters concerning HRM practices, on the overall improvement of the organization performance efficiency, through knowledge acquisition and dissemination. The study would finally have great value as source of information for further research. The study also would help and guide other students who will be investigating similar issues.

1.6 Scope of the Study

The study was conducted in Dodoma Municipal Council where the selected employees and few Management members were involved in the study. The researcher chose Dodoma Municipal council ever since it had both public and private sectors that have poor and good progress on the implementation of HRM practices (Gasembe, 2008) in order for the researcher (Based on the most successfully organizations) to be able to determine at what level they affected the organization performance. Therefore the study concentrated on the contribution level of HRM practices in both private and

public sectors towards the achievement of the organization goals a case of NMB and CRDB bank in Dodoma Municipal council.

1.7 Summary

This chapter explained the background to the study focusing on the origin of HRM practices and its prospected role in the business organization development and growth, where as the statement of the problem highlighted on the role of HRM practices and its expected impacts in the organization performance to establish connection towards its contribution level. The main objective of the study was to investigate on the contribution level of HRM practices against the achievement of the organizational goals towards the organization performance. The study therefore aimed at bringing insight to the management and all stake holders across all sectors the level at which HRM practices affected the organization. However, the researcher passed through lots of constraints such like time, financial and delays on research tools return, thus successfully compiled the study. Thus the study therefore centered in Dodoma region the heart land of Tanzania more specifically in Dodoma urban.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter covered related literatures on the role of HRM practices to the organizational performance as was presented by various scholars. Literature review basically surveys scholarly books, articles, and other sources like dissertation reports relevant to the title under the study henceforth providing description summary and critical evaluation of each work consulted. Therefore, areas like definition of key concepts, theoretical review, review of empirical studies/literatures, study gap and conceptual frame work has been clearly presented in this chapter.

2.1 Definition of Key Terms

2.1.1 Organization

An organization can be defined in several ways; but based on this study; organization is an entity, such as an institution or an association that has a collective goal and is linked to an external environment (Wikipedia, 2014). The word is derived from the Greek word organon, itself derived from the better-known word ergon which means "organ" (ibid, 2014). In this regard, there are a variety of legal types of organizations, including corporations, governments, non-governmental organizations, international organizations, armed forces, charities, not-for-profit corporations, partnerships, cooperatives, universities, and various types of political organizations (ibid, 2014). But

there is also a hybrid organization which is a body that operates in both the public sector and the private sector simultaneously, fulfilling public duties and developing commercial market activities. However, there are also voluntary association as an organization consisting of volunteers (ibid, 2014). Such organizations may be able to operate without legal formalities, depending on jurisdiction, including informal clubs. Organizations may also operate in secret and/or illegally in the case of secret societies, criminal organizations and resistance movements are also part of organizations considered in this regard.

2.1.2 Human Resource

Within any given organization, there are individual workers called HR responsible for handling organization objectives or goals. Based on Wikipedia (2014) defines HR as the set of individuals who make up the workforce of an organization, business sector, or economy. However, "Human capital" can sometimes be used synonymously with human resources, although human capital typically refers to a more narrow view such like the knowledge individuals embody that can contribute to an organization performance. Likewise, other terms sometimes used include "manpower", "talent", "labour", or simply "people" (ibid, 2014). These individuals are usually obtained through some process that screens the right people with the capability to achieve the set organizational goals for organization growth and development. According to URL, (2014) asserts that HR are said to be principle elements in the organization without which no activities can be done. Likewise some other corporate view HR as important assets in the organization responsible with steering all activities (Wikipedia, 2014). Basically HR is directly linked to the Organization goals intended to be attained for the organization growth and development.

2.1.3 Human Recourses Management

On the other hand, the professional discipline and business function that oversees an organization's human resources is called human resource management (HRM). HRM therefore can be defined as a function in an organization designed to maximize employee performance in service of their employer's strategic objectives thus concerned with how people are managed within the organization focusing on policies and operational systems (Wikipedia, 2014). Likewise, HRM is regarded as a process of selection and recruitment of employees by providing proper orientation and induction, training and developing skills, while at the same time assessing employees efficiency as well as providing them compensation, benefits, and other psychological motivation by maintaining proper relations with labour and trade unions in relation to labour laws of a concern state or country (URL, 2014). The HRM department therefore ensures maximum utilization of employees across all departments in the organization while dispensing various human resource practices to energize employees to offer excellent labour for improved organization performance.

2.1.4 Human Resource Practices

However, a set of bundles used by the management in the HRM department to increase employee's commitment toward the attainment of the organization goals are called Human resources practices (HRP). HRM practices have been defined in different ways. Schuler and Jackson (1987) defined HRM practices as a system that attracts, develops, motivates, and retains employees to ensure the effective implementation and the survival of the organization and its members. Besides, HRM practices is also conceptualized as a set of internally consistent policies and practices

designed and implemented to ensure that a firm's human capital contribute to the achievement of its business objectives (Delery & Doty, 1996). Likewise, Minbaeva (2005) viewed HRM practices as a set of practices used by organization to manage human resources through facilitating the development of competencies towards achieving organizational goals by producing complex social relation to generate organization knowledge to bring about competitive advantage. Therefore HRM practices are specific practices in form of formal policies and philosophies designed to attract, develop, motivate, and retain employees to ensure the effective functioning and survival of the organization is put in place. Based on literatures identifies a number of HR practices associated with organization performance which include, performance appraisal, employees benefits, career management, compensation, training and development, selection and recruitment and employee voice among others (Shipton et al, 2005).

2.1.5 Organization Performance

Based on well managed HR, HRM as well as HRP, intend to maximize organization performance to create competitive advantage among other firms in the same business market. OP has been defined in several ways such like Wikipedia (2014) defines OP as the actual output or results of an organization as measured against its intended outputs (goals/objectives). However, Richard et al. (2009) asserts that organizational performance encompasses three specific areas of firm outcomes such like (1) financial performance (profits, return on assets, return on investment, etc.); (2) product market performance (sales, market share, etc.); and (3) shareholder return (total shareholder return, economic value added, etc.). Also, Business dictionary (2014) defines OP as an analysis of a company's performance as compared to goals and objectives. Like

Richard et al (2009) it further argues that within corporate organizations, there are three primary outcomes analysed which are financial performance, market performance and shareholder value performance (Business Dictionary 2014) and that in some cases, production capacity performance may also be analysed. Therefore in most cases, managements in many fields are very much concerned with organizational performance; including strategic planning, operations, finance, legal, and organizational development.

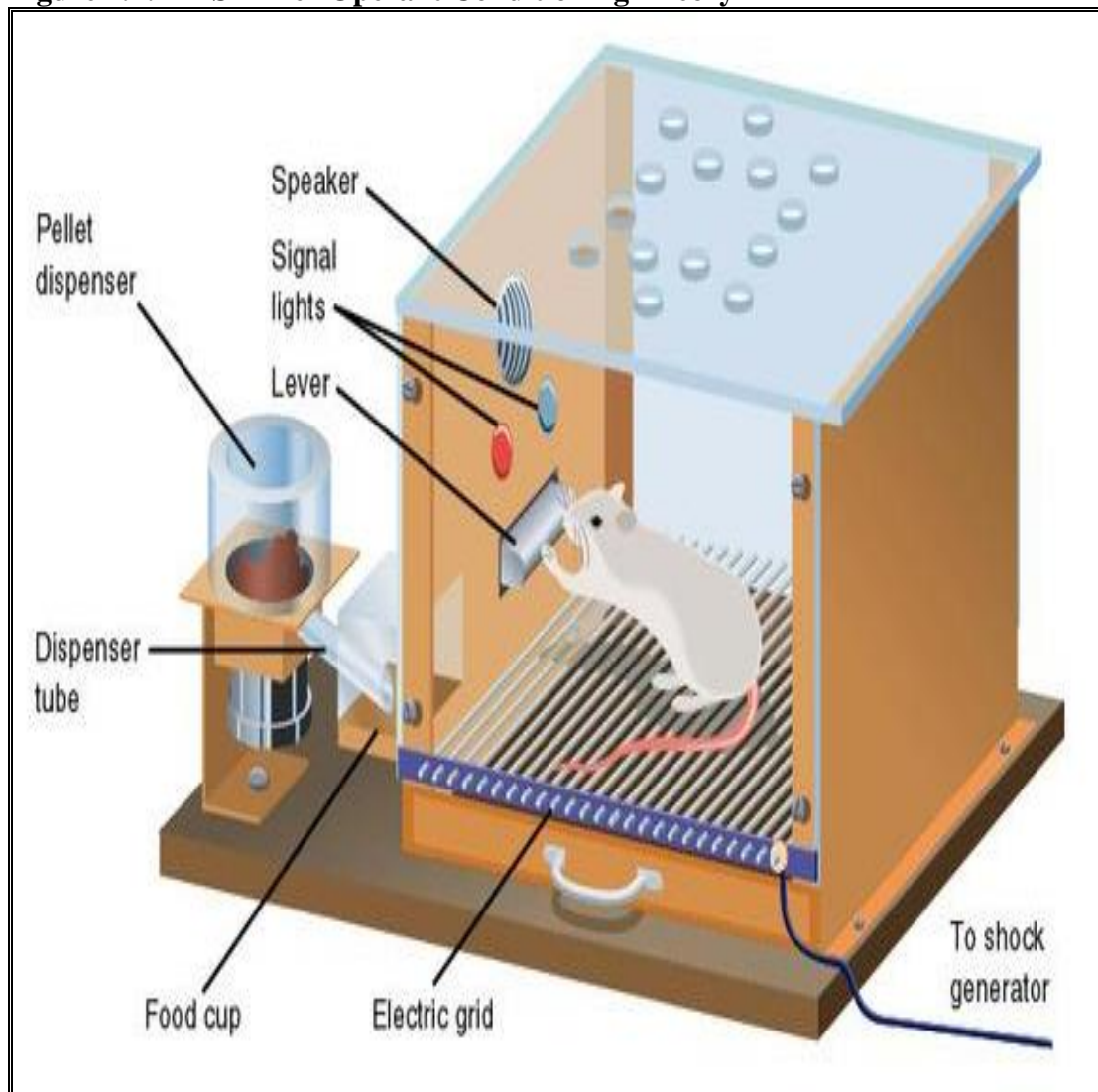
2.2 Theoretical Reviews

2.2.1 Skinner Operant Conditioning Theory

Skinner is regarded as the father of Operant Conditioning, but his work was based on Thorndike's law of effect. Skinner introduced a new term into the Law of Effect - Reinforcement. Behavior which is reinforced tends to be repeated (i.e. strengthened); behavior which is not reinforced tends to die out-or be extinguished i.e. weakened.

Skinner (1948) studied operant conditioning by conducting experiments using animals which he placed in a '*Skinner Box*' which was similar to Thorndike's puzzle box. Taking into consideration of the work environment, a specific firm or organization would apparently become the Skinner box and an employee a rat within it.

Figure 2.1: BF Skinner Operant Conditioning Theory



Source: Skinner, 1948

Skinner (1948) coined the term operant conditioning; it means roughly changing of behavior by the use of reinforcement which is given after the desired response. Similarly, in the management environment the employees or task forces need roughly changing of behavior to suit the organization needs and demands, more specifically the attainment of the set task and organizational goals. Based on this notion, Skinner identified three types of responses or operant that can follow behavior.

- i. Neutral operants: responses from the environment that neither increase nor decrease the probability of a behavior being repeated, of which in an organization setting may include physical assets like buildings, vehicles furniture and good environment among others.
- ii. Reinforcers: Responses from the environment that increase the probability of a behavior being repeated. Reinforcers can be either positive or negative. In an organisation perspective, reinforcers may include all forms of HRM practices to help shape the behaviours of the employees towards the attainment of the organisation goals.
- iii. Punishers: Responses from the environment that decrease the likelihood of a behavior being repeated. Punishment weakens behavior. For instance from an organisation environment this may be in different forms such like deprived freedom of expression, un equal treatment of employees within the firm, delayed compensation and allowances among others.

Taking into consideration this theory, one can think of how our own behavior has been affected by reinforces and punishers. As a child probably you tried out a number of behaviors and learned from their consequences. In the same way in the organization setting, there are number of things that affect employee's behavior which in turn influences them to learn from their consequences (Skinner 1948).

Based on BF skiners positive reinforcement, shows how it worked by placing a hungry rat in his Skinner box. The box contained a lever in the side and as the rat moved about the box it would accidentally knock the lever. Immediately it did so a food pellet

would drop into a container next to the lever. The rats quickly learned to go straight to the lever after a few times of being put in the box. The consequence of receiving food if they pressed the lever ensured that they would repeat the action again and again. The same way some HRM practices given to employees would reinforce the same behaviors to be repeated as they would teach from the consequences of the applied type of HRP in the organization (Skinner 1948).

Positive reinforcement strengthens a behavior by providing a consequence an individual finds rewarding. For example, if you were an employee and that your manager gives you 50,000 Tshs. each time you complete your work or task goals successfully (i.e. a reward) you are more likely to repeat this behavior in the future, thus strengthening the behavior of completing your homework (Skinner 1948).

Based on negative reinforcement as per BF Skinner, says the removal of an unpleasant reinforcer can also strengthen behavior. This is known as negative reinforcement because it is the removal of an adverse stimulus which is 'rewarding' to the animal. Negative reinforcement strengthens behaviors because it stops or removes an unpleasant experience. So it happens sometimes in the organization settings that the removal of unpleasant reinforcers by the management would apparently remove unpleasant experience of the employees at work places. For example, if you do not complete your undersigned task goals your compensation would be deducted then you will be obliged to complete the work to avoid the arranged deductions (Skinner 1948).

Skinner showed how negative reinforcement worked by placing a rat in his Skinner box and then subjecting it to an unpleasant electric current which caused it some discomfort. As the rat moved about the box it would accidentally knock the lever.

Immediately it did so the electric current would be switched off. The rats quickly learned to go straight to the lever after a few times of being put in the box. The consequence of escaping the electric current ensured that they would repeat the action again and again.

In fact Skinner even taught the rats to avoid the electric current by turning on a light just before the electric current came on. The rats soon learned to press the lever when the light came on because they knew that this would stop the electric current being switched on.

2.2.2 Douglas McGregor's Theory

This study was guided by Douglas Mc Gregor (1960) theory X and theory Y on motivational psychology which assumes that the manager's role is to organize resources, including people, to best benefit the company. Based on this assumption, the management through theory X and Y is responsible with dispensing a variety of HRMP that will attract the willingness of employees towards the attainment of the set task/job and organization goals for a great reward of organization performance.

