

**ASSESSING THE IMPACT OF HUMAN RESOURCES PRACTICES ON
ORGANIZATIONAL PERFORMANCE: A CASE OF NATIONAL SOCIAL
SECURITY FUNDS IN TANZANIA - MOROGORO REGION**

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CERTIFICATION

The undersigned certifies that he has read and hereby recommends for acceptance by the Open University a dissertation titled: *Assessing the Impact of Human Resources Practices on Organization Performance in Tanzania: A Case of National Social Security Fund (NSSF) in Morogoro Region*, in partial fulfillment of Master Degree in Business Administration of the Open University of Tanzania.

.....

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DECLARATION

I, **Waziri Ramadhani Gumbo**, do hereby declare that, this dissertation is my own original work and that it has not been submitted to any other University for any academic award.

.....

Signature

.....

Date

DEDICATION

This study is dedicated to my family wherever they are. My late lovely mother Mrs Maulid Mohamed Gumbo, May her soul rest in internal peace. My father Mr Ramadhani Gumbo, My wife Khadija Amani and My kids Khayroun Waziri Gumbo and Amour Waziri Gumbo, My best friend, partner, and role model Abdulkadriy Mntambo. With all my heart I say thank you for your patient and support. I love you all.

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ABSTRACT

This study assesses the Impact of Human Resources Practices on Organization Performance in Tanzania: A Case of National Social Security Fund (NSSF) in Morogoro Region. The study had four specific objectives and four research questions. The themes under these objectives were the four human resources practices namely: recruitment and selection; training and development; compensation and benefits as well as performance appraisal. The study employed a case study as well as survey research designs along with quantitative and qualitative approaches. It used a total of 32 respondents to collect data using questionnaire, interview and documentary analysis from NSSF regional headquarters and district offices. The study findings show that, human resources practices are not well done at NSSF. For example, recruitment and selection are not efficient. There are good number of vacant positions which need to be filled for quite long which makes the Organization suffer as their contributions are vital. Also, promotion criteria within NSSF are not uniform in all departments. In case of training and development NSSF has no specific period for which training takes place. It is conducted when there is a pressing need. The study, further, found that the Organization has salary structure which stipulates payments at various levels of workers. However although the structure show that there will be salary increment annually, the same has never been effected. Apart from salaried compensation, NSSF Offer other benefits such as air time, house allowance, soft loans with zero interests and big loans with minimal interest rate. Finally, the appraisal process is thought to have been conducted fairly, there is a claim of biases and subjected notions from some of bosses. It is concluded that, despite the fact that NSSF has succeeded in utilizing employees' knowledge and

skills to reach far in its operations which has made it the leading Social Security Fund in Tanzania, the human resources directorate has not acted to the optimal level to enhance maximum employees' performance. It is, therefore, recommended that human resources office need to embark on proper human resources practices in modern ways to trap the potentials of the workers for the betterment of the Social Security Fund.

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LIST OF ABBREVIATIONS

| | |
|-------|--|
| CRM | Chief Regional Manager |
| GEPF | Government Employees Provident Fund |
| HRM | Human Resources Management |
| ICT | Information and Communication Technology |
| ILO | Intentional Labour Organization |
| LAPF | Local Authority Provident Fund |
| NGO's | Non – Governmental Organizations |
| NHIF | National Health Insurance Fund |
| NPF | National Provident Fund |
| NSSF | National Social Security Fund |
| OUT | Open University of Tanzania |
| PPF | Parastatal Pension Fund |
| PSPF | Public Service Pension Fund |
| RAS | Regional Administrative Secretary |
| RBVT | Resource Based View Theory |
| SAO | Senior Administration Officer |
| SPSS | Statistical Package for Social Science |
| SSRA | Social Security Regulatory Agency |
| ZSSF | Zanzibar Social Security Fund |

CHAPTER ONE

1.0 INTRODUCTION

1.1 Introduction

In the modern business World, organizations strive hard to form a strong competitive base so as to outweigh their rivals. This has been due to, as Cania (2014) reveals, the rapid changes caused by globalization, advancement of Information and Communication Technology (ICT) as well as many dynamic and fragile factors which have made the market competition to be much intense. In order for the organizations to be competitive and to remain so hence achieve the goals such as cost reduction, sales growth, increase in customers base, increase in market share, improving productivity and enhancing quality products, it has been necessary to utilize the resources which cannot be imitable easily by their competitors. Most of business experts such as Huselid (1995) and Thurow (1992) regard human resources as a sole most important resource which can provide any organization competitive base and non - imitable. This asserts that it is vital to manage them accordingly so as to attain the much needed competitive base. This chapter provides introduction of this study. It gives the background information, statement of the problem and the research objectives of the study. It gives, also, the significance of the study as well as the scope of the study as well as limitations of the study.

1.2 Background of the Study

Business organizations today face numerous challenges of stiff competition (Yasmin 2008). This has been due to the rapid development of high information and

communications technologies which accelerates many of this to urgently seek for new ways, ideas, and experimentation so as to find the creative solutions (Tan & Nasurdin, 2011). This struggle makes the particular business organization to improve its current business dealing thereby improving product, process as well as system and technologies so as to survive in the floppy market.

According to Byremo (2015), the success of much organization is based on the sustainable competitive advantage base. This can be achieved by utilizing the available advantage base. This can be attained by utilizing the available resources be it physical or human resources to the extent that no rival can copy or imitate the competitive edge. Thurow (1992) notes that for the business organization to succeed in 21st century four elements need to be strategically available. These are abundant materials resources, sufficient funding, advanced technologies and competent human resources.

Of the four elements mentioned by Thurow (1992), the last element that is human resources receives greater attention in literature as source of competitive advantage of every business Organization. Gamage (2007) asserts that successful business organization largely depends on the quality of human resources that supports it. Recruiting and developing high quality human resources are a way factor for the growth of business firms which have limited opportunities to utilizing managerial resources.

Employees, as Che-Rose and Kumar (2006) reveals, create important sources of competitive advantage. The knowledge and skills of employees help organization to

face the challenges of business globalization. It is therefore, very important to strategically manage them so as to attain the best out of these important resources. This calls the need to focus on their management through the use of human resources systems and practices of the firm.

According to Huselid (1995), human resources policies and practice have greater impact on organization performance. The human resources practices include comprehensive employees' recruitment and selection procedures, incentive compensation and performance management systems. Also the practice include employee involvement and training so as to improve the knowledge skills and abilities of the organization employees increase their motivation reduce turnover and enhance retention of quality employees while encouraging non-performers to leave the organization (Jones & Write, 1992).

This study ought to assess the human resources practices and their impact on organization performance. It will focus on the National social Security Fund (NSSF) in Tanzania the study will put more emphasis on the selected core human resources functions, which include staffing training and Development, performance appraisal as well as compensation and benefits. These functions and their practices thereof will be linked to the performance of National Social Security Fund (NSSF) and establish their impact on the Fund's performance.

1.3 Statement of the Problem

The National Social Security Fund (NSSF) was established by the National Social Security Act number 28 of 1997 which transformed the then National Provident

Fund (NPF) into social security scheme. The Social Security Fund provides social security services to all employees in the private sector, Government employees and employees in the Parastatal sector as well as informal sector (NSSF, 2011). The main activities of the Fund include;

- i) Registration of employees and employers
- ii) Collection of contributions from registered employers
- iii) Investment of the funds collected and
- iv) Repayment of benefits to qualifying members (ibid)

Since its establishment, NSSF has succeeded greatly in various aspects. According to NSSF (2004) the Fund has succeeded to register 599,574 members in the year 2012/2013 from 325,744 members of the year 2001/2002. This marks the increase of 84.06% in the period of about 10 years. In the same period, the fund collected Tshs 480.6 billion in the year 2012/2013 from Tshs 39.3 billion in the year 2001/2002 contributions from employees. This marks the percentage increase of 1,122.9% in the period. In the period between 2001/2002 and 2012/2013 the National Social Security Fund made a successful investment of the collected fund through government securities, fixed deposits, loans, Equity and real estate. The revenue generated from investment rose from Tshs 12.67 billion in the year 2001/2002 to Tshs 199.7 billion in the year 2012/2013. This amounts to 1476.17% increase in the period (NSSF, 2014).