This is because theory X management leadership assumes that; 1) Work is inherently distasteful to most people, and they would attempt to avoid work whenever possible. 2) Most people are termed not ambitious, and that has little desire for responsibility, and prefers to be directed. 3) Most people have little aptitude for creativity in solving organizational problems. 4) Motivation occurs only at the physiological and security levels of Maslow's Needs Hierarchy. 5) Most people are self-centered. 6) Most people resist change. 7) Most people are gullible and unintelligent. As a result, they must be closely controlled and often coerced to achieve organizational objectives.

In this case therefore, the application of various HRMP in the organization setting is expected to provide the answers to the assumptions above with the target to achieve the organization goals. But this one should be moderately regulated by the use of management approaches like *hard approach* to a *soft approach* to align workers willingness with the organizational goals. This means that the hard approach to motivation relies on coercion, implicit threats, micromanagement, and tight controls i.e. an environment of command and control, while the soft approach, however, is to be permissive and seek harmony in the hopes that, in return, employees will cooperate when asked. The hard approach results in hostility, purposely low-output, and extreme union demands, the soft approach results in increasing desire for greater reward in exchange for diminishing work output (Douglas Mc Gregor 1960).

On the other hand, theory Y leadership assumes that; 1) Work can be as natural as play if the conditions are favorable. 2) People will be self-directed and creative to meet their work and organizational objectives if they are committed to them. 3) People will be committed to their quality and productivity objectives if rewards are in place that addresses higher needs such as self-fulfillment. 4) The capacity for creativity spreads throughout organizations. 5) Most people can handle responsibility because creativity and ingenuity are common in the population. Under these conditions, people will seek responsibility which will be greatly influenced with the application and implementation of HRMP in the organization (Douglas Mc Gregor 1960).

Under these assumptions, there is an opportunity to align personal goals with organizational goals by using the employee's own need for fulfillment as the motivator. McGregor stressed that Theory Y management does not imply a soft approach. McGregor recognized that some people may not have reached the level of maturity

assumed by Theory Y and therefore May need tighter controls that can be relaxed as the employee develops (Douglas Mc Gregor 1960)..

2.2.3 A Theory of Human Motivation

This study was guided by a theory of human motivation which was developed by Dr. Abraham Maslow in 1943 on motivational psychology which assumes that modern leaders and executive managers should find a means of motivation for the purpose of employees and work force management. Based on this assumption, the management is responsible with dispensing a variety of HRP that will attract the willingness of employees towards the attainment of the set task/job and organization goals for a great reward of organization performance.

The Maslow's theory of motivation was developed to study humans motivating factors and the way they act towards human drives to satisfy their needs/ wants. Maslow developed a pyramid showing human hierarchy of needs which included physiological needs, security needs, social needs, esteem needs and self actualization needs. He further argued that people are always motivated with unsatisfied needs; once satisfied stops and the next need comes along. Based on the Maslow hierarchy of needs, the organization comes in apposition of using these hierarchies of needs as a stepping ladder to attain organization objectives to its growth, development and maturity (Maslow 1943).

Nothing motivates people to work other than Maslow hierarchy of needs. Scholars indicate that the most effective motivational needs in the organization setting include the physiological (Basic needs) and security needs as the first line employee motivators. According to Maslow (1943) asserts that naturally people hate work. No

person would like to torture his/her body if everything were available. In this sense therefore individuals tend to set goals (Possibly financial acquisition or job) in order to satisfy their needs in demand. Then based on such notion, right individuals with the right characteristics required in the organization are selected from the pool of individuals seeking to satisfy their basic needs and hired in. At this point therefore, the duty of the management in the organization is to align employee's goals or needs with the organization goals (High quality productivity and services) for org growth, development and maturity.

However, employees in the organization are expected to achieve the set org goals to impact the organization positively in respect to their satisfied needs constantly. In order for the organization to expedite firms operation, the HRP becomes significant to constrain employees remain focused to the organization goals. Here, the HRP demonstrates double face impacts to both the organization and the employees. Firstly, HRP acts as employee's energizer (intermediate motivator) to increase work morally towards attaining the org goals in return for rewards in form of various compensational schemes to satisfy their needs. Secondly, HRP acts as organizational brand (Decorations) to attract both employees and client's emotions towards its products and services in return for their labour to the company (Maslow 1943).

In this regard therefore, the HRM creates favouring environment to the employees to offer maximum labour in return for any form of compensations which will satisfy their needs. The met employee's needs through work create job satisfaction hence improved and increased employee performance as well as reduced turn out rate. However, the work of the management here is meant to tender employees towards the organizational objectives in respect to the employee's goals (to acquire money) at work. Once

employee's goals and task/job goals are well aligned and dispensed, the organization expects high performance and productivity as well as a motivated employees and clients under the so called satisfied Maslow hierarch of needs (Maslow 1943).

Based on Maslow theory, individuals are meant to work all days of their lifelong pursuing the fulfillment of their drives while the org enjoys their labour, because satisfying needs is vague in that needs arises in different interval of times, and it is likely that one need would reoccur more and more. Thus therefore the organization is expected to align fully employee's hierarch of needs with the organization objectives for sustained performance, growth and development.

2.3 Review of Empirical Studies

HRM is estimated to be the back bone of any given organization for its growth and development. HRM is responsible with controlling all organs or departments and other units that *governs* the organization, for improved results and performance under the so called HRM practices (Lepak et al., 2005).

Human resource management practices (HRM) are referred to as those practices carried out by the management towards improving the well being of workers in order to offer maximum efforts to their work for improved efficiency and productivity (Lepak et al., 2005).

HRM practices prepares and engages employees towards the attainment of the organisation goals to the highest degree than before for an increased company perfomance, through increased employee motivation and commitment. The attained

organisational goals attracts for meeting customers' needs and expectations resulting to customer satisfaction. Henceforth, the satisfied customers would be attracted to invest or receive services more from the very organisation; where in turn, the organisation will increase its cash in flows for increased revenue (Lepak et al., 2005)..

In this regard therefore, there are so many HRM practices to be considered. But as for the purpose of this study only five of them will be discussed which include (1) Training and development (2) Selection and recruitment, (3) Employee voice, (4) Information sharing and (5) overtime compensation and allowances.

2.3.1 Training and Development

Training and development is related to the organization performance in different ways. For instance, training programmes intends to foster employee's skills which in turn increases employee productivity henceforth controlling job dissatisfaction and turn over (Huselid, 1995). On the other hand, training and developing internal employees reduces the cost and risk of selecting, hiring, and internalizing new employees from external labour markets, for increased employee productivity and reduced turnover rate (Barringer et al, 2005).

Training and development advocates employees their value favorably in their organization hence increased motivation and commitment for high result productivity. Besides it also reduces the risks of turn out rate in the organisation. This means that training and development encourages employees to take more responsibilities toward the organisation for their own benefits (Doyle, 1997) Besides, the rapid growth organisation depend on the ability of the employees to offer maximum knowledge and

skills to meet the set objectives and goals (Barringer et al, 2005) as a result, it offers competitive advantage to other organisation in the same business market. Paul and Anantharaman (2003), in searching the links between human resource practices and organizational performance, proposed that career development programmes demonstrate a true interest of the organization for the growth of its personnel, which, in turn, stimulates commitment and devotion, which, subsequently, raises personnel productivity and consequently economical output.

2.3.2 Selection and Recruitment

Recruitment and selection ensures the organisation with the right people having desirable characteristics and knowledge required for the organisation culture which reduces the cost for further employees training and development. Hence forth, training and development is very important for increased organisation revenue (Schuster, 1986). This means that a well structured selection and recruitment attracts for increased organizational performance and productivity tied to the attainment of the organization goals.

Cohen and Pfeffer (1986) assert that hiring standards reflect not only organizations' skill requirements but also the preferences of various groups for such standards and their ability to enforce these preferences. Collins and Clark (2003) added on that; selection and recruitment results on sales improvement hence organisation development and growth. This means that effective selection and recruitment ensures the presence of employees with the right qualifications, leading to production of quality products and services, consequently increases economic performance. Cho et al. (2005) examined pre-employment tests as a key component of selective hiring and

found that, these tests can select employees that stay with a company longer. Passing pre-employment tests is expected to give an applicant a stronger sense of belonging to the company, resulting in higher degrees of commitment towards the organisation if employed. Cardon and Stevens (2004) pointed out that for small companies recruiting would be very problematic due to several reasons such as limited financial and material resources; Also, jobs with unclear boundaries, and responsibilities would decrease their potentials to hire qualified candidates.

2.3.3 Employee Voice

In an organization perspective employees' voice can be said to have two implications. The first one is to address that people want to be heard while the second one being challenging the status quo with the intention of improving standard procedures for the attainment of the organization goals. Based on the two nations above, employee voice fosters employee's creativity and their interest to be aligned with the business organization expected out comes through improved engagements towards the organization activities (Lynch, 2010).

Employees' voice have been proven to increase staff retention and loyalty as well as reducing employee turn out rate hence increased productivity and profit in an organization (Lynch,2010). Employee voice is very help full on addressing organization challenges to align employees satisfaction metrics with captured customers' satisfaction which in turn provides the management with the deeper insight towards the organization performance and overall customer experience (ibid, 2010).

However, employee voice provides the organization with constant feedback from the employees on a going basis. This helps to understand what motivates or satisfies employee's interest levels towards the achievement of the organization goals. By acting on this valuable employee feedback, an organization can optimize the customer experience while improving processes, products, services, and ultimately profitability (Verint, 2014). A study by Kim et al (2010) conducted in Philadelphia - USA on employee's voice and organisation performance in relation to team versus representative influence shows that there were poorest outcomes from a combination of low team and low representative voice, the general importance of boosting employee voice on its various forms was strongly reinforced.

2.3.4 Information Sharing

Information sharing has an implication to the organisation that trusts its employees and that have an access to critical information for achieving different purposes in the organisation. On the other hand it shows that the organisation communicates new technologies to its employees in order to improve and adjust them accordingly to meet the new organisation demands. Communication always seek to make sure that its employee are good at their jobs to have a satisfactory performance (Chow et al, 1999) So it is very important for the organisation to provide constant feed back to its employees to evaluate their performance in relation to the set organisational goals and objectives. One of the most significance of communication is that it fosters transparency in the organisation with effects on reduced turn out rate (Ahmad and Schroeder, 2003) and that forges synergistic working relationship among employees (Nonaka, 1994). Some study have been done to examine the effects of information sharing in the organisation (Morishima, 1991, Roberts, 1995) and found positive

relationship on improved productivity and services. Constant et al. (1994) pointed out that attitudes about information sharing depend on the form of the information for the purpose of achieving upward organizational mobility as compared to Lawler et al. (1995) who found that information sharing correlated to organisation performance and growth.

2.3.5 Overtime Compensation and Allowances

Compensation and allowance is given to an employee from an organisation in return for a work performed. According to Milkovitch and Newman (2013) on Compensation asserts that, it is "all forms of financial returns and tangible services and benefits employees receive as part of an employment relationship" The phrase "financial returns" refers to an individual's base **salary**, as well as short- and long-term incentives. "Tangible services and benefits" are such things as insurance, paid vacation and sick days, pension plans, and employee discounts.

Compensation and allowances is part of an organisation competitive advantage strategy to foster employee's engagements to the organisation activities. According to Henderson (2014) asserts that "To develop a competitive advantage in a global economy, the compensation program of the organization must support totally the strategic plans and actions of the organization." This means that compensation programs intend to support organization programs as far as attaining the set objectives and goals. Therefore, compensation practices heavily influence recruitment, turnover, and employee productivity, so it is important that applicants and employees view these practices in a favourable weight.

According to the study conducted by Sherk (2013) found out that productivity and compensation grew together. The more the increased productivity the more the compensation strategically increased. This has an implication that the more the compensation was applied, the more the employees increased their performance efficiency for an increased productivity and services in an organisation. Based on Buhuhulawa (2013) shows that allowances had a great effect on employee's change of attitude, behaviours, and mind set both mentally and morally to motivate them in daily working activities to perform basic tasks given to them by their leaders.

2.3.6 The nature of HRM Practices

HRM practices exist in systems or bundles required in the organisation to achieve sustainable performance results (Delery & Shaw, 2001; MacDuffie, 1995). These bundles include general complete sets of mutual reinforcing or synergistic practices (Dyer and Reeves, 1995). HR practices are more likely to drive sustainable performance outcomes than are individual practices. For example, Dyer and Reeves (1995) argued that employee performance is likely to be greatest when its two components, ability and motivation, are influenced in multiple redundant ways.

Additionally, Delery and Shaw (2001) asserts that, while certain individual HRM practices are viewed as superior to others, a single superior HRM practice without other supporting practices in the system is inadequate as a driver of sustainable performance outcomes. This means that individual "best practices" must be part of a larger group to support sustainable success.

The said HRM Bundles have a considerable effects towards an individual employee's commitments to the organisation performance. According to Meyer and Allen (1997) asserts that HRM practices influences commitment of the employees toward the organisational performance outcomes. In addition, Rhoades et al (2001) affirms that HRM practices have positive valuation of employees' efforts that increases reciprocal commitments.

Moreover, commitment outcomes (Klein et al 2010) affects employees emotions either positively or negatively towards the target. Besides, commitment ensures continuance and unwillingness to withdraw from the target and the expected duration of association. This means that both the intation and behavioral factors are considered. Considering the organisation as the target, commitment reduces the amount of turnover rate, abseneeism, and tiredness at work (Mathieu and Zajac, 1990). This means that Commitment to an organization involves a willingness to exert effort in support of that organization, group, or individual person.

On the other hand, commitment influences multiple commitment within an individual employee at workplace (Simon et al, 1950) in any type of organisation or institution as well as outside the work place. Multiple commitments need not be in conflict (Randall, 1988) particularly when the different targets have compatible demands (Angle & Perry1986). However, competing commitments can both inhibit commitment strength or impede commitment leading to the expected consequences.

Considering some of such elements, outcomes, and competing commitments ideas have implications on how HRM practices might impact commitment. Forinstance, commitment to goals, to the job, to the supervisor, or to the workgroup might play as

significant role as commitment to the organization. This suggests a broader view of the potential commitments that could be impacted by HR practices and that might be related to firm performance.

The concept of rationales recognizes that people make sense of the HRM practices they experience, and this sensemaking may influence their response in terms of commitment. For instance, Wright and Nishii (2006) developed a multilevel model of the impact of HRM practices on performance and noted that individuals must perceive, interpret, and react to those practices, and that information processing will be largely influenced by their past experiences.

However, there is an association between high performance work system, high commitment HRM models, high involvement, HR system and organisational firm performance. Therefore, the included HRM practises in those systems varies across studies and that best practices models shair certain defining characteristics. These models therefore include performance based schemes which reward group and organization-level performance outcomes and provide opportunities for employees to participate in organizational decision making (Arthur, 1992). Employee development, reward, and retention plans encourage long-term employment relationships and often promote strong internal labor markets, regular team-focused assignments, and an emphasis on firm-specific knowledge (Arthur, 1992; Tsui, et al, 1997). Past research in HR practices has often operationalized the HR system as a single scale of HRM practices (Datta & Wright 2001) or sometimes an empirically derived multidimensional scale (Huselid, 1995).

Many studies have been done to examine how HRM contributes to the organization performance, but no interests have been developed by many researchers to evaluate at what extent these practices had impacted the organization. Based on researches that have been done to examine the contribution of HRM practices to an organization shows to have positive effects.

For instance, Kitay and Lasbury (1997) carried out a study in Albania, examining performance appraisal towards employee performance and found out that with growth in pay increased performance scheme in an organization. Klun (2010) found that employees require the most significant factors of job satisfaction to ensure good performance and production in the organization while Beer (1981), in his research study conducted in Pakistan found that there were common outcomes of an effective HRM Practices with the organisation performance.

According to Jenel (2001) shows that there were several empirical studies (Allen and Rush 1998; Borman and Motawidlo, 1993) on the effectiveness of HRM practices towards organisation performance and found that it was not possible to maintain performance of the organization without motivating employees. On the other hand a study by Wright et al, (2013) on examining the impacts of HRM practices on the performance in a business unit found that the businesses which managed employees with more progressive HRM practices expected to see higher operational performance in return.

Also a study conducted in Nigeria by Muogbo (2013) on the impacts of employee motivation on organisation performance found that workers reward packages mattered a lot in the overall question of maintaining employee morally toward their jobs. Moreover, a study by Mohammed (2010) that was conducted in Bangladesh to

determine the impacts of HRM practices on organisation performance indicated that the overall selected HRM practices had significant association with organizational performance while performance appraisal was found to have significant impact on organizational performance. In addition to the above, a study by Vlachos (2013) on the effects of human resources practices on firm growth found that there was a positive relationship between the extents to which the implemented HRM practices had impacted on the firm growth.

However, a study that was conducted in Uganda by Mwanjabala (1987) on the policy implementation in an organisation, found that lack of planning was a major root cause of policy implementation failure. Citing an example of Human Resource development policy, which failed because of that phenomenon, he said that there was a tendency of implementers jumping into implementation processes without proper planning. Moreover, Mwanjabala (1987) further argues that since most of the implementers are part and parcel of policy making body, such implementation is not supposed to fail. He also insists that planning aspect should include all those who are to implement the policy.

Therefore, based on these studies indicate that the motivation of employees was always followed by improved employee's performance and better performance of the organization without defining the actual contribution level at which impacted the organization.

2.4 Knowledge Gap

Based on literature review revealed that HRM practices was a very important motivating tool for improved employees performance in an organization; hence increase efficiency of an individual employee and the organizational services at large (Delery & Shaw, 2001; MacDuffie, 1995). But there have been no great deal of efforts that has been placed on accessing at what extent HRM practices contributed to an organizational performance and growth.

It is obvious that HR Practices tend to affect organization development and growth in many ways. This can be achieved through energized employees to improve their performance as well as the organization performance resulting to customer satisfaction which in turn increases organization sales thus organization growth and development.

However, many studies indicated that HRM practices were ideal towards organization performance without defining clearly at what extent they impacted the organisation performance. This situation might have been very substantive on decision making failure in some organisation in Tanzania as to whether to apply or implement them in an organisation. Probably this may be one among other reasons that make most of the organisation in Tanzania fail to apply or implement HRM practices.

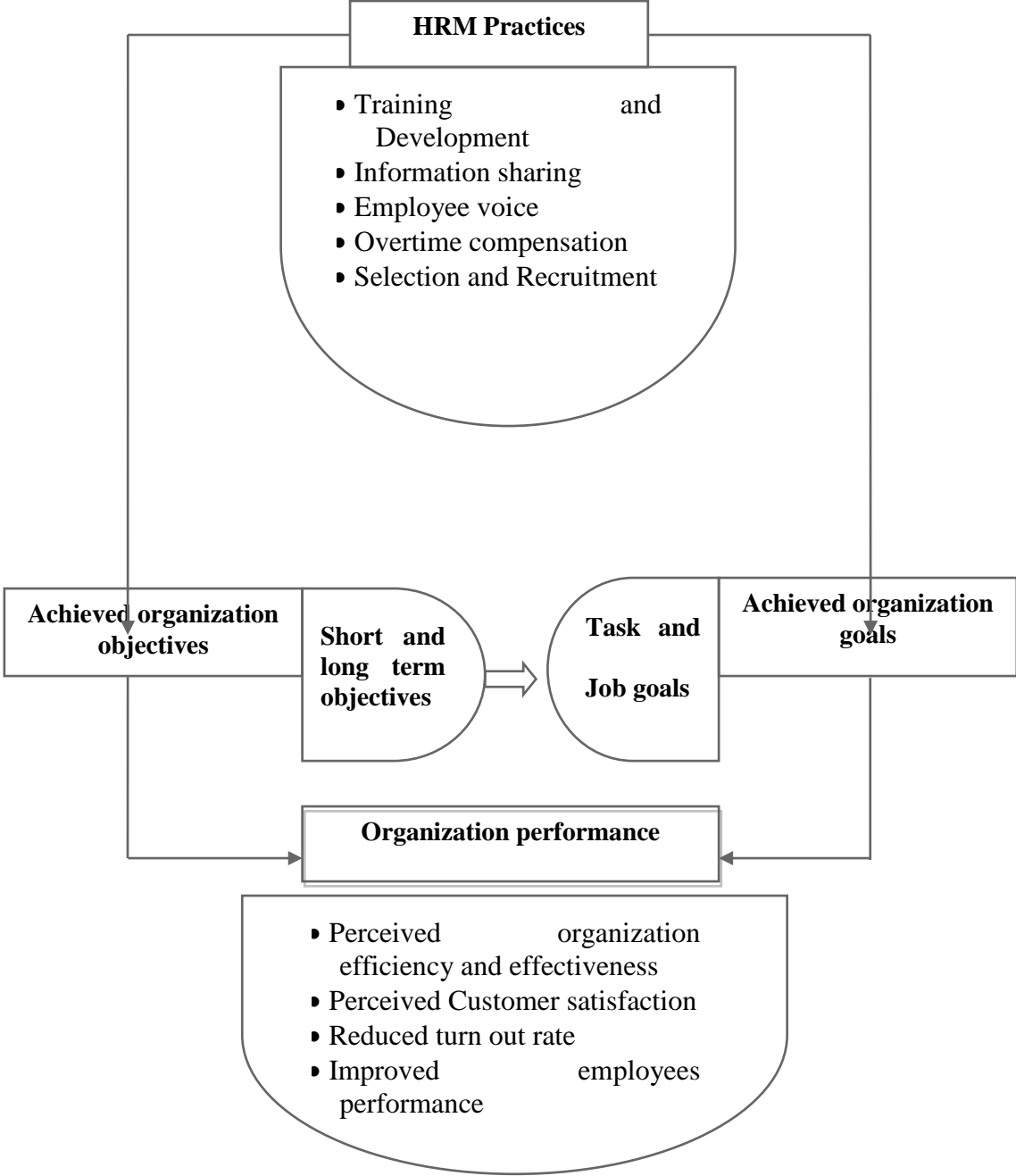
Therefore this study intended to cover this gap by investigating on the contribution level of HRM practices towards the achievement of the organisation goals and its impacts to the organization performance.

2.5 Conceptual Frame Work

A conceptual framework guides the researcher, in determining what measures, and what statistical relationships are looked for (Kombo & Tromp, 2006). The conceptual framework below entails the relationships existing between Independent variables; Intermediate variables; and the Dependent variables. In this case, it is assumed that, the presence of independent variables which were HRM practices with the presence of intermediate variables like both organisation objectives and goals had induced significant role in improving the organisation livelihood in terms of improved performance hence company growth and development.

The Independent variables in this study therefore, were the HRM practices which were expected to impact on the intermediate variables like the short and long term objectives as well as the task and job goals for effective and efficient performance of the organisation termed as dependent variables. The dependent variables were to measure the extent at which HRM practices contributed to the organisation performance through the perceived organisation performance like efficiency and effectiveness, customer satisfaction, reduced turn out rate, and improved employee's performance for the researcher to come out with the conclusion in regard to the title under the study. The figure 2.1 below shows the conceptual framework model.

Figure 2.1: Conceptual Framework



Source: Field Data Survey, 20014

2.6 Summary

This chapter analysed literature review concerning HRM Practices, conceptual framework and research gap. This chapter further provided a detailed empirical literature review. The literature found out that, the purpose of HR Practices is to impact the organisation positively through energized employees, in terms of understanding and managing performance within an agreed framework. On the other hand the literature revealed that, to meet the purpose of performance management, there is a need for open, flexible result oriented and participative HR practices system which will play a supportive role for efficient and effective performance in Public service.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter describes the research methodology that includes area of the study, Research Design, Target Population, Sample and Sampling Procedures, Data Collection methods and Tools, data processing, analysis and presentation, ethical issues and validity and reliability of the study as well as summary of the chapter.

3.1 Research Approach

Quantitative method was used in this study. The quantitative approach involves the generation of data in quantitative form which can be subjected to rigorous quantitative analysis in a formal and rigid fashion (Creswell, 2005). Thus, from this perspective, the method enabled the researcher to obtain detailed information regarding respondents' views and opinions the impacts of HRM practices of organization performance in Tanzania.

3.2 Research Design

The researcher in his study, adopted the use of descriptive study design due to its ability to describe characteristics of individuals, events and situations (Sekaran, 2013), then employed a case study approach in relation to the research title under study. The approach was adopted because of its ability to collect information regarding specific object, event, and activity (ibid, 2013) in a particular business situation or organization as well as within a single geographical location or administrative unity (Yin, 2003).

The approach made easier to describe, explore or compare between cases (Yin, 2003, Stake, 1995) in order to obtain the required information regarding the title under the study. However, this research design is well known as being a strategy for studying processes in business company (Gummesson, 2000) suited perfectly the researcher's title under the study.

3.3 Area of the Study

The study was basically conducted in Dodoma Municipality - Dodoma Region which is situated in the middle of the country (Central Tanzania). Dodoma Region lays at 40° to 70° Latitude South and 350° to 370° Longitude East it is a region centrally positioned in Tanzania and is bordered by four regions namely; Manyara in the North, Morogoro in the East, Iringa in the South and Singida in the West. Much of the region is a plateau rising gradually from some 830 meters in Bahi Swamps to 2000 meters above sea level in the highlands north of Kondoa.

The region was established in 1963 consisting of three rural districts and one Township Authority. To date, Dodoma region has four rural districts and one urban District namely; Dodoma-Rural, Kondoa, Mpwapwa, Kongwa and Dodoma Urban. The region is the 12th largest in the country and covers an area of 41,310 sq. km equivalent to 5% of the total area of Tanzania Mainland. Its estimated latitude is 6, 1833(650'59.988"S) and longitude of 357500 (3545'0.000"E) and it has an altitude of 1032 m above the sea level. It coordinates are 6o0'0"E in DSM (degree minutes second) or 6 and 36 (in decimal degree).

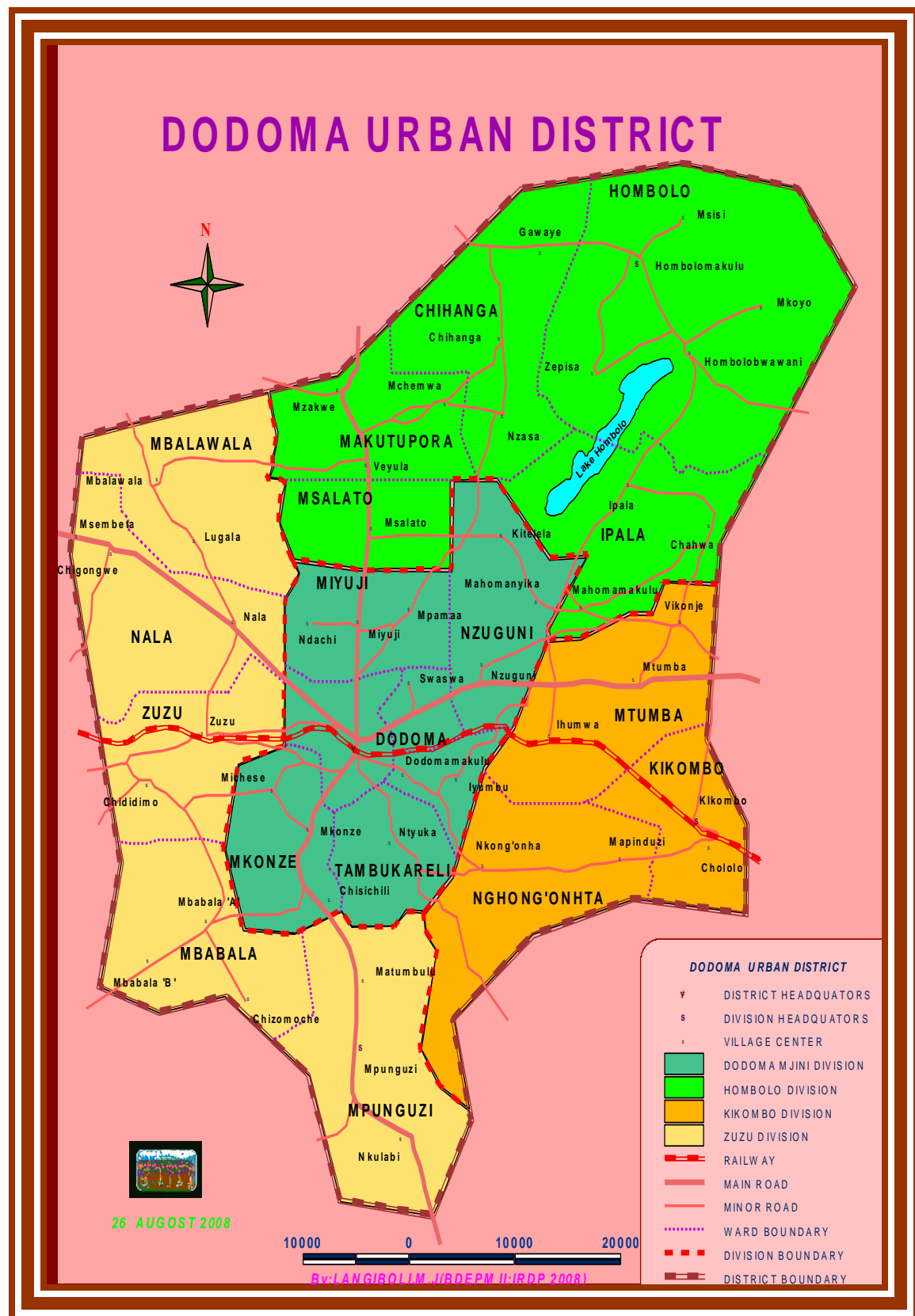
Dodoma is the National capital city, where most of the governmental meetings are held. Parliament debates and many other social and political activities are usually held in Dodoma urban. Dodoma is managerially divided into one parliamentary

constituency, 4 divisions, 37 wards, 39 villages, 100 streets and 222 hamlets. Whereas the original population of the District are believed to be the Gogo and Rangi there are now a quite good amount of mixed tribes from neighboring regions; this is due to trade and cultural relationships in the area. According to the population and housing census of 2012, Dodoma District had 410,956 people of which male are 196,487 and females 211,469 with the households' size growth of 4.4. The number of households is 93,339. Growth rate is 2.7% Economic activities carried at Dodoma Urban are agriculture, fishing activities, trading and industries activities. Figure 3.1 below demonstrates the locality of the Area of the Study

Climate is mostly tropical semi arid with wind blowing throughout the seasons. Rains in the regions are scarce due to the climatic condition that prevails. The economic activities carried out in the area depend on the natural climatic condition of the area.