Moreover, through its highly recommendable performance, NSSF has been recognized internationally as the best Social Security service provider and awarded

an International Standard Organizations (ISO) 9001: 2008 Certificate of quality management and performance. These and other many successes suggest that NSSF is performing above average in the social security market in Tanzania. The success has come due to several factors including efficient utilization of resources available which are both physical and human resources.

This study, therefore, ought to assess the contribution of human resources management practices in NSSF performance. It has focused on the practices in line of human resources management practices which include recruitment and selection, training and development, performance appraisal as well as compensation and benefits. The study was done to bridge the gap as little has been known on human resources practices and their contribution in the performance of social security sector in Tanzania.

1.4 Objectives of the Study

1.4.1 General Objective

The general objective of the study was to assess the impact of human resources practices on National Social Security Fund (NSSF) performance in Tanzania, focusing on the NSSF Morogoro regional Office.

1.4.2 Specific Objectives

The specific objectives of the study were:

- i) To assess the extent to which recruitment and selection systems enhances performance of NSSF in Morogoro region

- ii) To find out the impact of staff training and development systems on the NSSF performance in Morogoro region
- iii) To examine how the compensation and benefits systems affects performance in NSSF Morogoro region
- iv) To determine the extent to which performance appraisal enhances NSSF performance

1.5 Research Questions

The study has tried to answer the following basic research questions:

- i) To what extent do recruitment and selection systems enhances performance of NSSF Morogoro region?
- ii) What are the impacts of staff training and development on NSSF performance?
- iii) How does compensation and benefits systems affect performance of NSSF Morogoro region?
- iv) To what extent does performance appraisal influence performance of NSSF Morogoro region?

1.6 Significance of the Study

The study to assess the impact of human resources practices on National Social Security Fund (NSSF) performance in Tanzania, is of great importance for better understanding from which the theoretical and empirical gaps can be filled so as to provide a new understanding and knowledge which in turn helps policy makers, planners, practitioners, potential investors, board of directors, Social Security Funds and Government Authorities to devise new operating modes to enhance good

performances from their employees as well as overcoming market competitive challenges facing them. Also, the study is expected to stimulate more researchers to engage in researching other issues related to this research problem.

1.7 Limitations of the Study

The study was not free from obstacles. There were constraints such as insufficient fund, some respondents were not available at the time required and some of respondents were too emotional in such a way that they hesitated to respond to the interviewer. The data collection was done during rainy season; it was challenging to travel to Districts offices in this period. Also, the interference between office works with study demands made the research process a bit tiresome. It required patience to make this study a realistic.

CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

This chapter presents the view and analysis of various literatures on the research problems at hand. It gives theoretical literatures and empirical literatures on the effects of human resources practices on organizational performance. It begins by giving summary or short overview of social security in Tanzania, followed by the theories and approaches on organizational performance as related by human resources practices, then overview on the human resources. Finally the empirical literatures on the research problem as well as conceptual framework will finalize the chapter.

2.2 Social Security Funds in Tanzania: Historical Perspective

Most of researchers have paid attention on the historical perspectives of social security funds. They include: Lindert (1994), Curtler and Johnson (2004), Langley (2006) and Newman (2005) and Njuguna (2010). They assert that the earliest social security scheme was established in Germany. The system was basically due to former German Chancellor Otto Von Bismarck's efforts that enacted a compulsory saving programme for workers in large firms who were exposed to socialism ideologies in 1889. The scheme, as noted by Perotti and Schwiendbacher (2008), was financed through worker taxation incentives and paid retirement benefits once the worker reached the age of 65 years. The Bismarck social security scheme invested the contributions in financial securities. In this system, according to Lindert (1994), had

no provision of pension benefit to personal representative in case of death. It was mainly restricted to the civil servants and war veterans.

The Bismark social security scheme was replicated at varying periods in different countries like Japan 1875, U.S.A 1896, New Zealand 1898, Belgium 1900, Australia 1941 and United Kingdom 1948 among others (Njuguma, 2010). However, Perotti and Schwienbacher (2008) as quoted by Njuguma (2010) reveal that, the development of social security schemes was a reaction to the political and economic shocks which affected the world during the Victorian period (five decades prior first World War). It is during this time, prices were reasonably stable with long – term rental contracts and general stability in the financial and political systems in the West and hence there was no need for social or retirement Security.

The First World War caused an inflationary shock, which acted as a catalyst to the changes which were later effected in the financial systems. The resultant loss of jobs , suspension of various currencies and the stock market crisis of 1929 policies to cater for their working population which resulted to the formation of the modern social security schemes (Perotti and Schweienbacher, 2008). In Africa the social security schemes were mainly developed after independence and the social security systems that were being used by their colonial masters were adopted as models (Ahmad, 2008).

In Tanzania, in particular, the development of the social security funds dates as far back as 1942 when the first fund for the government employee provident fund

(GEPF) which still survives today was established. The aim to establish the fund was and still is to provide for the benefits of Government employees who were not eligible for pension benefits. Such employees include those working under contracts and under operational contracts for the central Government, independent government departments, executive agencies and donor government projects (URT, 2010).

The chronological development of the old- age pension funds in Tanzania after the first schemes is as follows: 1994 – Local Authority provident Fund (LAPF); 1954 – Civil Service Pension Fund; 1964- National Provident Fund (NPF) which later on was transformed into the National Social Security Fund (NSSF) and 1999 – the Public Service Pension Fund (PSPF) – transforming Civil Service Pension on scheme from non- contributory to contributory (URT, 2010).

2.3 The Structure of Social Security Funds in Tanzania

According to Dau (2006), the structure of social security funds in Tanzania is characterized by fragmentation in terms of the number of institutions, sectoral coverage, the number of benefits and financing bodies. He stresses that, Tanzania has a total of seven social security funds out of which six of them operate in Tanzania mainland and only one is operating in Zanzibar.

According to Barya (2011), Tanzania mainland and Zanzibar have separate social security systems because the social security under Tanzania's 1977 constitution is a non – union matter. In this regard each part has its own organization in this aspect.

The six pension funds of the Tanzania mainland are NSSF, PSPF, PPF, LAPF, GEPF and NIHF. These, as previously noted, compete with each other and they are managed and controlled under different ministries. This has led into conflicts in different aspects; as a result the Social Security Regulatory Authority (SSRA) was put in place in 2008 to try to harmonize the social security funds to avoid conflicts (URT, 2012). The funds provide different benefits but in accordance with ILO convention and standards (Barya, 2011).

Accordingly in case of Zanzibar, the Zanzibar Social Security Funds (ZSSF) was established in 2005 by the Zanzibar Social Security Fund Act No. 2. This enacted up a Board of Trustees of ZSSF. The fund covers the public and private employees as well as self – employed persons. The contribution is at the rate of 5% of the gross salary by the employee and 10% by the employer. The fund provides benefits such as: age, survivors, maternity invalidity, medical care and any other benefits approved by the Board (Barya, 2011).

Table 2.1: The Profile of Social Security Funds in Tanzania

| Fund | Year Established | Contributions | | |
|------|------------------|---------------|--------------|--------|
| | | Employee | Employer (%) | %Total |
| NSSF | 1964 | 10 | 10 | 20 |
| PPF | 1978 | 5 | 15 | 20 |
| PSPF | 1999 | 5 | 15 | 20 |
| LAPF | 1944 | 5 | 15 | 20 |
| GEPF | 1942 | 10 | 15 | 25 |
| NHIF | 2000 | 3 | 3 | 6 |
| ZSSF | 2005 | 5 | 10 | 15 |

Source: Dau (2003)

The social security funds in Tanzania are structured according to ILO framework of a Social Security system based on a three tier structure as follows:

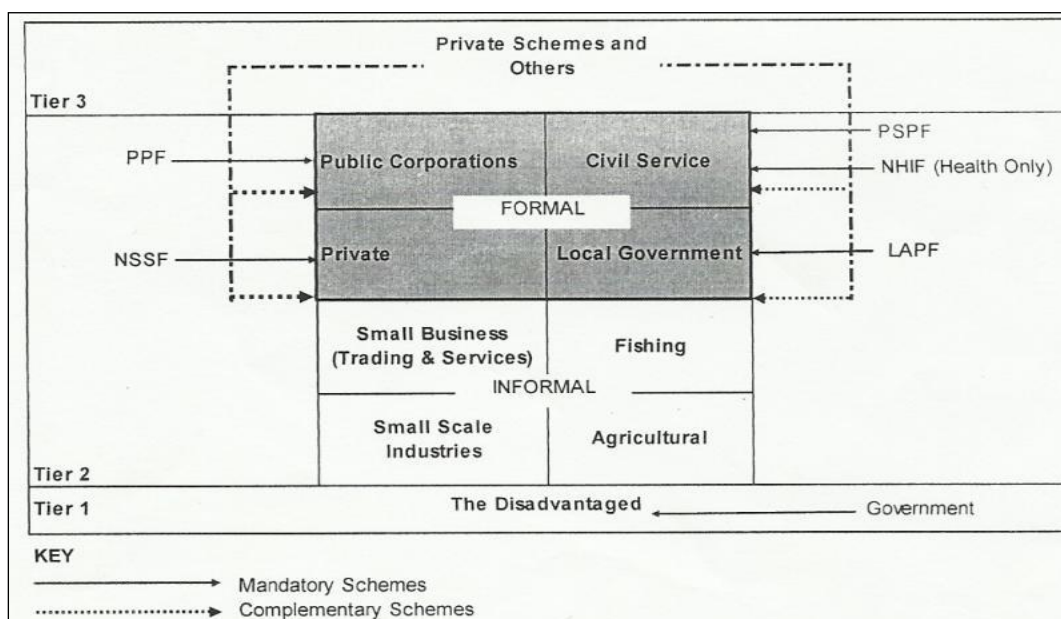


Figure 2.1: Social Security Funds Systems in Tanzania: Three – Tier Structure

Source: Dau (2003)

Dau (2006) further reveals that, the social security funds in Tanzania offer benefits in line with the defined contingencies under the ILO convention No. 102. The type of benefits and the amount differ from one fund to another. However, with exception of NHIF, all of the rest of social security schemes provide retirement benefits in terms of initial lump sum and monthly installments basically for formal sector employees.

Consequently, Tanzania's social security systems largely follow the ILO framework of a three tier structure as seen in figure 1 above which seeks to utilize various funding sources to provide better protection for the country's population. The structure attempts to address the needs of different groups in the society in accordance with their levels of income and degree of vulnerability. The structure consists of the following as per Dau (2003):

2.3.1 Tier One – Social Assistance Funds

This constitutes provision of services such as primary health, primary education, water, food security, relief in the event of disasters and calamities and other services on a means-tested basis. Government and Non-governmental Organizations (NGOs) finance these services. The Prime Minister's office, the Department of Social Welfare, the Ministry of Health and the Ministry of Community Development, Gender and Children Affairs are the Government agencies dealing with this branch of Social Security.

2.3.2 Tier Two – Mandatory Funds

These are mandatory and contributory funds financed by both employers and employees during their work life in return for terminal and short term benefits. Unlike some countries which have a single social security schemes, Tanzania has five public social security institutions operating at this level. It has, also, an institution which specifically deals with health insurance.

2.3.3 Tier Three – Voluntary or Supplementary Funds

Social Security under this tier include personal savings, co-operatives and credit societies, occupational pension funds and private schemes managed by employers, professional bodies, community based organizations and financial institutions. These funds are not well developed in Tanzania.

2.4 The Importance of Social Security Benefits

ILO (2008) indicates that the article 22 of the Universal Declaration of Human Rights states that, the pension benefit is a basic human right. Thus the provision of

the retirement pension benefits need not to be debated for as it is something to be offered. Kalisch and Aman (1998) note that the pension benefits provide the income support for those who are old hence no longer able to earn a sufficient livelihood for themselves. These people who have contributed to the economic and social development of the country during their working life should receive economic benefits in retirement from the collective resources of the community.

Pension benefits are also a significant contributor to economic activity in most of countries. The changes in the level of expenditure have immediate impact on domestic consumption pattern and financial well - being of older people (Msalangi, 1997). Additionally, Park (2011) indicates that the old-age benefit serves as a catalyst for health care reform as both the pension income and health care are vital components of the well-being of the retirees. He suggests for a comprehensive policy package for the elderly so as to provide adequate income along with affordable health care. It can be seen, from these literatures that the provision of adequate pension benefits will help the retirees to solve their basic human needs hence protect them from both absolute and relative poverty. The main focus of this study is to assess the adequacy and efficiency of the process of obtaining this income.

Gruat (1997) provides the objectives assigned to social security schemes as;

- i) Guaranteed and universal access to health care services.
- ii) Guaranteed basic resources.
- iii) Guaranteed social insertion or re- insertion.

iv) Guaranteed and adequate replacement of lost income

These objectives are relatively flexible as to how to achieve them. The good thing about these objectives is that, they put forward the basic guidelines on pension income (benefits), which features should be taken into account when planning for this particular pension benefits.

Holzman and Hinz (2001) reveal that the main reason remove for the existence of the social security scheme is the provision of basic income security and poverty alleviation especially to retired people. Thus, the pension benefit is significant to the reduction of the retired poverty as the most retired people depend on it for that particular purpose. Alliance global investors (2007) as quoted by Njuguna (2010) notes that 75% of the elderly population rely on pension income, while 82% of the retiree in USA depend on the pension benefits. Kakwani, Sun and Hinz (2006) indicate that 68% of the total income of retirees emanates from pension benefits.

In sub-Saharan Africa 85% of retired people lives in abject poverty as less than 5% of the labor force is covered under the formal social security schemes (Njuguma, 2010). In particular, more than 74% of retirees in Tanzania depend on the pension benefits as a major source of income to sustain daily living (Dau, 2006). From the literature, therefore, the development of social security funds is very important for the betterment of the older but retired people who have no energy to work anymore as well as for the benefit of the society at large.

Moreover, Stewart and Yemo (2009) insists that, pension benefits reduce government expenditure on the Pay as You Go (PAYGO) pension systems which in turn the saved funds can be directed to other uses. This has helped, also, to reduce the fiscal burden due to the PAYGO on the population and avoid the future generation from the burden as the retirees will be paid based on what they have contributed in addition to their employee's shares (Stewart & Yemo, 2009).

2.5 The Efficiency and Challenges Facing Social Security Funds in Tanzania

According to Mchomvu, Tungazara and Maghimbi (2002), social security funds do not provide adequate social protection to members, thus leaving members in poverty when faced with various contingencies. The poor rely on social security funds which serve them only inadequately. In order to resolve this there is a need to understand the social security needs of different categories of poor people in Tanzania, the sources and types of risks confronting the poor and the different arrangements and strategies for risk reduction, mitigation and coping used by individuals and the government. In order to have a real picture of the inequities in the distribution of resources and incomes in contemporary Tanzania, we must understand the extent of redistribution across generations and within a generation in both conventional and non-conventional social security funds and programmes. The authors explain well the situation on the security funds in Tanzania but their work bases much on social perspectives of the social security schemes and how insufficient it is to take care of the beneficiaries who expect much from social security funds and programmes and end up in total poverty. On the other hand the authors' work falls short to narrate the

legal position of the payment of the retirement benefit to beneficiaries immediately upon their retirement.

The objective of most social security funds, as Gaya (2011) notes, is to provide access to health care and income security, i.e. minimum income for those in need and a reasonable replacement income for those who have contributed in proportion to their level of income. The Income Security Recommendation 1944, (No. 67) for instance, focuses on compulsory national social insurance schemes, which in principle also covers the self-employed, and provides for social assistance.

Furthermore, the International Covenant on Economic, Social and Cultural Rights, 1966, recognizes “the right of everyone to have access to social security, including social insurance” (under article 9). It goes without saying that the practical implementation of this right requires a major undertaking by the state and the community. Moreover the ILO’s social security conventions recognize that in practice the ideal may be difficult to attain. These alternatives are intended to facilitate ratification of the conventions by countries, whatever type of social security system they may have. Later Conventions such as the Invalidity, Old-Age and Survivors’ Benefits Convention, 1967 (No. 128), contain more exacting standards, but provide a similar choice.