Dodoma municipal had been chosen due to researcher's convenience in terms of accessibility, and affordability following the limitation of financial resources and time. Therefore this research study involved two bank institutions namely CRDB and NMB Dodoma branch found in the area. CRDB and NMB banks were selected for the study in that are well known for the application of HR practices as a motivating tool among others to enhance the bank operations. On the other hand these two banks have had a long history in the operation of financial services, application and implementation of various HR practices hence providing good possibility of representing the rest financial institutions and other organizations in the country.

The Figure 3.1: Map of Dodoma Region



Source: Dodoma Urban Profile, 2014

3.4 Population and Target Population

3.4.1 Research Population

The research population for the study were the management and the employees of the bank institution at the branch level; As per Mood et al (2001) asserted that population is the total elements of subjects under a study or discussion from which information is desired; See, (Sekaran, 2013, Kothari, 2009). Basically the population was drawn depending on the purpose of this research study (Marczyket et al, 2005). The researcher in this study therefore identified management staffs (Decision makers), and the employees of the bank institutions in Tanzania as the population in relation to the purpose of the study (*Refer 1.2*) from which a target population was drawn (*Refer 3.4.2*).

3.4.2 Target Population

From the research population above, the researcher identified Senior/Middle-level managers, Lower-level managers, and the first-line supervisors of NMB and CRDB Banks - Dodoma branch in Dodoma urban as the target population that was involved in the study. Thus the target population is usually part of the population in researcher's mind and control (Kothari, 2004). It is therefore the population into researcher's focus within the reach. The target population involved in this study comprised the Managers, Middle and lower managers and the first line supervisors of the NMB and CRDB bank in Dodoma urban across various departments. This target population was drawn in that had wide knowledge and experience regarding the research problem and that it was part of their everyday life. So they were expected to provide accurate and reach information regarding the research problem (*Refer 1.2*).

3.5 Sample and Sampling Procedures

3.4.1 Sampling Methods

Based on the target population above, the researcher opted on the use of purposive and stratified techniques to obtain the sample that was to be involved in the study. The sampling techniques was an important aspect for the researcher to obtain the sample without biasness (Kothari, 2004) thus adhering to research principles. Sampling was adopted for fulfilling certain criteria and characteristics under study (Peil, 1982, Mbilinyi, 1992). In order to be so accurate in research principles, this study involved purposive and stratified sampling techniques (Sekaran, 2013) to obtain required respondents to be involved in the study. Purposive sampling techniques was used to obtain Senior/Middle-Level branch managers and Lower - level managers as the target population in the study. The techniques were adopted because it is recommended by many researchers for selecting individuals in virtual of their status or position. However, stratified sampling method was used to obtain First-line supervisors who undertook day to day operations. Stratified method is recommended when the sample to be involved exist in strata (ibid, 2013).

3.4.2 Sample and Sample Size

From the target population above, the sample size of 50 respondents were selected in order to be involved in the study. The above sample size was selected based on the purpose of the study and the type of audiences incorporated in the study (Sekaran, 2013). Such an aggregate of larger population (Kothari, 2009) was vital in that it was quite impossible to include the whole target population in the study. Thus the drawn

sample was considered to be the representative of the larger population (Sekaran, 2013).

Senior/Middle-level managers and Lower managers were selected as samples in that were principle persons in the implementation of HR practices in the organization, thus knew well the strength and weakness of the identified HRM practices based on their wide knowledge and experience in the field. However, First-line supervisors were selected because they were central personnel upon which HRM practices were to be performed among others. Having obtained the sample, the researcher determined the size of the sample required to meet the objective of the study as stated above. The table below summarizes the total size of the sample selected.

Table 3.1: Sample Size According to Their Strata

PARTICIPANTS	CRDB	NMB	TOTAL
Senior/Middle-level Managers	1	1	2
Lower-level Managers	4	4	8
First-line Supervisors	20	20	40
Total	25	25	50

Source: Field Data Survey, 2014

Then the First line supervisors were selected based on their units of operations for the purpose of representing the whole organization for the researcher to be more accurate and believable. The table below summarizes the sample size from each unit involved in the study.

Table 3.2: Sample Size from Each Operational Unit

UNITS	NMB	CRDB	TOTAL
Internal Relation	2	2	4
Customer care	2	2	4
Front desk	2	2	4
Loan	2	2	4
Marketing	2	2	4
Finance	2	2	4
International finance	2	2	4
Law	2	2	4
External Relation	2	2	4
Computer analysts	2	2	4
Total	20	20	40

Source: Field Data Survey, 2014

3.5 Data Collection Methods and Tools

3.5.1 Data

The data of interest to the researcher was primary data for the purpose of accomplishing the objectives of the research title under study. Primary data was of interest to the researcher for the purpose of determining the current contribution level of the HR practices in an organization. According to Beri (2005) asserts that data is a piece of information of either qualitative or quantitative in nature given for a certain statistical purpose. Thus data may be in form of first hand or pre-collected information. Thus the first hand information is regarded as primary data (Wikibooks, 2014, Hassam, 2014) while the pre-collected information is regarded as secondary data (ibid, 2014). In this regard therefore, only primary data in form of qualitative data were collected from the field of the study.

3.5.2 Data Collection Method

The researcher in his findings, employed primary data method for obtaining the information of interest, the adoption of this method among others was due to the nature and type of the information required to compile this work. Primary data is widely used method by many scholars to obtain first hand information which was then the most concern method for the researcher in this study. However, scholarly there are two methods of data collection (Kothari, 2004,) namely Primary and secondary data. And the secondary data method is that which involve the pre-gathered information documented in various methods (Warioba, 2008, Beri, 2003) which was not of the researcher's interest in collecting the required information in the field.

3.5.3 Data Collection Tool

The data in this study were collected using questionnaire method especially mixed questionnaire which involved open and closed format questions (URL, 2014). And the questions were in form of likert, bipolar and open format questions depending on the type of information sought (ibid, 2014). Closed likert questions were employed to source out information regarding the quality level of HR practices towards achieving organizational goals in order to determine the contribution made between them in the objective two of the study, while closed bipolar questions intended to draw information related to efficiency of the HR practices against the determining factors in order to determine the existing relationship between the two variables of the research objective one; whereas open format questions were employed for drawing opinions about the improvement of the HR practices in the objective three in order to determine

the way forward towards increasing contribution level of the HR practices in an organization.

The reasons behind the use of the questionnaire method was the ability of the tool to serve time, control the respondents to remain focused on the demand of research objectives, to avoid embarrassment upon filling in the data and also due to the type and nature of the information sought in regard to the research title under the study (Kothari, 2004). Ultimately, the tool was administered across the entire sample that was involved in the study to make it more accurate and believable as well as to avoid biasness.

3.6 Data Processing, Analysis and Presentation

3.6.1 Data Processing Procedures

Initially in data preparation before analysis, the researcher coded all field findings (data) in particular *coding sheets* through the questionnaire for each item. The coding sheets were employed for the purpose of avoiding confusion and allow accurate data entry and transformation easily (Sekaran, 2013) during data analysis stage. After data coding, the researcher entered the field findings into a database software program SPSS data editor version 16.00 to allow data editing process. Then the data were edited based on detecting and correcting illogical, inconsistency, illegal data and any omission in the questionnaire of the returned responses by the respondents ready for data analysis.

3.6.2 Data Analysis Methods

After data processing, the researcher at the first place analyzed the data using different methods such like SPSS data editor 16.00 and Window excels software. Using SPSS and window excel helped to assign codes to units of texts to be able to recognize patterns in the data for the possibility of categorizing respondents' responses into different themes (Coding unit) (Sekaran, 2013). After data categorization into various themes were transformed into both quantitative and qualitative data (sub-categorized) of which latter helped the researcher to arrive to the conclusion through other means of data analysis like Statistical percentages and Arithmetic Average Mean

The sub-categorized quantitative data were further analyzed using Statistical percentages method to determine the existed relationship between HRM practices and the organizational goals for the researcher to be able to draw conclusion in regard to objective I (*Refer 1.3.2*) of the study. Using Statistical percentages method the researcher tested the variables accordingly for which its results facilitated to the drawing of conclusion.

However, the sub-categorized qualitative data were further analyzed using simple arithmetic average mean in various tables and graphs with the help of Window excel software and SPSS along with data interpretation for each item involved to determine the level at which HRM practices contributed to the achievement of the organizational goals and the suggested improvements as well, after which the conclusion was made in regard to objective II and III (*Refer 1.3.2*) under the study. Thus the results observed in the analysis gave way forward for data discussion and then recommendation was drawn.

3.6.3 Types of Data Analyzed

After the coding and then editing process through SPSS and the window excel software, with the help of tables and graphs, the researcher transformed the data into both quantitative and qualitative data for further analysis. Quantitative data represented the number of responses on each question item accepted and those declined regarding objective I of the research study in relation to hypothesis to be tested. On the other hand qualitative data represented responses that categorized each item of the HRM practices variables individually on objective II and III of the research study. Then both of them were assigned to other methods like Statistical percentages and average mean in order to arrive to the conclusion of the study (*Refer 3.6.2*).

3.7 Results Presentation Methods

Research findings in this regard were tabulated in tables then in statistical graphs for the purpose of making the data easier to read and interpret (Sekaran, 2013). The significance of this method lies in its ability to clarify data into an understandable and accurate information to readers (ibid, 2013). Besides, they are well known by many researchers for their ability to represent all sorts of data easily (Howard T. 1983) being massive or small number of data.

In this regard therefore, raw data were first tabulated in the coding sheet ; well condensed and organized into other tables to allow the condensed data to be presented in statistical charts more specifically pie chart. Statistical pie chart was adopted due to its convenience in data representation (ibid, 1983) to provide a clear interpretation of the presented data as well as its nature of good appeal to the eyes of the readers among

others (Kanunda 2008). Moreover statistical graphs like Histogram were used also to represent respondent's opinions. The method is mostly recommended for the representation of descriptive data conveniently (Sekaran, 2013) thus able to represent the data in an accurate and more understandable way.

3.8 Ethical Considerations

This study had ethical approval from the University of Dodoma. The researcher detailed the purpose of the study in each session in order to create awareness to the respondents as well as to assure them that the findings were used for the academic purposes only. There was no information to be used for unethical reasons.

Furthermore to maintain the sense of security of the data from the respondent, the researcher maintained the confidentiality level of the information given by respondents all times, as from the time of data collection to the data analysis and presentation period. During the data collection each respondent was given one A4 envelope into which the filled in questionnaire was to be sealed immediately from un authorized persons.

The provided questionnaire schedule were answered from home or any secured place to provide a respondent flexibility on reading it, understanding it and then putting together his/her thoughts, before embarking on filling the information. Questionnaire instructions manual was provided to guide them during the filing in information and there after seal it and mail it back to the collection centre. This helped the respondents to feel more secure and give their thoughts and true feelings on their experience and knowledge in regard to the research tool demand. Also it added on the sensitivity of

the research work itself as well. Therefore unsealed questionnaire envelopes were not accepted and hence forth were discarded and another respondent was picked to cover the gape.

3.9 Validity and Reliability

Before administering the research tools, the researcher ensured that the tools had high degree of validity based on the content validation to be able to collect the required information. The best instrument is that which is able to measure what it is supposed to measure (Brink, 2006). The researcher compared the questions given in the questionnaire against the research objectives to validate them. Then the reviewers helped to determine the assertion that the components of the questionnaires accurately reflected the investigation of the contribution level of HR practices on the organization performance. There after a pre-test was conducted to determine whether the tool was able to measure what was supposed to be measured henceforth improving the questionnaires as well as assessing the feasibility of the study.

3.10 Summary

This chapter described the methods which were used in the study. The study applied descriptive study design with a case study approach. The study was conducted in Dodoma urban where 50 respondents were selected from both men and women using purposive and stratified procedures. Primary data method was employed to collect data using questionnaire schedule. Then data analysis and presentation procedures were followed as well as instrument validation was ensured as standardized instruments were used. Data from the completed surveys were coded into a coding sheet and then

entered in to a database software program SPSS version 16 and window excel software, edited and then further analyzed using Statistical percentages and Arithmetic average mean procedures in order to arrive to the conclusion of the undersigned study.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.0 Introduction

This chapter comprises the presentation, analysis and the discussion of findings of the study on the *The Impacts of HRM Practices on Organization Performance in Tanzania. A Case of NMB and CRDB in Dodoma Urban*". It is in this chapter whereas the researcher discusses the three chief research objectives heave to direct the study. It has preliminary and core findings. The core results include the key respondent's representatives and key informant representatives members, involvement in decision making and its perception. Key research objectives identified as well as research questions were discussed based on the respondent's information's to build a deeper insights and understanding on the research problem. Discussions of the findings were interpreted along with mathematical and statistical table charts and graphs support, to illustrate the findings for easy understanding of the findings report.

Based on the findings, the results show that there was a strong relationship between the HRP and the organization goals at 5% level of confidence, where as the overall contribution of the identified HRP on the organization performance was at 57 averages over the rest HRP performed in the organizations under the study.