Basing on the wonderful work by Gaya (2011) in narrating the articles, challenges and the required law from the national and international convection, she has made a touch on different spheres of the social security schemes but was not able to clearly

identify and specifically deal in depth with the issue of time limitation within which benefits to the beneficiaries have to be paid and see if the same has any legal consequences on the part of the beneficiaries or a mere inefficient human resources practices an issue that this study deals with in-depth.

Moreover, Ngotezi (2010) has made a key point on the issue of delays in payment of retirement benefits by making an allegation that it is because the funds are invested in unviable projects, and even lent to non-members of the schemes. The author however did not attempt to dwell his discussion on whether there is a law providing for time limitation that restricts and controls the free hand of these schemes in investing schemes' funds into unviable projects. The issue of human resources practices and the effect of the same on the delayed payment were not discussed by the author. This oversight is of significance and this study has tried to seek answers to address that particular aspect as well.

Moreover, Barya (2011) summarizes the issue by pointing out that the Tanzanian social security system, has three major constituent sources one being the constitution, the policy and the various laws. The constitution promises a socialist society, and a non-exploitative one, although the social security promises therein are not justifiable. Secondly, the policy on social security, put in place in 2003, has a clear vision of what should constitute social security and broader social protection but the laws in place before the policy were adopted have hardly been changed or repealed to reflect or attempt to implement the social security policy positions. Thus, the social security system actually in place, to some extent, contradicts the social

security policy and ideals. The author summarizes in great deal as he specifically points out that the problems arise within the laws as the policy is clearly put its position, but the laws contradict the good aims of the policy. However the author was not able to explain clearly the provision of the laws that actually contradicts the good aim of the policy and how these laws favors or disfavor human resources practices.

2.6 Human Resources Management Practices: An Overview

Human resources management entails a carefully planned and executed process of developing and tapping the potentials and talents of the people in an organization in order to attain the maximum performance based on the goals set by the organization. It involves the management of the human resources required by the organization as well as being certain that human resources is acquired and maintained for purposes of promoting the organization's vision, strategy and objectives (Nassazi, 2013). This can be realized in terms of better work and the achieved results for the self – fulfillment and satisfaction of employees themselves as well as the targeted benefits of the organization (Sagimo, 2002).

In order for human resources management to achieve its organizational goal, managers should perform a number of basic functions which forms what is basically referred to as human resources practices. Different literatures have classified these practices differently although they all serve the same purposes of making the available workforce effective enough to attain maximum productivity. However, this study applies the definition by Redman and Mathews (1998) who defines the key human resources management practices bundle to include: recruitment and selection;

compensation and benefits; training and development; performance appraisal and job design. Of these, the first four practices will be discussed and analyzed in this study to determine their impact on organizational performance.

2.6.1 Recruitment and Selection

Recruitment and selection are one of the vital functions of human resources management. It is defined as a process of finding, assessing and having the right people in the right job. According to Jain and Saakshi (2005), recruitment and selection refers to process of searching the applicants for employment and encouraging potential candidates to apply for jobs. The aim of recruitment and selection, as Ofori and Aryeetey (2011) states, is to get the efficient and dedicated employees that will make the organization achieve the goals at the lowest costs.

Recruitment is the development of a pool of job candidates in accordance with the human resource plan. It involves four stages which include; a review of the need to hire a new staff for unoccupied post; job analysis; job description and candidate's specifications and qualifications (Carrol *et al.*, 1999). During this process, efforts are made to inform the applicants fully about the qualifications required to perform the job and the career opportunities the organization can offer its employees.

Selection is the process of choosing the most suitable applicants from the pool of applicants recruited to fill the relevant job vacancy (Dessler, 2007). Selection, as Saddam and Mansor (2015) notes, can be seen as a process of rejection as it rejects a good number of applicants and selects only few applicants to fill the vacancy. It has

both positive and negative functions in an effort to get the right person to the right job so as to enhance organization's productivity at lowest possible cost. Successful employee selection decisions are the foundation of any organizations' success.

There a good number of literatures which provides the positive relationship between recruitment and selection function with organization performance. According to Henry and Temtime (2009), the organization's performance usually relates to the people who work in it. This means that organizations need to recruit and select employees who are competent enough to make it able achieve its business goals. Thus, in order to have the best impact on performance, recruitment and selection of certain types of workers should match to organization's business strategy.

2.6.2 Staff Training and Development

Staff training and development refers to a continuing process right from the initial induction at entry, through education and training in specific skills, to securing of maximum effectiveness in managerial and senior administrative positions. It aims at equipping employees to perform competently in their present and future jobs so as to raise the efficiency and effectiveness and the organization as well as their own job satisfaction (Sagimo, 2002). Training takes place all the time a person is at work; thus it may be systematic or unsystematic in nature.

Training is one of the vital human resources activities in the organization. It helps the organization to achieve its intended goals. Training and development provides the opportunity to the organization to adjust itself and be able to compete in the market,

advance employees skills, be innovative, develop, enhance employees' safety as well as expanding business so as to attain the substantial market share (Salas *et al.*, 2012). Thus, it is argued that for any organization to strive to compete in the global economy, it must invest much on training to attain skills, knowledge and motivation differentiation of the workforce which in turn increase performance (Aguinis & Kraiger, 2009).

According to Sagimo (2002), training and development is very important to the organization. The benefits of training and development include: improved job performance, less supervision, reduced labour turnover and increased customer turnover. This is in line with the study by Della – Torre and Solari (2013) who states that the perceived employee and organizational performance are positively related to effective training and development practices.

2.6.3 Compensation and Benefit System

Compensation is described as either base pay or variable pay. Base pay is tied to the value of the job to the Organization basing on the market value as well as the specific expertise required to perform such job. Variable pay, as Puwanenthiren (2011), reveals, is based on performance of the employee in the role which includes achieving the targets set. These are the bonuses which are paid subject to performance.

Benefits refer to the form of value other than payments that are provided to employees for their contribution to the growth of the Organisation. Sagimo (2002),

states that, there are two categories of benefits namely; tangible and intangible benefits. The former include contributions to the social security funds, life insurance, leave allowances, employee stock ownership plans and bonuses to mention but a few. The intangible benefits include such a thing like appreciation from the boss, likelihood for promotion and the like.

According to Oladejo and Oluwaseun (2014), the objective of the organization's compensation and benefit plan should be to retain the most valuable employees. The benefits plan need to be done in such a way that the more valuable employees will be left with the feeling of satisfaction. This can satisfactorily be done on competitive base subject to individual work performance. Job satisfaction correlates positively with customer satisfaction. Employees who are satisfied with their job will provide better service to customers hence customer satisfaction will increase, from this sales will increase (Maxham, 2003).

Hameedet *al.*, (2014) insists that, compensation and benefit packages increases the human resources outcomes which in turn increases performance, satisfaction and productivity. When compensation is attached to employee performance, good quality and quantity of work is done (Ivancevch&Glueck, 1989). The real organization performance comes from employees' willingness to use their creativity to improve the productivity. Thus, it is advantageous to the organization to design the compensation and benefit policy which enhances employees' innovative behavior on voluntary bases to raise the required performance in order to achieve the intended goal.

2.6.4 Performance Appraisal Management

Performance appraisal is a control practice which involves assessing employee success in performing assigned tasks or meeting the goals of the organization over a period of time. It is the desirable way for the employee to get feedback on his/her job performance in which one is made aware of his/her strengths, weaknesses and potentials through which the corrective measures can be made to overcome challenges thereof (Sagimo, 2002). Performance appraisal need to be well planned so as to be able to knowing how each individual employee is doing in performing his/her tasks.

There are, according to Obisi (2011), three types of performance appraisal. These are:

2.6.4.1 Confidential Appraisal

Refers to the appraisal in which the individual employee is not involved in the appraisal process and the results are not communicated to the person appraised at all;

2.6.4.2 Open Appraisal

This is an appraisal in which the individual employee is totally involved in the appraisal exercise and the results given. The strengths, weaknesses, contributions and failures are discussed with employee during the appraisal exercise. This type of appraisal reveals and creates self-awareness of employee, becomes more reflective and objective about him/her and future planning from which the targets and activities are set; and

2.6.4.3 Semi Open and Semi Confidential Appraisal

In this appraisal the process is made open in the preliminary stages by involving the employee, but later confidentiality is involved by not giving feedback to the individual worker.