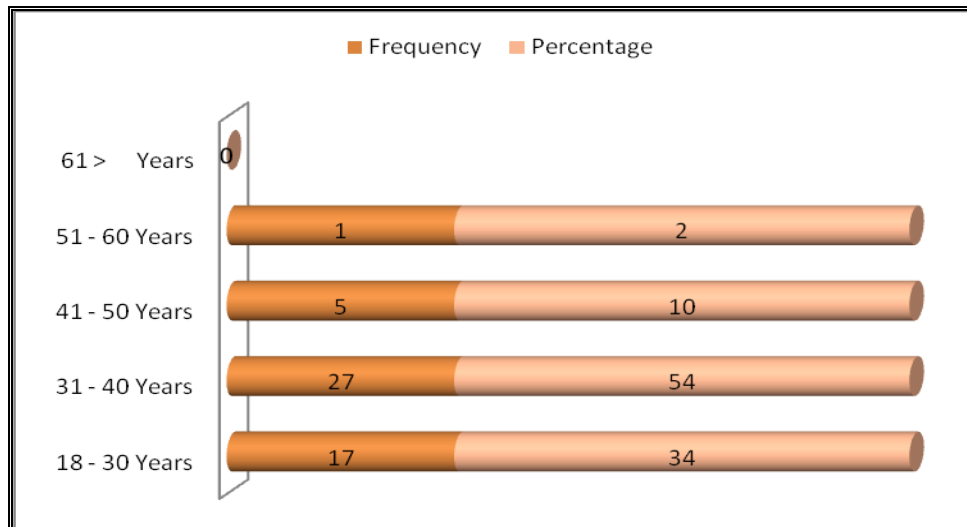
4.1 Social Demographic Characteristics of Respondents

This section presents the analysis of social-demographic characteristics of the respondents. The results indicated that, the majority of the respondents were male (58%) to mean that most of the management team in the organization was males. Moreover, the respondents age concentrated within the age group 31 - 40 years (58%) and above, and that most of them were persons with bachelor degree (62%) followed by diploma holders (26%) and the remaining were Master degree holders (6%), certificate (0%) and others (6%). Basically, this was an indication that the respondents were highly rated employees defining that most of the financial institutions in Tanzania are managed by persons with first degree or its equivalent. Moreover, about 42 percent of the respondents put in at least 6 years of service experience and above with the majority of them being male. This provides a favorable picture of all the respondents involved being capable of providing the required data to accomplish the study. The figures below illustrate the respondents' demographic information.

4.1.1 Respondents Age Characteristics

Using questionnaire, the researcher determined the respondents' age information in order to be conversant with the age structure of the research subjects that were involved in the study. Figure 4.1 represents the respondents' age structure.

Figure 4.1: Respondents' Age

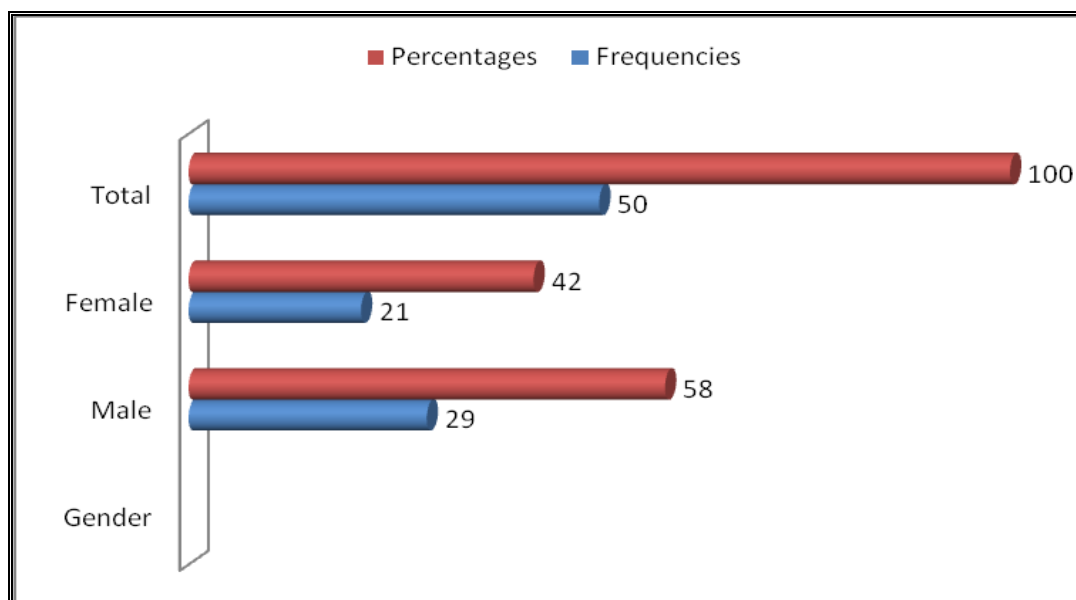


Source: Field Data Survey, 2014

4.1.2 Respondents Sex Characteristics

The respondents' characteristics were determined in order to identify gender level within the organization setting. The study revealed that males were the most leading sex in the organization. Figure 4.2 illustrates the respondents' sex structure.

Figure 4.2: Respondents' Sex

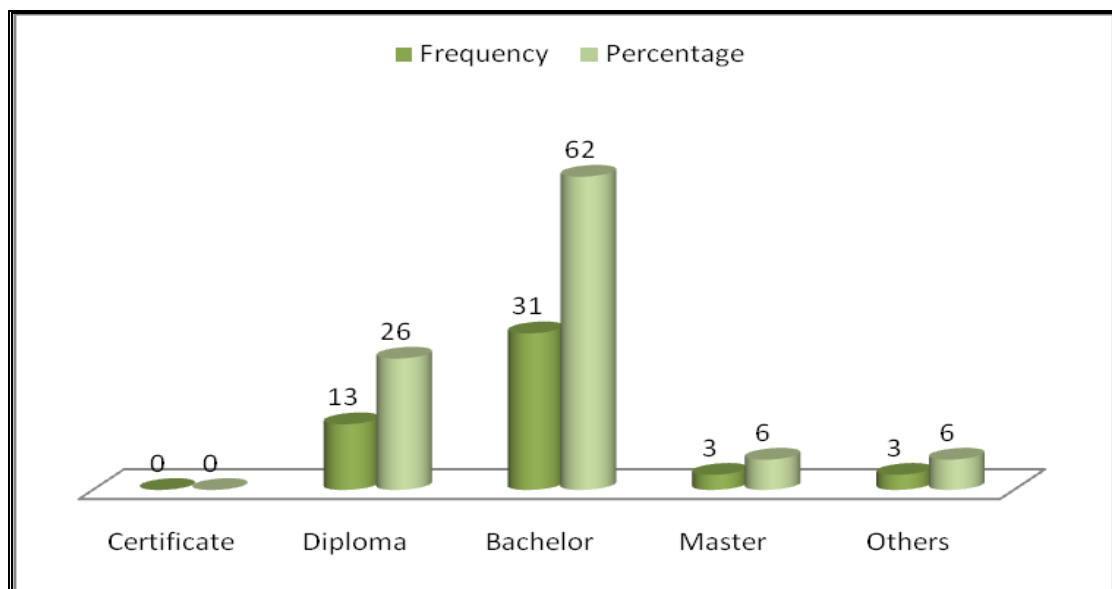


Source: Field Data Survey, 2014

4.1.3 Respondents Education Structure

Respondents education level was determine to determine the validity of the information provided for the study. That most of the respondents involved in the study were bachelor degree holders, which in turn became more helpful for the researcher to obtain relevant information. The figure 4.3 describes the education level characteristics.

Figure 4.3: Respondents' Education level

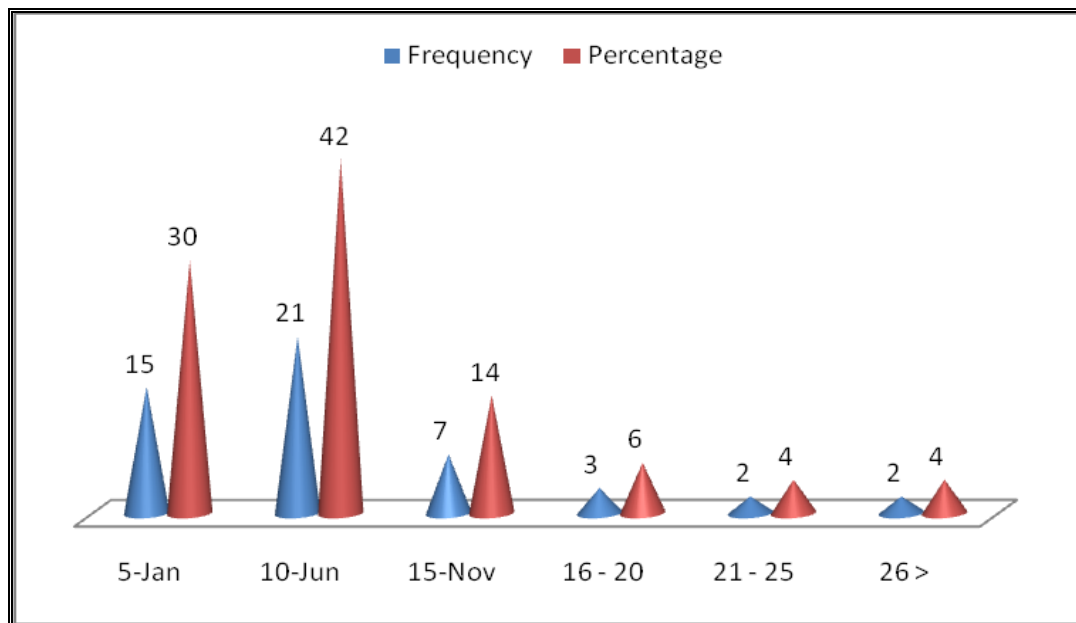


Source: Field Data Survey, 2014

4.1.4 Respondents Work Experience Characteristics

The researcher determined the respondents' characteristics in order to validate the information provided. The findings show that most of the respondents were in the range of 6.10 years work experience and above. Figure 4.4 illustrates the work experience of the respondents.

Figure 4.4: Respondents' Working Experience



Source: Field Data Survey, 2014

4.2 The Relationship between HRP and the Organization Goals

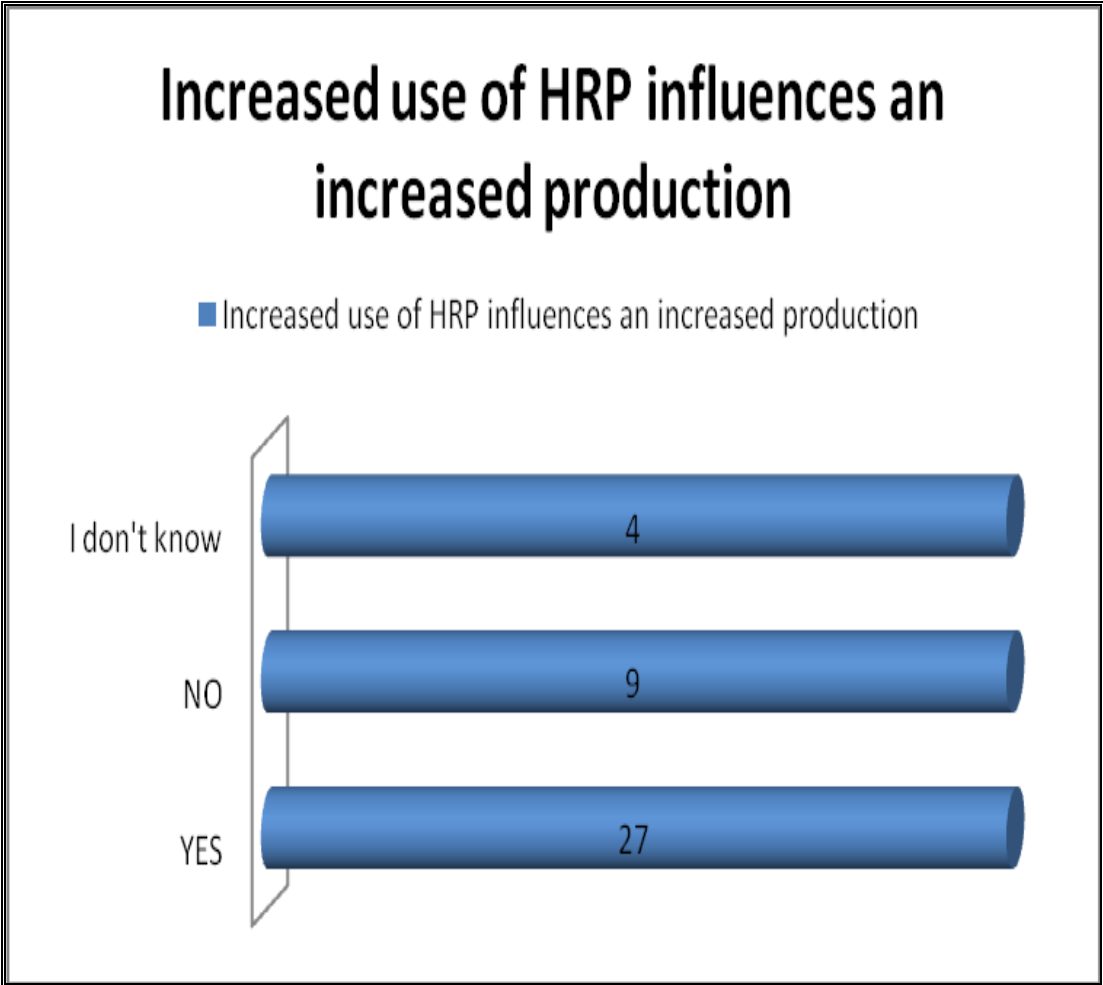
4.2.1 Increased Use of HRP in the Organization Influences an Increased Production and employees Productivity

The findings used to cover this part were sourced by the research questionnaire on appendix A item 4. And that 40 respondent's equivalent to 100% was involved on answering this item, to record their views on the existed correlation between the HRP and the organization goals.

Ten research items were developed in line with the HR practices to determine the link that existed between the HRP and the organization goals. A number of respondents said that there was a link between the two variables based on the number of reasons.

The first one they said that whenever there was an increased use of HR practices both the management and the entire organization stake holders saw an increased production and effective performance in the organization. This was apparently supported by 60% of the respondents on item 4, 6, and 7 of the research questionnaire appendix B who suggested that the HRP in their organization influenced the attainment of the set organization goals. Likewise, whenever the use of HRP was lessened the management experienced decreased production and workers productivity. This means that the use of HRP energized employees towards the implementation of the set task and the organization goals.

Figure 4.5: Increased Use of HRP in the Org Influences an Increased Production and Productivity

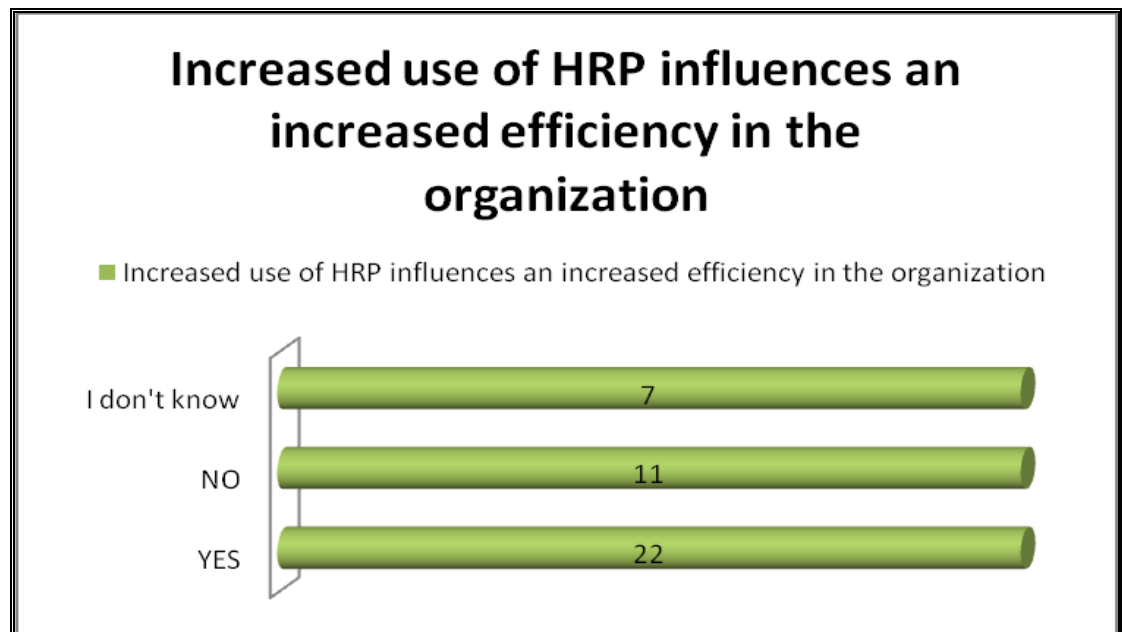


Source: Field Data Survey, 2014

4.2.2 Increased Use of HRP Influences an Increased Efficiency in the Organization

On the other hand, the more the HRP were used the more the increased efficiency was realized in the organization performance where as the opposite of it decreased the organization performance probabilities. The findings were supported by 100% of the respondents on appendix C item 5(a) of the research questionnaire that intended to find out whether the observed organization performance were influenced by the energized employees through the use of HRP. Also was supported by Dr. Abraham Maslow (1943) theory on motivational psychology which assumes that modern leaders and executive managers should find a means of motivating employees and work force management for increased performance. On the other hand about 100% respondent on appendix C item 7 recommended that the current organization performance level was the result of the implemented Human resource practices.

Figure 4.6: Increased Use of HRP Influences an Increased Efficiency in the Organization

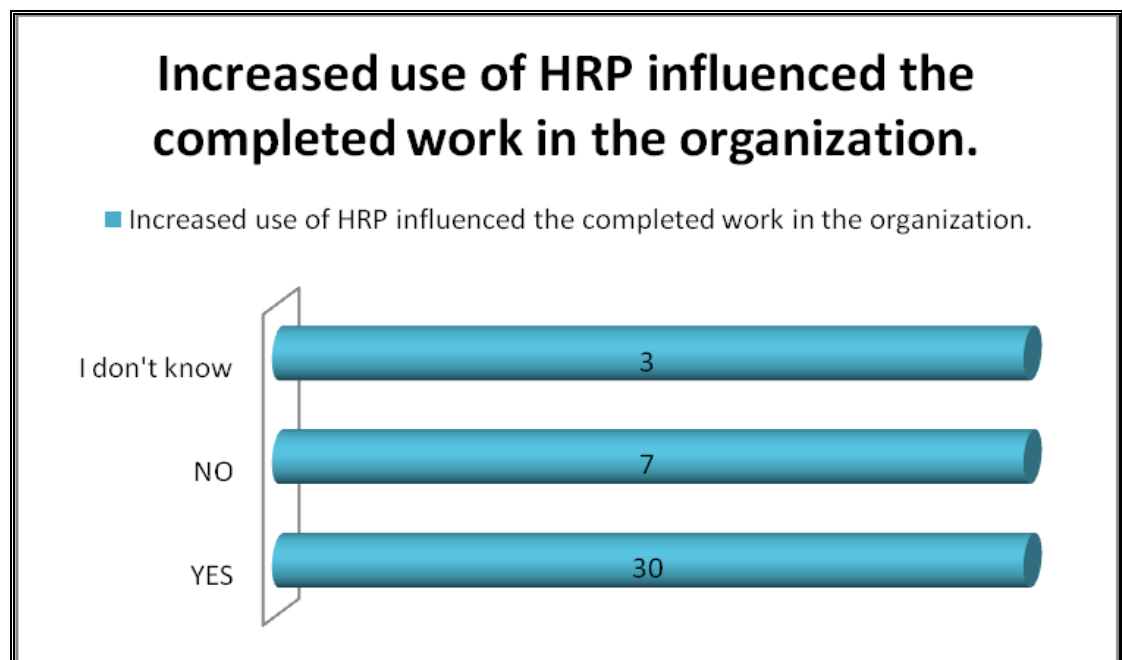


Source: Field Data Survey, 2014

4.2.3 Increased Use of HRP Influenced the Completed Work in the Organization

Moreover, 75% of the respondents recorded that the more HRP were used in the organization saw the completed piece of work/jobs that were allocated to them. This assessment related with skinner's (1948) theory of operant conditioning on reinforces that responses from the environment increased the probability of a behavior being repeated. Either, when the management slacked on the implementation of certain elements of HRP there were lots of unfinished jobs and delays that were transferred to be finished on the following day. This scenario indicated a strong correlation that existed between the HRP and the organization goals, thus was further supported by respondents on appendix B item 2 which demanded the respondents to state whether there was a link between HRP and the organization goals thus 50 percent of them accepted that there was a link between the two variables.

Figure 4.7: Increased Use of HRP Influenced the Completed Work in the Organization



Source: Field Data Survey, 2014

Therefore based on the findings above as well as respondents on item 2 across all sub categories illustrated that there existed a strong relationship between the HRP and the organization goals at 66% unlike 34% of the counter parts who said that there were no relationship between the two stated variables. The observed relationship between the variable evidently indicated that there was a possibility of implemented HRP to play a measurable contribution role towards the achievement of the organization goals/objectives.

4.3 HRP Contribution Level for Organization Goals Achievement

Based on research question, Appendix B item 1 and 2, at list 10 respondents equivalent to 100% that were asked whether their organization had the set organization goals accepted. And that all the task goals within the organization linked to the organization goals. Besides, on appendix B item 3, and " C item 2 and 3 " 80% of the respondents identified that both the set task goals and the organization goals influenced a certain type of HRP to be used to reinforce employees towards the attainment of the set goals.

Based on their views above, 90% of the same respondents on "Appendix C" item 1, and "B item 4" accepted the 5 identified HRP " (1) Training and development [6] (2) Information sharing [7] (3) Selection and Recruitment [6] (4) Compensation/Overtime allowances [5] and (5) employees voice [5]" that existed as part of the larger HRP used in their company/organization. Upon how often they were being implemented, their views varied; whereas seldom [2], frequently [4], always [2] and scarcely [1]. The variation on the implementation level implicated the variation on contribution level for each of the stated HRP.

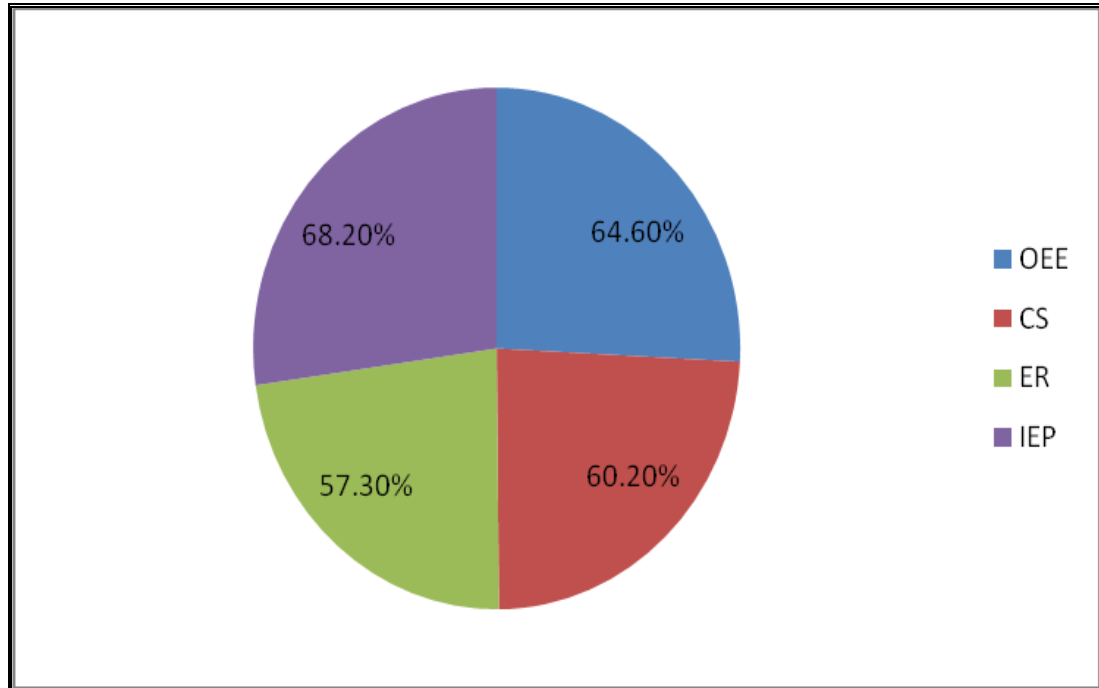
However, 100 percent of the respondents on "Appendix C" item 6 and 7, who were asked to verify that the observed organization performance (1) Organization efficiency (2) Customer satisfaction (3) Employees retention and (4) employees performance were partly influenced by energized employees through the 5 identified HRP among others said yes. And that, strongly recommended that the HRP played a significant role towards the organization growth and development (Appendix C, item 8).

4.3.1 Training and Development

The observed organization performances in this regard, were used to evaluate the TD contribution level towards the organization performance through the achieved organization goals for both the short and the long term objectives. Taking into consideration of the observed organization performances, 100% of the respondents on item 1 of the questionnaire "Appendix A" show that TD had facilitated OEE at 64.6%, CS (60.2%), ER (57.3%) as well as IEP (68.2%) all of which were the results of the achieved organization goals. This means that the increased knowledge and skills shaped employees behaviors towards work and participation. Considering the demographic characteristics of the respondents shows that most of the employees in an organization were bachelor degree holders. The findings were supported by the respondents (100%) on "Appendix C" item 5(b) who said that the 4 stated observed organization performances were the results of the achieved organization/task goals. Based on the result, the computed arithmetic average mean across the 4 observed organization performance on TD was 62.6% which was then the actual contribution level towards the achieved organizational goals. The calculated finding result was strongly supported by the respondents (78%) on Appendix B item 10 who said that

TD was conducted depending on the set organization/task goals. Therefore the calculated average mean indicated significant impacts towards the organization performances.

Figure 4.8: Training and Development



Source: Field Data Survey, 2014

4.3.2 Information Sharing

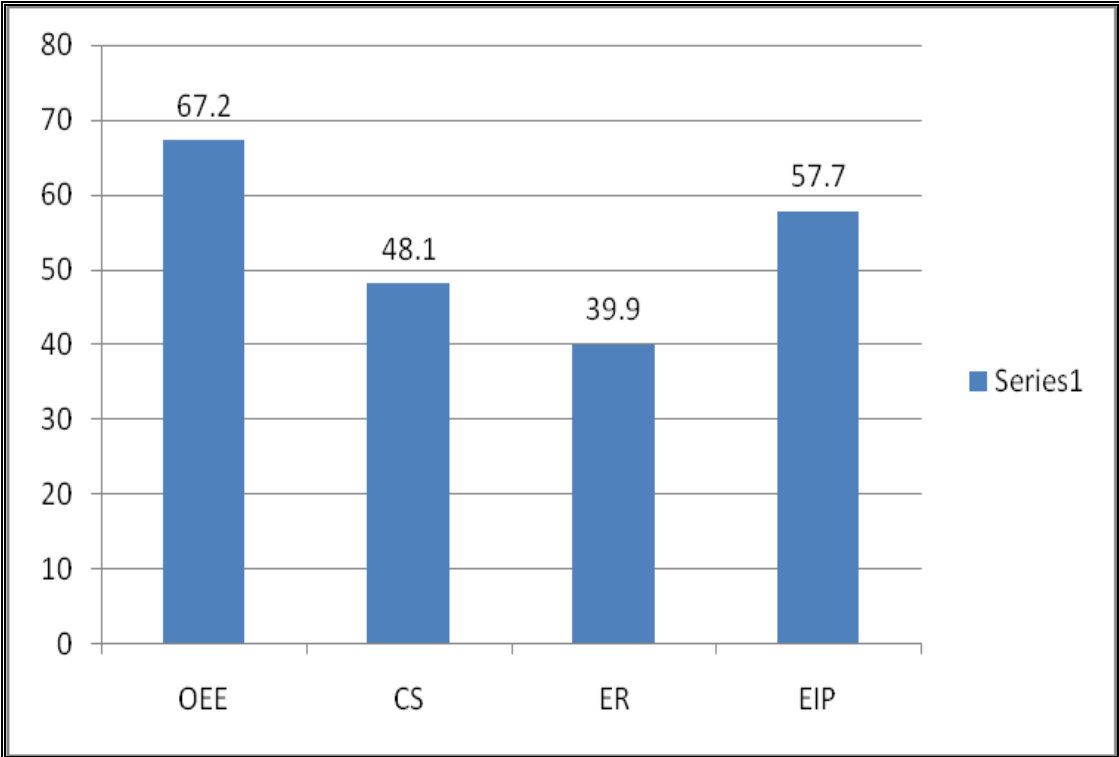
Figure 4.9 was the result of item 1 of the research questionnaire "Appendix A" on the contribution level of IS towards the attainment of the organization goals. 100% of the respondents reactions on this HRP show that IS influenced OEE at 67.2%, CS 48.1%, ER 39.9% and the IEP at 57.7% towards the achievement of the set organization goals, while respondents [2] of the appendix C" item 5(a) confirmed that the currently observed organization performances was influenced by the achieved organization goals.