According to Akinbowale (2013) the primary goal in their performance appraisal system is threefold. They include:

2.6.4.4 Individual Evaluation and Motivation

Performance appraisal frequently serves as the basis for the regular evaluation of the performance of members of the organization. The employee is judged to be competent or incompetent, effective or ineffective, promotable or not, and so on, this is based upon the information generated by the performance or appraisal system. With particular emphasis on employee's motivation, they further attempt to influence the motivation and future performance of their members by tying the administration of various rewards, such as salary increases and promotions to the ratings generated by the appraisal system.

2.6.4.5 Individual Development

In addition to serving as a basis for the administration of organizational reward and punishments, the information generated by an appraisal system can also be employed to facilitate the personal development of organizational members. Sound appraisal system can generate valid information regarding the areas of personal strength and weakness of individual employees. With respect to this, if such information is fed

back to individuals in a clear, unambiguous and non-threatening manner, the information can serve two valuable purposes. First, if the information indicates that the person is performing effectively, the feedback process itself can reinforce and reward the employee by increasing feelings of self-esteem and personal competence. Secondly, if the information identifies an area of weakness, this can serve to stimulate a process of training and development in order to overcome the weakness identified.

2.6.4.6 Organizational Planning

Besides providing the basis for the evaluation motivation, and development of individual organization members, effective performance appraisal system generates information that can be of significant value to the organization in planning its future human resources needs and policies. It generates information that permits the organization to assess the state of its human capital and plan its recruiting, staffing and development policies, in an informed, systematic and rational manner. To ignore individuals in the review process is to ignore a major input in the achievement of organizational outcomes (Cameron, 2008). The organizations that perform well are a reflection of the efforts and successes of their staff. Recognizing these efforts and appropriately praising them is imperative for organizational success. This is, as Burnas (2002) reveals, the basic purpose of performance appraisal.

2.7 Theories on Human Resources Practices and Organizational Performance

This study uses the resources based view (RBV) theory in its analysis. This theory has been used for achieving the competitive advantage by the organizations. The

theory emerged in 1980's and 1990's after the recommendable works by Wernefelt (1994). The resource based view theory asserts that the organizational resources play a critical role in its performance. This is due to the ability of such resources to provide the strategic competitive advantage to the organization which cannot be adopted by its competitors in the market (Akio, 2005). According to Peteraf and Bergen (2002), the organization success in the market depends much on their resources and capabilities which are the main source of their distinctive performance. However for the resources and capabilities of the firm to provide the distinct competitive advantage to the organization, they should pass four characteristics. These are according to Huselid (1995) as supported by Yanzhu (2010) the resources can provide the distinctive competitive advantage if;

- i) They add value to the organization
- ii) The resource is rare
- iii) Cannot be imitable easily and
- iv) The resource must not be subject to technological replacement.

Most literatures and various researchers contend that human resources have all four characteristics. For example the work by Rose and Kumar (2006), Gomage (2007), Yasmin (2008) as well as Yanzhu (2010) and recently by Byremo (2015) has recognized human resources to be the source of competitive advantage of the organization. The main problem comes on how the human resources are attained, developed and maintained. This brings in the role of the work of human resources management practices.

According to Arthur (1994), certain human resources practices that focus on developing employee commitment such as decentralized decision making, comprehensive training, salaries compensation and employee participation generate higher performance. However the human resources practice that deal with control efficiency as well as the reduction of employees' skills and discretion of the results into increased turn over and poor performance. In support this, Huselid (1995) asserts that when firm invests in human resources activities such as incentive compensation, selective staffing and employee participation it attains lower turnover greater productivity and increases general organization performance. The results mentioned can be obtained when the firm invests on employees skills development through various training which matches with the overall organizational strategy and motivational.

This study therefore aims at generally assessing the impact of the practices on social security funds performances. It will focus on the practices at the national social security fund (NSSF) in Tanzania. In general but Morogoro region in particular the practices such as staffing, training and development compensational benefits as well as performance appraisal will be critically assessed.

2.8 Empirical Literature Review on Human Resources Management Practices and Performance

Many studies have been made to find out the impact of various human resources practices on organization performance either singly or in combination. The studies, in most cases, show that the human resources practices help the organizations to

perform to a specific level. The performance of the organization depends on various factors including the availability of resources which may be financial, physical or human in nature. However the first two resources have to be acted upon by the last resource for them to be productive.

An empirical study of training and development as a tool for organizational performance: A case study of selected banks in Nigeria done by Gunu *et al.* (2013) indicates that there is a positive correlation between human resources practices and organizational performance. The result in the coefficient table however, indicated that only three variables were significant: organizational commitment to Training and Development, frequency of Training and Development and reward for best performance. The study Primary data were used for the study, which were generated through the use of questionnaires. The study which used a sample of 395 respondents from a population of 35,386 from the five banks and adopting case study concluded that for training and development to have significant impact on organizational performance, employees need to be motivated during training programs. The study recommends that banks should introduce reward system for outstanding performance so as to motivate employees to always put in their best during each training session.

The study by Tan and Nasurdin (2011) on human resource management practices and organizational innovation in which the mediating role of knowledge management effectiveness was assessed found that the human resources practices, generally, have a positive effect on organizational innovation. Specifically, the findings indicate that training was positively related to three dimensions of

organizational innovation (product innovation, process innovation, and administrative innovation). Performance appraisal also found to have a positive effect on administrative innovation. Additionally, this study also demonstrates that training and performance appraisal, are positively related to knowledge management effectiveness. Knowledge management effectiveness fully mediates the relationship between training and process innovation, training and administrative innovation, and performance appraisal and administrative innovation.

The study to determine how compensation and reward influences performance of employees at Nakuru County Government was done by Njoroge and Kwasira in the year 2015. In this study which adopted a descriptive research design carried out within the 11 sub-counties in Nakuru County found that there is a strong relationship between compensation and reward on employee performance in the county government of Nakuru. The researcher therefore recommended training needs and other non monetary rewards practices in order to enhance employee performance.

According to Maina (2015) who conducted a study to analyze the impact of performance management system on employee performance in food and agricultural organization found that performance management is crucial on organizational performance. The study which adopted a descriptive research design indicates that employees feel there is a great need for a performance management system in FAO. The system should have inputs from the staff members through staff involvement, it should have fair monitoring structures and reward staff who are high performers. It should also have stronger emphasis on proper communication and reporting. The

study concludes that the perception of employees towards performance management practices is very critical in all organizations as this motivates them to achieve the goals set by the organization and the respondents pointed out to the various aspects of performance management practices in line with the planning and employee expectation, observing performance management practices, developing the capacity of performance management practices to perform and evaluate performance management practices which are crucial to managing the output given by the employees.

The study to determine whether a relationship exists between rewards system and employee performance in selected Commercial Banks in Awka Metropolis was done by Chijioke and Chinedu (2015). More specifically, the study which adopted the case study design as well as qualitative and quantitative research approaches, intended to address the relationship between intrinsic and extrinsic rewards on employee performance. The empirical results indicated the presence of a relationship between rewards and employee performance and that there is a significant difference on the effects of intrinsic and extrinsic rewards on employee performance. The significant difference arises from the fact that intrinsic rewards increase performance of employees and can sustain it over time. While extrinsic rewards like premium salaries, office space and the like, can attract employees to an organization but cannot keep them for a long time leading to high employee turnover.

Furthermore, the study to assess the impact of recruitment practices on the organization performance in the hospitality industry in Abuja was done by Abomeh

and Blessing in 2013. The study employed two paradigms which are positivist (quantitative) and interpretive (qualitative) as well as descriptive survey design. Data were collected from twelve hospitality organizational units cutting across directors, managers, and supervisors, through a survey questionnaire carried out in hospitality facilities made of four numbers each of the three different grade of the hospitality industry in Nigeria (five star, three, one). The result of the findings revealed that recruitment and selection practices have significant effects on the performance of hospitality business. It recommends that hospitality business must adhere to keeping good staff, gain employee and guest/customers loyalty that improve their market share; this can be achieved through the employment of best human resources practices in employee recruitment and selection.

2.9 Research Gap

The existing studies have indicated how human resources practices contribute to organizations performance in different sectors of the economy. From the empirical studies reviewed on human resources practices in different dimensions, there is little, if any, evidence relating to Social Security Fund in Tanzania, particularly in Morogoro region. Thus there is a need the study to be done to show how human resources practices are interlinked with performance in the sector thereby assessing various practices including recruitment and selection, training and development, compensation and benefits as well as performance appraisal.

2.10 Conceptual Framework

The study employs the modified conceptual framework by Cania (2014) in which the

connectivity between human resources management practices and performance is given. In the framework, it is asserted that the development of human resources strategy comes from the overall business strategy of the organization. This is due to the fact that, the formulation of the business strategy should consider competences of employees, how they are motivated, the type of specific skills and knowledge they possess. Thus, the success of any business strategy is as a result of integration of employees, their expectations and other factors that influence both internal and internal environment of the organization. It is easier, therefore, to track the human resources strategy with human resources practices whose effectiveness provides the required outcomes including employees' competence, commitment and flexibility. These and related others, become the basis for which the National Social Security Fund (NSSF) enhances its performance. The performance includes: provision quality social security services, investment, and development of new services, employee attraction, trustful relationships, increased market share and goal setting (Shaheen, Naqvi & Khan, 2013).

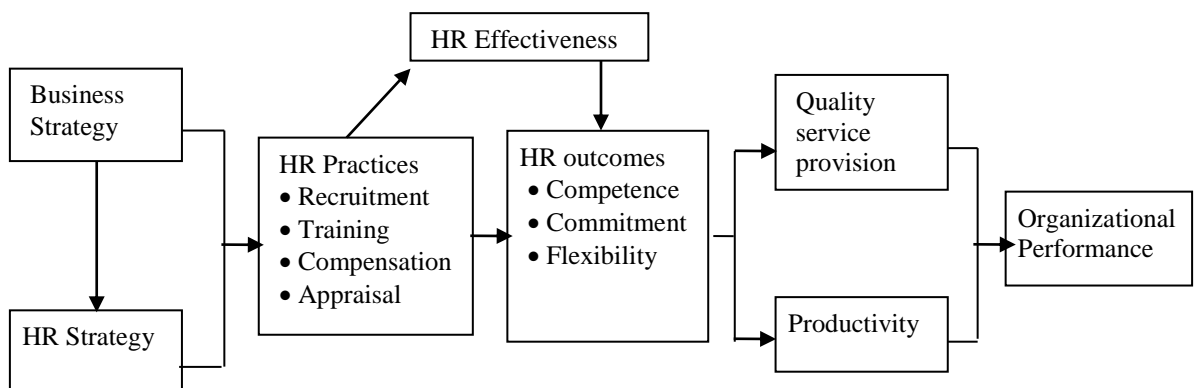


Figure 2.2: Conceptual Framework

Source: Cania (2014)

CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction

This chapter gives the methodology and research tools which were applied during the research process. It provides the description of the study area, the study design, the population and the sample of the study and the sampling techniques. The chapter, also, presents the data collection techniques, units of inquiry, data analysis plan and ethical procedures.

3.2 Description of the Study Area

This study was done in Morogoro Region. The area covers 531 square Kilometers which is about 0.75% of the total area of Morogoro region. It is between 4.5 latitudes in South and 37.4000 Longitudes in the West. It is bordered to the East and South by Morogoro Rural District and to the North and West by Mvomero District. According to national censor of 2012, Morogoro Municipal has a population of about 315,866 people out of which 159,116 are women and 156,750 are men. The economic activities in the municipal which are both formal and informal in nature include: commerce and industries, agriculture, small scale production and service provision. The area is chosen due to the possibility of getting the required data at a reasonable cost of time and fund as the research has been living and working in the region for about three years now.

3.3 Study Design

This study adopted a case study research design to collect data. A case study is the in

– depth examination of a single instance of some social phenomenon such as community group, a village or a family (Babbie, 2004). The method is known for its simplicity, flexibility and capacity to collect qualitative data for research (Mugenda & Mugenda, 2003). The case study, as Msabila and Nalaila (2013) notes, is a holistic empirical inquiry used to gain an in–depth understanding of a contemporary phenomenon in its real life context. Case study approach is likely to reflect the bias of the researcher who is the primary instrument of research design, data collection and analysis. However, bias is not restricted to this method (Yin, 1999).

Also, the study employed both qualitative and quantitative research approaches. The qualitative approach aims at sharing the theoretical assumptions of the interpretative paradigm basing on the notion that social security is created and sustained through the subjective experience of people involved (Msabila & Nalaila, 2013). According to Kothari (2004) quantitative approach attempts to accurately describe, decode and interpret the meanings of phenomena accruing in their normal social contexts.

3.4 Study Population and Sample Size

3.4.1 Study Population

The population of the study included 48 NSSF employees who currently are working at Morogoro region in which 30(62.51%) are workers at the regional headquarters, 07(14.58%) Kidatu District, 07(14.58%) Ifakara District and 04(08.33%) Kilosa center.

3.4.2 The Sample Size

Sample is defined as specimen or part of the study population which is drawn to

show that the rest is alike (Ndunguru, 2007). The information obtained from the sample is used to characterize the population. Thus, the sample is supposed to be a representative of the entire population. According to Best and Kahn (1998), there is no sample size which is the best over the others. Any sample can be acceptable depending on the intention of the study. The sample size, as Leady (1980) puts, depends on such factors as the purpose of the study, research design, data collection methods and the nature of the study population available for the particular research problem. Sampling is important as it helps to reduce costs of the study, time management as well as simplifying research process logistical issues. This study used a total of 32 respondents in which 22(68.75%) were from NSSF Morogoro regional headquarters, 04(12.50%) from Kidatu, 03(09.75%) and 03(09.75%) from Kilosa.

3.5 Sampling Procedures

The study used purposive and stratified sampling techniques. The purposive sampling entails the method in which a respondent is selected deliberately basing on specific qualities one holds. The stratified random sampling, as Kothari (2009) reveals, involves selecting respondents from their groups of interest (strata) randomly and in each group each element/respondent has equal chances of being selected in the representative sample of the population.

The purposive sampling was used to sample the NSSF Chief Regional Manager (CRM) and the Senior Administration Officer (SAO). The stratified random sampling method was used to sample 30 employees from their respective working

center where each center was regarded as a separate stratum. In each center the employee were assigned a special number on a piece of paper then folded and put in the box and one of the employees asked to pick a specified number. The picked number who had specific names were approached and given questionnaires to fill for data collection.

3.6 Data Collection Techniques

The study employed a combination of techniques which include: questionnaire, interview and documentary review techniques.

3.6.1 Primary Data

The collection of primary data involved the following:

3.6.1.1 Questionnaire

The questionnaires were used to collect primary data from employees. The instrument was used to collect information set in line with the specific objectives of the study. According to White (1999), questionnaire is most suitable as it can be used to collect huge information in a reasonable time. The instrument which contained both closed and open ended questions removes ambiguities and exerts less pressure on the respondents such that one does not become tired or bored easily. Questionnaire responses are easy to analyze.

3.6.1.2 Interview

These are set of questions structured to collect information through oral or verbal communications between the researcher and respondents (Kothari, 2004). The

method was used to collect primary data from NSSF Chief Regional Manager and the Senior Administration Officer. The interview process was done via face to face modes in a structured manner. The major advantages of interview method is that the interviewer can clarify questions which seem to be unclear as well as asking respondents to give more details on answers to the questions that are particularly important (Frankel and Wallen, 1993). However, interview has a disadvantage of being researcher biased and time consuming. Also, the method may produce different responses which may be difficult to make comparisons between responses and may be difficult to interpret the data collected especially if the interview is unstructured.

3.6.2 Secondary Data

The secondary data were obtained through documentary analysis. It involves the perusal of the important documents to collect data (Best and Kahn, 1998). The study reviewed documents such as staff attendance and employment records. The data obtained from this method supplemented the information obtained from other instruments.

3.7 Data Analysis

The data collected by the instruments were both qualitative and quantitative in nature. The quantitative data were categorized, coded and analyzed according to the research specific objectives and research questions so that the frequencies and percentages of respondents could be tabulated and calculated using the Statistical Package for Social Sciences (SPSS) software for easy interpretation. The qualitative

data were analyzed using content analysis based on research themes as per research objectives.