However, the same respondents on item 5(b) both the respondents highly recommended OEE and separate views on the rest CS, ER, and IEP i.e. one highly recommended them all while the other not. This had an implication that the management focus was on improved communication to enhance the attainment of the organization objectives. All in all the finding show that had been significantly the result of the attained organization goals.

This means that OEE [67.2%] on SI show that employees were well informed of their responsibilities on the changing needs and demands of the organization situation in accordance to the set objectives, while CS [48.1%] on IS implied that the employees were well informed on the needs and wants as well as being equipped with important information on how to meet clients changing behavior, attitudes and expectation in the market situation to give them best services. On the other hand ER [39.9%] on IS in relation to the organization objectives implies that employees did exactly in a accordance to the management directives, while the IEP [57.7%] on IS implicated that employees performed their duties efficiently with great accuracy due to constant information they received from the management constantly, as well as embarking on their duties following the set instructions. All of these together are associated with the task and organization goals to influence the organization performance.

In this regard therefore the computed statistical average for IS across all OOP on the contribution level towards the achievement of the organization goals was 53.2 average mean. Based on 50 percent of the respondents on "Appendix B" item 9 were of the opinions that IS had significantly impacted on the set organization/task goals thus creating competitive advantage to the organization.

Figure 4.9: Information Sharing



Source: Field Data Survey, 2014

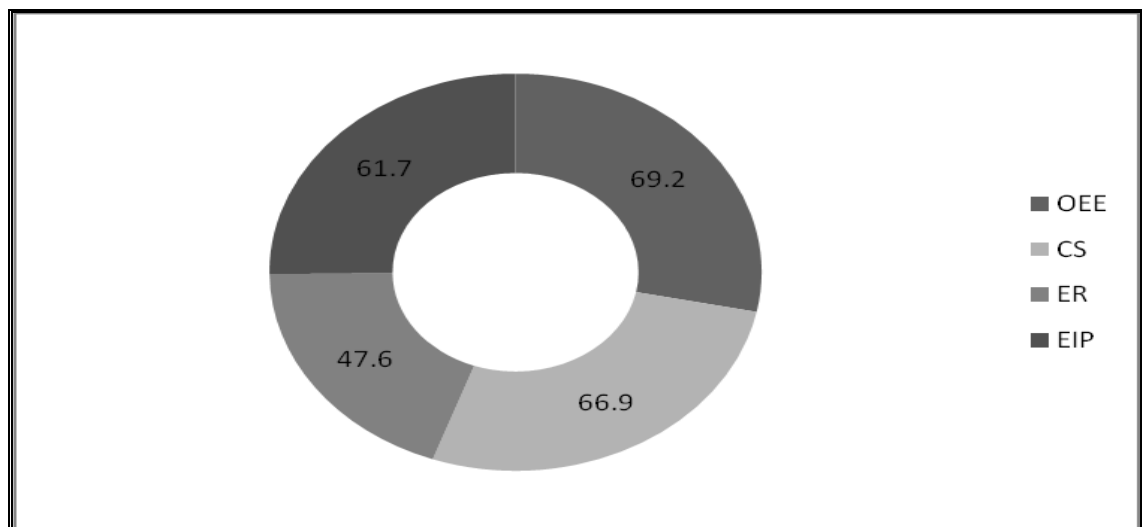
4.3.3 Selection and Recruitment

The findings in this regard were the result of item 1 of the research questionnaire "appendix A". Based on 75 percent of the respondents on item 8 "Appendix B" which asked whether SR was conducted focusing on the set task goals said YES. This view aligned with the respondent's evaluation that SR had a small degree of varying contribution level across the 4 observed organization performance at an interval of not less than 2% and not more than 10%. SR on Employee retention was seen to have reduced a turn out rate at 47.6%. The finding comply with the employees work experience where at list 35% interviewed respondents were between the range of 6 - 10 [21] and 11 > [14] years work experience, unlike 15 respondents who were only at the range of 1-5 years work experience.

Therefore OEE [69.2%] on SR show that the management recruited people with the right characteristics to meet the organization need, while CS [66.9%] on SR employees selected had good qualities and characteristics to meet their client’s expectations. Likewise, ER [47.6%] on SR implied that the management recruited industrious employees who were not willing to quit the job quickly. This is supported with the demographic information which show that experienced employees [70%] outnumbered the newly employed individuals [30%]. On the other hand IEP [61.7] on SR show that management recruited skilled workers with skills necessary for the acquisition of the organization goals.

However, SR on employees increased Knowledge and skills that improved employee’s performance at 61.2% to attain the set organization goals towards the organization growth and development. This was justified with the level of organization performance effectiveness and efficiency at 69.2% with motivated customers at 66.9%. Therefore based on the findings above the computation of an average mean were 61.4 to suggest how much it contributed toward the achievement of the organization goals.

Figure 4.10: Selection and Recruitment



Source: Field Data Survey, 2014

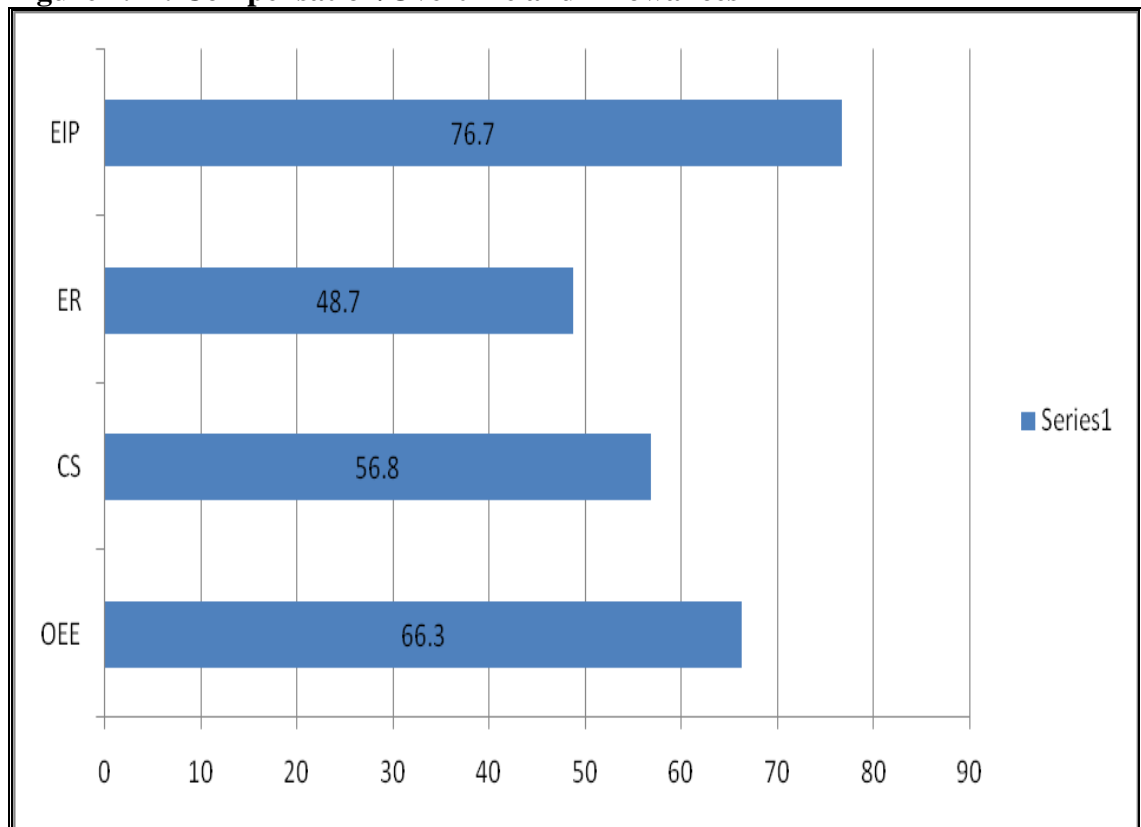
4.3.4 Compensation/Overtime and Allowances

The findings in figure 4.11 were the result of Appendix A item 1 of the research questionnaire. Based on the findings, COA had significantly influence on IEP at 76.7%, followed by OEE at 66.3%, through CS at 56.8% as well as ER at 48.7%. This implies that, based on the organization performance indicators (OOP), COA motivational power on employees behavior towards the achievement of the set organization goals was absolute promising.

However, COA on ER [48%] reflects to have minimal connection (among others) towards the achievement of the organization goals when compared with the employees work experience which shows that new employees at the range of 1 - 5 [30%] work experience was less than those in the range of 6 - 10 [42%], to mean improved productivity in the organization by the experienced workers through the achieved task and organization goals. Likewise, it was hard to justify that COA played a significant role towards controlling turn out rate as there would be other influencing factors.

On the other hand, 50 percent of the respondents on the research questionnaire appendix B item 6 when asked how realistic was the compensation and overtime allowances policy affected employees behavior towards the attainment of the set task goals said it was very realistic. These views complied with the social demographic characteristics of the employees where 70 percent of the employees were above 6 years work experience. Upon determining the contribution level of COA towards the attainment of the set organization goals, the computed statistical mean implicated to have contributed to about 62.1 average mean, which was a very significant contribution level to the organization performance.

Figure 4.11: Compensation/Overtime and Allowances



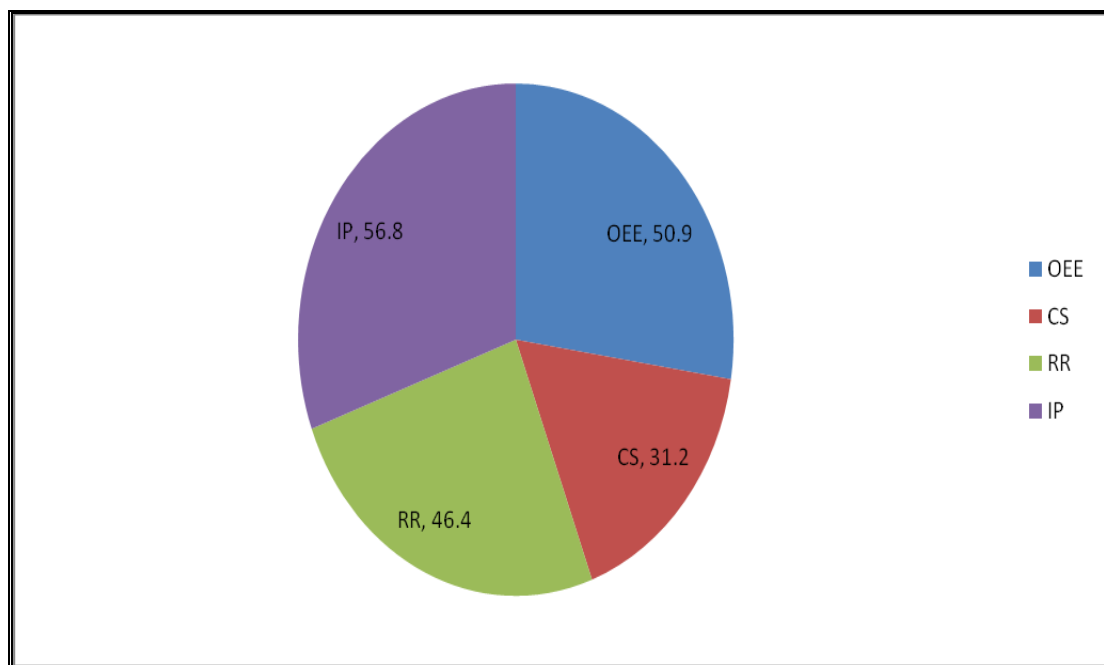
Source: Field Data Survey, 2014

4.3.5 Employees' Voice

The results of the findings on this item, was due to Appendix A item 1 of the research questionnaire. The employee's voice had least impacts on the organization role towards the achievement of the set organization goals to about 46.3 of the computed arithmetic average mean. However, 75 percent of respondents on Appendix B item 7 shows that employee's dissatisfaction was associated with both the set organization/task goals and the individual interests, while the remaining 12% said it was due to the organization goals while the 13% indicated that it was due to individual employee's interests.

However, these result contradicted with the respondents opinion on appendix C item 1 parameter 3 that determined the priority given to it and was rated high to about 100%. Besides, EV had greatly influenced IEP at 56.8% followed by OEE at 50.9% as good indicators of the achieved set of the organizational and task goals while the remaining OOP like ER (46.4%) and CS (31.2%) were the list indicators of the achieved organization objectives and the set task goals.

Figure4.12: Employees' Voice



Source: Field Data Survey, 2014

4.3.6 The overall Average Contribution of the Identified HRP

Based on the findings above, in relation to the indicators of the achieved organization goals in relation to the arithmetic average mean each individual HRP had significant contribution to the achievement of the set organizational and task goals. This complied with respondents on Appendix B item 11 of the research questionnaire that intended to access if the current performance level of the organization was due to the well

implemented HRP said it was evidently likely at 62%, while the remaining 25% said it was likely and 13% that it was not the case at all. In addition to that, some respondents on Appendix B item 12 commented on more other OOP such like (1) Increased management performance, (2) Increased productivity, and (3) organization sustainability; could have been other determinants or indicators of the achieved organization goals as the results of the implementation of various HRPs. In this regard therefore the identified 5 HRPs had contributed to about 56.98 average mean of the attained organization/task goals based on the identified observed organization performances. However, 100 percent of the respondents on Appendix C item 8 concluded that HRP had a significant role towards the organization growth and development. Thus therefore among other HRPs, EV was the list employee’s energizer towards the achievement of the set task and organization goals.

Table 4.2: The overall Average Contribution of the Identified HRP

HR Practices	Contribution Level in Average Mean
Training and development	62.2
Information sharing	53.2
Selection and recruitment	61.2
Compensations/Overtime allowances	62.1
Employee voice	46.3
Total/N	284.9/5
Actual contribution	56.98

Source: Field Data Survey, 2014

4.4 Respondents Suggested Improvements on the Identified HRM Practices

The findings in this regard, were obtained using the research questionnaire on Appendix A item 3. And about 100 percent of the respondents were involved in the study.