3.8 Ethical Consideration

The research clearance to carry out the study was obtained from The Open University of Tanzania from the Directorate of Postgraduate Studies. This helped to seek permission from the Regional Administrative Secretary (RAS) of Morogoro region to undertake the research process. In each data collection center, the researcher met the authority as well as respondents to explain about the study, its purpose and significance to allow free participation in data collection process. The information given by respondents was dealt with optimal confidentiality.

CHAPTER FOUR

4.0 DATA PRESENTATION, ANALYSIS AND DISCUSSION

4.1 Introduction

This chapter gives the general descriptions, observations, research findings and discussions of the collected data. It provides the demographic composition of respondents, Specific objectives findings as well as general findings on the impact of human resources practices on organization's performance; a case of NSSF Morogoro Region.

4.2 4.2 Demographic Composition of Respondents

The demographic information of respondents is important in understanding the funeral characteristics of the research population under the study. It includes gender, Age, Education Level, working experience and the marital status of the respondents used in this study. This study used a sample of 32 respondents out of which 22(68.75%) are from the NSSF Regional Headquarters in Morogoro Municipal 04(12.50%) from Kidatu, 03(09.75%) from Ifakara and 03(09.75%) from Kilosa offices. Out of these 02(06.25%) were the Chief Regional Manager (CRM) and the Senior Administration Officer (SAO), whereas 30(93.75%) were workers in various departments at headquarters, district offices and centers. Both CRM and SAO provided data through interview guide. But others who are workers responded by filling the questionnaires.

Table 4.1: Sample Composition of the Study

| S/N | Office | Number | Percentage |
|--------------|-----------------------|---------------|-------------------|
| 1 | Morogoro Headquarters | 22 | 68.75% |
| 2 | Kidatu | 04 | 12.50% |
| 3 | Ifakara | 03 | 09.75% |
| 4 | Kilosa | 03 | 09.75% |
| TOTAL | | 32 | 100% |

Source: Field Data (2018)

Out of 30(93.75%) of respondents who filled questionnaires, 06(20.00%) were male and 24(80.00%) were females. This shows that NSSF is an equal opportunity employer, does not employ workers basing on fender bias but on one's qualifications per job specifications. Women are given opportunities to show their expertise although in leadership they are still under.

Table 4.2: Gender Composition

| Gender | Frequency | Percent |
|---------------|------------------|----------------|
| Male | 6 | 20.0 |
| Female | 24 | 80.0 |
| Total | 30 | 100.0 |

Source: Field Data (2018)

The respondents were of different age group. They varied from 26- 30 years to 46 – 50 years. The analysis of questionnaire shows that out of 30 respondents who filled them 05(16.67%) were of 31- 35 years whereas 08(26.67%) were of the age group 36 – 40 years and 06 (20.00%) were of age group 46 – 50 years. These who were interviewed had ages within this range.

Table 4.3: Ages of Respondents

| Ages | Frequency | Percent |
|--------------|------------------|----------------|
| 26-30 years | 05 | 16.7 |
| 31-35 years | 11 | 36.7 |
| 36-40 years | 08 | 26.7 |
| 46-50 years | 06 | 20.0 |
| Total | 30 | 100.0 |

Source: Field Data (2018)

The above age groups suggest that the employees at NSSF have substantial work experience. The respondents who filled questionnaire show that of 07(23.33%) had worked for NSSF less than 5years, 14(46.67%) had worked for 6-10 years, only as 03(10.00%) had worked for 11- 15 years and 06(20.00%) had worked for 16 – 20 years. From these it can be seen that most of employees have worked for the Fund not less than six years continuously. This implies that human resources practices help employees to stay longer hence productive.

Table 4.4: Working Experience of Respondents

| Responses | Frequency | Percent |
|------------------|------------------|----------------|
| Below 5 years | 07 | 23.3 |
| 6-10 years | 14 | 46.7 |
| 11-15 years | 03 | 10.0 |
| 16-20 years | 06 | 20.0 |
| Total | 30 | 100.0 |

Source: Field Data (2018)

In case of Educational level, 06(20.00%) had below Diploma, 12(40.00%) have bachelor degrees and 10(33.33%) possess master degrees.

Table 4.5: Educational Level of Respondents

| Educational Level | Frequency | Percent |
|--------------------------|------------------|----------------|
| Below Diploma | 6 | 20.0 |
| Diploma | 2 | 6.7 |
| Bachelor Degree | 12 | 40.0 |
| Masters | 10 | 33.3 |
| Total | 30 | 100.0 |

Source: Field Data (2018)

The analysis of the Marital Status of the respondents show that only 05(16.67%) of them were single and 25(83.33%) were all married.

Table 4.6: Marital Status of Respondents

| Status | Frequency | Percent |
|---------------|------------------|----------------|
| Single | 05 | 16.7 |
| Married | 25 | 83.3 |
| Total | 30 | 100.0 |

Source: Field Data (2018)

4.3 Specific Findings on Specific Research Objectives

This section provides the analysis and discussion of the empirical findings basing on specific objectives and their relevant research questions. The data were collected using questionnaire, interview and documentary analysis. The methods helped to obtain both primary and secondary data which were both qualitative and quantitative in nature. The analysis was done using the Statistical Package for Social Sciences (SPSS) Software. The qualitative data were subject to the content analysis so as to obtain the meaning from such data basing on research themes.

The study was motivated by the fact that despite the significant success of the National Social Security Fund (NSSF) which includes: economic investments and social security benefits provided to people along with social development, the role of the Human Resources practices still receives minimal recognition in studies. This follows the reality that, although NSSF has utilized different resources to attain the present success, the contribution of employees under human resources directorate cannot be underestimated. Thus this studying tries to recognize the contribution of human resources practices on performance of the fund.

The general objectives of this study was to assess the impact of Human Resources Practices on National Social Security Fund (NSSF) performance in Tanzania; a case of NSSF Morogoro Region. The study addresses four Human Resources Practices which are: Recruitment and Selection, staff training and development; Compensation and benefits as well as performance Appraisal.

The first specific objective of the study was “to assess the extent to which recruitment and selection enhances performance of NSSF in Morogoro Region and its corresponding research question was” to what extent does recruitment and selection enhances NSSF performance at NSSF Morogoro Region?” From these it was found that recruitment and selection have inspection NSSF performance. This follows the study by Cania (2014) who states that recruitment and selection helps the organization to attain employees with proper skills, knowledge and competencies which will make it realize organizational performance.

In order to obtain the required staff, NSSF uses various methods which include advertising the vacant posts in various media. This was revealed by the respondents when responding to the question which required to knowing the recruitment methods used by NSSF. From these 15(50.00%) stated advertisement in newspaper only, but 13(43.30%) said that the advertisement via newspaper and internet is used while 02(06.70%) were of the opinion that other methods were used.

Table 4.7: Recruitment Methods Used in Respondents' Organizations

| Responses | Frequency | Percent |
|---------------------------------------|------------------|----------------|
| Advertisement in newspaper | 15 | 50.0 |
| Advertisement in newspaper & Internet | 13 | 43.3 |
| All of the above | 02 | 06.7 |
| Total | 30 | 100.0 |

Source: Field Data (2018)

After advertising through media, the selection procedures follow. The use of both aptitude test and personal interview are used to select the required staff for employment. When responding to the question which required to knowing the selection procedures/ method used by NSSF, 19(63.30%) respondents mentioned aptitude test and personal interview as the methods used for selection whereas 06(20.00%) of them stated that only aptitude test is used and 05(16.70%) said other methods apart from aptitude and personal interview are used.

Table 4.8: Selection Procedures Used in Respondents' Organizations

| Responses | Frequency | Percent |
|------------------------------------|------------------|----------------|
| Aptitude test | 06 | 20.0 |
| Aptitude test & personal interview | 19 | 63.3 |
| All of the above | 05 | 16.7 |
| Total | 30 | 100.0 |

Source: Field Data (2018)

The study further revealed that most of selected staff employees after all recruitment and selection process do join NSSF for employment tenure this was revealed by the respondents when responding to the question which required to knowing whether there are potential employees who do not join the organization after selection in their responses, 16(53.3%) of them states that some of the selected potential employees do not join the Organization. It is evident that it may occur a person after selection demies to join a certain organization. This may be due to the fact that during the recruitment and selection process, other people are engaged with other similar processes, thus, if to some extent, the selection delays it is possible other employees to be employed by other organizations. This makes either the recruitment and selection process to be repeated or the candidate in a reserve list to be taken for replacement.