Based on TD at least 20% of the respondents who gave their opinions suggested the management should conduct TD on regular bases against the respondents view on appendix B item 5 who were asked to mention how often HRP were being conducted said it was regularly held. The mode of implementation preferred was to be done in form of seminars and workshops and school training due to the observed slowness and given less priority towards at some extent. However, they insisted on the increase in number of trainings unlike the current situation. The reason put forward for the improvement was to update employee's knowledge to make them more effective. to make it more viable for the improved employees participation at work.

On the other hand on SR, 30 percent of the respondents suggested the management to avoid nepotism and favoritism making use of automated online selection. That it would help so much to obtain individuals with necessary characteristics required by the management. However they suggested the management that should be in a position of providing an orientation programs on newly employed employees to adjust quickly to the culture, and duties of the organization set forth for them for immediate work results.

Moreover, at list 22 percent of the respondents on COA suggested that management need to avoid or reduce favoritism on who should be given what motivation at what time. Either suggested all forms of compensation and motivation to be offered on timely basis. However, they suggested to be undertaken in relation to the organization demand in order to accelerate employee's commitment.

In addition to the above respondents on this item suggested that, IS were to be provided in form of written documents to give the employee a base for reference during the implementation of various organization activities. However they suggested the management to adopt the use of the open and closed system as a means of communication in the organization. It was suggested so in the sense that it would increase cooperation among the employees.

Lastly, respondents on Employee voice suggested that it should be flexible to both parties unlike the current situation. These facts lined with the respondents views on Appendix A item 2 that indicated least contribution to the organization performance. Considering the calculated average mean [46.3] indicated the lowest achiever of the rest HRP in question despite its ability to impact on the organization performance. However, the findings show that EV was not given priorities so much despite the opinions of the respondents [100%] on Appendix C item 1 parameter 3 that rated high of the priority given to it by the management. Furthermore the respondents instead the management to improve freedom of expression at work places to attract employee's attitudes and areas that needed improvements in those employees are very close to the customers.

4.5 Summary

The chapter has discussed the examination of data and presentation of the research findings. It install with Demographic shape of the Study Population followed by the examination of objectives of the study, which shows that the tested variables between HRP and the organization goals had positive relationship between them. On the other hand the identified HRP contributed to the organization performance to about 57% of the average mean. Discussion of the findings suggested that each of the observed organization performances disclosed employee's behaviors towards the achievement of the organization objectives which had a direct impact towards the organization performances in Tanzania.

Thus therefore this chapter gave a way to the succeeding chapter (Chapter V) depicts the summing up, covering up and recommendations for the further area with reference to the same apparent actuality.

CHAPTER FIVE

SUMMERY, CONCLUSION AND RECOMMENDATION

5.0 Introduction

The study focused on the assessment of HRP contribution to the organization performance, thus the findings shows HRP had contributed to about 57% of the remaining HRP in the selected organizations. The entire study sample that was involved in the study participated fully. The chapter therefore, covered the summery of the study, conclusion, recommendation as well as the further research area was also included.

5.1 Summery of the Findings

The study commented the background and problem of the study in Chapter One, reviewed literature on the This study aimed at exploring the impacts of HR practices towards the business and services organization in Tanzania context in Chapter Two, delineated and discussed the research methodology in Chapter Three and presented and discussed the research findings in Chapter Four. And Chapter Five centers on conclusions and recommendations founded on the literature reviewed in Chapter Two and data presented and discussed in Chapter. The chapter gives a comprehensive rundown of all research findings that were collected during fieldwork survey. The chapter gives also the conclusions of all the objectives that are established during the development of research proposal. The conclusion was then followed by the number of proposition that stand as a way forward to help ending the problems related to the HRP management in the organization. The chapter winded up with proposing out different

suggested areas for researchers to conduct other studies if they may be paying attention in such field of examination.

5.2 Conclusion of the Study

This study explored the impacts of HR practices towards the business and services organization in Tanzania context. And this is because for a number of years Tanzania services and business organization have had severe problems between the organization growth and labor performance thus encountering a number of firms or institutions extinctions or ineffective performance. And in recent years some business and services organization developed interest on the use of various HR practices as the tool to increase the organization performance through motivated employees to effect on the firm development and growth.

Founded on that notion above, the researcher developed interest on assessing the extent at which, if any, specific HRP had contributed to the BSO performance in Tanzania. Such HRPs like (1) Training and Development (2) Information sharing (3) Employee voice (4) Selection and recruitment and (5) Overtime compensation and allowance were each evaluated to determine how much they contributed to the organization performance. However, the researcher was able to review literatures on the link between the stated HRP above and the organization performance in question.

The HR managers like senior /middle-level managers, lower-level managers and the first line supervisors in the most successively business organizations i.e. NMB and CRDB in Dodoma urban recoded their perception about the level at which the HRP had influenced their business firm performance. The findings were then analyzed using SPSS 16.00 and Window excel program through linear regression and arithmetic

average mean methods with the help of tables, pie charts and other statistical graphs like histogram along with data interpretation for the researcher to draw conclusion.

At list 50 sample of the identified population were included in the study. Such methods like purposive and stratified random sampling procedures were used to obtain the sample; and that questionnaires in form of open and closed formats more specifically Likert, bipolar and open format questions were used to access the opinions from the respondents to determine the extent at which the identified HR practices had contributed to the organization performance in Tanzania setting.

The findings therefore implicated that the HRP had contributed to about 57% towards the attainment of the organization goals which is the significant contribution level in the management. The indicators of the organization performances such like OEE, CS, ER, and IEP were used to attract to what extend had HRPs contributed to the organization performance. However, EV was found to be the list contributor to about 46.3 average as compared to its counterpart TD, IS, COA and RS which had a contribution level above 50 average mean computed, suggesting an incredible contribution to the organization growth and development through well managed and motivated employees.

5.3 Recommendations

The managements need in this regard are advised to make use of HRP and then make a clear policy and implementation plan on the available HRP to impact the organization, ever since one type of HRP is not enough to affect the organization performance plan, on how to implement the available HRP in the organization. Besides, the study would add new knowledge and insights which might enable the

organization management to understand the value of HR practices and its effective implementation in an organization to improve service situations in order to stimulate organizations development and growth. Furthermore, the study added knowledge on matters concerning HRM practices, on the overall improvement of the organization performance efficiency, through knowledge acquisition and dissemination. To the researchers, the study would have great value as source of information for further research. The study also would help and guide other students who will be investigating similar issues. Consequently it is advisable that org need should put emphasis on proper application of HRP for impacting the org.

5.4 Suggested Areas for Further Study

Based on this study, the researcher during the data collection period encountered another problem that should be given attention which was associated with the autonomy of the HRM departments on decision making towards the overall implementation of HRP as its whole and other organization functional activities. Therefore the researcher in this regard suggested further study on the autonomy of the HRM department towards the organization performance and growth.

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APPENDICES

Appendix I: Questionnaire Schedules for First Line Supervisors

PART I: RSESPONDENTS PERSONAL INFORMATION (RESPONDENT'S PROFILE)

Mark in [√] where applies and then state where applicable according to your knowledge.

1. GENDER Female [] Male []
 2. AGE GROUP 18 - 30 [] 31 - 40 [] 41 - 50 [] 51 - 60 []
61 < []
 3. EDUCATION LEVEL Certificate[]Diploma[] Bachelor[] Master[]
Others []
 4. WOR EXPERIENCE 1 - 5[] 6 - 10[] 11 - 15[] 16 - 20[] 21 - 25[]
] 26 <[]
-

PART II: RESPONDENT SURVEY QUESTIONS

Qn 1. To what extent do you think the following HR practices contribute on the achievement of the organization goals based on the stated observed organization performances? Please cycle the number that describes well your opinions.

SN	HR PRACTICES	OBSERVED ORGANISATION PERFORMANCE			
		Organization effectiveness/ efficiency.	Customer satisfaction	Reduced turn out rate	Employee performance
1	Training and Development	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
2	Information sharing	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
3	Selection and Recruitment	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
4	Overtime allowance	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
5	Employee voice	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5

Number value: 1 = 0.49%, 2= 0.98%, 3=1.47%, 4=1.96%, 5=2.45% (With interval of 0.49%)

Qn 2: Based on your experience and knowledge provide your views on the table below by assign small [√]in the box square under the appropriate HR practices in relation to the organizational goal determining factor only if you think it is true, and if not assign a small [×] under the right HR practices square box.
 NB: [√] entails true while [×] entails not true

Organizational goals determining factors	Development	Recruitment	voice	allowances	sharing
The management encourages training only to meet organization demands and needs whenever necessary	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The management encourages training and development to avoid the cost and risks of new hire	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The management conducts new selection and hire for increased employee productivity and efficiency.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The management conducts new selection and recruitment only to cover the existing vacancy management conducts new selection and	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The management encourages freedom of the employees voice on asking questions and giving	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employee advice and expressing dissatisfaction on various issues at work place matters to the	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The management provides incentives to energize employees for increased commitment towards	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The organization motivates only to accomplish	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The organization information policy focuses on informed decision to all parties in regard to org.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Communication matters only on agent issues arising in the organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Qn 3: Based on your experience, knowledge, and perceived organization performance; what kind of improvement would you recommend on each of the following Hr practices? Provide at least one suggestion on each item.

SN	HRM Practices	
1	Training and development	
2	Selection and recruitment	
3	Overtime allowances	
4	Information sharing	
5	Employee voice	

QN. 4. Assign in X in one Box square with responses YES, NO, and Don't know depending on your knowledge on the test parameter.

Test parameter	YES	NO	Don't know
Increased use of HRP influences an increased production			
Increased use of HRP influences an increased efficiency in the organization			
Increased use of HRP influenced the completed work in the organization.			

Thank You Very Much For Your Corporation

Appendix II: Questionnaire Schedule for Lower - Level Managers

A: PERSONAL PARTICULARS

Mark in [√] where applies and then state where applicable according to your knowledge.

2. GENDER Female [] Male []
3. AGE GROUP 18 - 30 [] 31 - 40 [] 41 - 50 [] 51 - 60 []
61 < []
4. EDUCATION LEVEL Certificate [] Diploma [] Bachelor [] Master []
Others []
5. WOR EXPERIENCE 1 - 5 [] 6 - 10 [] 11 - 15 [] 16 - 20 [] 21 - 25 []
] 26 < []

B: QUESTIONS PARAMETERS

Mark in [√] whatever applies in accordance to your knowledge in the provided space.

1. Based on employee job description, are there task goals set to be achieved by the employees to affect the organization performance? YES [] NO []
don't know []
2. If yes, how likely are most of the set task goals in this organization link to the organization goals? Very likely, [] likely, [] Unlikely []
Very unlikely []
3. is it true to say that the set task goals really influence a certain type of HRM practices during the implementation stage? Sure, [] very sure [] not sure, [] not at all. []
4. If so, would you recommend the following being part of the larger HRP used in this organization to foster the implementation of the set task goals?
Employee Voice []

Overtime compensation and allowances []

Selection and Recruitment []

Information sharing []

Training and development []

5. How often do you think the stated above HRP are being undertaken in this organization? Always [] frequently [] Seldom [] scarcely []

6. Based on your choices above, how realistic is compensation and allowances policy affect employees' behavior towards the attainment of the set task goals in this organization?

Realistic [] Very realist, [] Unrealistic, [] Very unrealistic. []

7. More frequently, does employees dissatisfaction in this organization associated with the set task goals or individual interests? Task goals, [] Individual, [] both []

8. Does selection and recruitment conducted in this organization focus on the set task goals? YES [] NO [] I don't know []

9. How likely is information sharing in this organization impact on the set task goals? Very likely, [] Likely [] Unlikely [] Very unlikely []

10. Does training and development conducted in this organization depend on a certain type of task goals? Sure, [] Very sure, [] Not sure, [] Not at all. []

11. Based on your answers above, how likely could be true to say that the current performance level of this organization is due to the well implemented HRP?

Very likely, [] Likely [] Unlikely [] Very
unlikely []

12. Based on your experience, what could be your observed performance reflecting growth and development of this organization in relation to the achieved set task goals? State at list 5.

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

Thank You So Much in Advance

Appendix III: Questionnaire Schedules For Senior/Middle - Level Managers

A: PERSONAL PARTICULARS

Mark in [√] where applies and then state where applicable according to your knowledge.

2. GENDER Female [] Male []
3. AGE GROUP 18 - 30 [] 31 - 40 [] 41 - 50 [] 51 - 60 [] 61 < []
4. EDUCATION LEVEL Certificate [] Diploma [] Bachelor [] Master []
- Others []
5. WOR EXPERIENCE 1 - 5 [] 6 - 10 [] 11 - 15 [] 16 - 20 [] 21 - 25 [] 26 < []

B: QUESTIONS PARAMETERS (*Mark in [√] each of the given questions below.*)

1. Do you think that the following HRP have priorities in your organization? Mark in [√] all that given priority and [×] that with no priority.

- | | |
|-------------------------------------|---------|
| Training and development | [] |
| Information sharing | [] |
| Employee voice | [] |
| Overtime compensation and allowance | [] |
| Selection and recruitment | [] |

2. How likely do you think the priority given to those HRP above directly link to the set goals of this org! Very likely [] Likely [] Very unlikely []
Unlikely []
3. is it true to say that the implementation of HRP in this organization depends on the set goals? True [] Untrue [] Very true [] Very untrue []
4. In this regard would you strongly recommend that the HRP in **Qn. 1** above influence the achievement of the set goals? Recommend [] strongly recommend []
Not recommend [] Not recommend strongly []

5. a) Based on your answers above, is it true to say that the achieved goals of this organization influence the current organization performance? YES []
NO []

b) If YES, Is it true to say that the following observed performances in your organization have been the result of the achieved set goals?

Organization efficiency True [] Very true [] Untrue [] Very untrue []

Customer satisfaction True [] Very true [] Untrue [] Very untrue []

Employee retention True [] Very true [] Untrue [] Very untrue []

Employees performance True [] Very true [] Untrue [] Very untrue []

6. How likely do you think that all the stated HRP contribute significantly towards each of the following observed performance in your organization?

Employees retention Very likely [] Likely [] Unlikely [] Very unlikely []

Customer satisfaction Very likely [] Likely [] Unlikely [] Very unlikely []

Organization efficiency Very likely [] Likely [] Unlikely [] Very unlikely []

Employees performance Very likely [] Likely [] Unlikely [] Very unlikely []

7. Would you recommend that the current achievement of this organization have been the result of a certain type of HRP? Recommend [] Very recommend []
Not recommend []

8. Would you strongly recommend that the HRP in this organization plays a significant role towards the organization growth and development?

Not recommend [] Not strongly recommend [] Recommend [] strongly recommend []

Thank You So Much in Advance