Table 4.9: Responses on Whether All Selected Recruits Join NSSF or Not

| Responses | Frequency | Percent |
|------------------|------------------|----------------|
| Yes | 14 | 46.7 |
| No | 16 | 53.3 |
| Total | 30 | 100.0 |

Source: Field Data (2018)

On top of newly recruited employee, the study found that there is vacancy or posting which are being filled by promotions when responding to the questions on whether there are positions which are being staffed by promotions in NSSF, all respondents agreed. When required to mention such position which are being filled by promotions, the respondents mentioned directors of various directorates, Managers, Principal Officers and Senior Officers to be the positions for promotional staffing.

Table 4.10: Responses on Whether there are Positions Staffed by Promotions

| Responses | Frequency | Percent |
|------------------|------------------|----------------|
| Yes | 30 | 100.0 |

Source: Field Data (2018)

However, The Senior Administration Officer (SAO) states that not always the case that the mentioned positions are filled by promotions from within. Sometimes when the required person with the particular expertise cannot be found within NSSF, the position will be advertised and the recruitment and selection processes take place.

“...Sometimes you find no any- employee with a certain expertise required by a certain position, it becomes necessary to go for the labour market shop for the relevant expertise” he said.

Moreover, the respondents were not conclusive on whether they are satisfied with promotions so far done within NSSF or not. This was revealed by the respondents when responding to the questions which required to knowing whether they are satisfied with promotions done. The analyses of responses show that 15(50.0%) of respondents positively responded to the question while the same number negatively responded to the question.

Table 4.11: Responses' on whether they are Satisfied with Promotions Criteria and Procedures

| Response | Frequency | Percent |
|-----------------|------------------|----------------|
| Yes | 15 | 50.0 |
| No | 15 | 50.0 |
| Total | 30 | 100.0 |

Source: Field Data (2018)

The researcher, further, wanted to know why some are not satisfied by the promotions criteria in their responses; most of them stated that there is no uniformity in the criteria used. In some departments criteria were placed to favor some people whereas in some departments they follow the general criteria for Public service which is to have the basic degree and other working experience.

“...In operation department, in order to be promoted for Senior Officer Position, for example, they say one must have Master degree, which is not the case for Accountant and other departments”. They lamented

To the surprise of the researcher, there Chief Managers with Advanced Diploma or Basic Degree. How comes Chief Manager of a certain Region to have just a Basic Degree, but for a more operational offices to be promoted to a Senior Officer is required to have a Master Degree? Here is a problem to be addresses. The researcher went further to know the reason behind but could not get the tangible answer from the Senior Administration Officer.

“...I am not aware of what is being done as promotions and staffing in general is being done at Head Office. What I know is that a basic degree is relevant for promotions plus other working qualities like experience and the like he added” he added.

Following the above responses on unfair dealings in promotions, the researcher wanted to know whether there are employees who resign and join other organizations. The responses show that 25(83.3%) agreed that employee resign and join other organizations whereas only 05(16.7%) disagreed. This implies that there is a problem with human resources practices which makes employees to lack trust with NSSF hence find life somewhere else.

Table 4.12: Responses on whether there are Employees who Resign and Join Other Organizations

| Responses | Frequency | Percent |
|------------------|------------------|----------------|
| Yes | 25 | 83.3 |
| No | 05 | 16.7 |
| Total | 30 | 100.0 |

Source: Field Data (2018)

Furthermore, the study found that NSSF Morogoro Region has deficiencies in staff. This makes the performance at the regional level to suffer hence not achieving the goals set. When responding to the question which required to knowing the status of staffing at the region, the Chief Manager NSSF- Morogoro Region said there are vacancies available and they have communicated this to the human resources directorate at the Head office in Dar es Salaam but in vain.

“...We have positions of staff which we have shortage of staff. This makes our performance to be shaky and thus be in great challenge to reach our optimal goals” She said.

The study established that one of the senior positions has been acted upon for almost a year to date. The decision making for such position cannot be effective as the

person acting in such capacity will be in fear to make mistakes which may make her/him not be thought of for promotion. This affects performance. The following table shows the staffing status at NSSF Morogoro region.

Table 4.13: Staffing Status at NSSF Morogoro Region

| | Office | Required | Available | Not Available |
|--------------|---------------|-----------------|------------------|----------------------|
| 1 | Morogoro HQ | 35 | 30 | 05 |
| 2 | Kidatu | 09 | 07 | 02 |
| 3 | Ifakara | 09 | 07 | 02 |
| 4 | Kilosa | 05 | 04 | 01 |
| Total | | 58 | 48 | 10 |

Source: Field Data (2018)

From the table above, it can be seen that the region requires 58 employees but only 48(82.8%) employees are available and 10 (17.2%) are nowhere to be seen. The work load of 10 employees is huge to be shared by the available personnel for effective performance. Thus, it is important for the regional office to do the best to overcome the burden of such shortage.

The second specific objective was “to find out the impact of staff training and development systems on NSSF performance in Morogoro region” and its corresponding research question is what are the impacts of staff training and development on NSSF performance in Morogoro Region? The study findings show that the employees at NSSF are being trained after employment. This was revealed by the respondents when responding to the question which required to knowing whether they have had any form of training since they joined NSSF. The analysis of

the findings show that 28(93.3%) of respondents responded positively to the question whereas only 02(06.75) of the negatively responded to the question. Those who seem not to have been trained may be those who are newly employed or have other reasons for not being trained.

Table 4.14: Responses on whether they have had any Form of Training Since they Joined NSSF

| Responses | Frequency | Percent |
|------------------|------------------|----------------|
| Yes | 28 | 93.3 |
| No | 02 | 06.7 |
| Total | 30 | 100.0 |

Source: Field Data (2018)

However, there was different opinion on the modality used to select employees for training. When answering the question on how they were selected to attend the training, 14(46.7%) said they were trained on joining the organization; 11(36.7%) attended the compulsory training session whereas 05(16.7%) attended training upon request.

Table 4.15: The Ways Employees are selected for Training

| Responses | Frequency | Percent |
|------------------------------|------------------|----------------|
| On joining the organization | 14 | 46.7 |
| Compulsory for all employees | 11 | 36.7 |
| Upon employee request | 5 | 16.7 |
| Total | 30 | 100.0 |

Source: Field Data (2018)

On the same issue, the Administration officer stated that internal training are conducted depending on the need of the Fund. In some cases, when a new technology or ways of doing are introduced.

“...The trainings are being conducted but when the pressing need arise. For example, when a new technology is introduced, training is very important and when new methods of dealing with standing issues are introduced” He said.

The study found that there is no specific period for the employees to undergo training. It depends on the time upon which the need arise. The responses given when the question to know whether there is specific period for which training are conducted show that 25(83.3%) of the respondents show that no specific time schedule for trainings whereas only 05(16.7%) stated that training is done once in a year.

Table 4.16: The Period Employees Undergo Training

| Responses | Frequency | Percent |
|---------------------------|------------------|----------------|
| Once in a year | 05 | 16.7 |
| No specific time schedule | 25 | 83.3 |
| Total | 30 | 100.0 |

Source: Field Data (2018)

Despite the fact that there are no specific time schedules for training, the employees admit that there is benefits of attending such trainings as they improve their performance. When responding to the question on whether training have impact but their job performance, 25(83.3%) stated that training improve their performance whereas only 05(16.7%) do not see the relevance of training on their performance.

Table 4.17: Responses Whether Training have Impact on Job Performances

| Responses | Frequency | Percent |
|------------------|------------------|----------------|
| Yes | 25 | 83.3 |
| No | 05 | 16.7 |
| Total | 30 | 100.0 |

Source: Field Data (2018)

The results above concur with the findings by Aguinis and Kraiger (2009) who found that providing extensive training to employees enhances their knowledge of their organizations operations, markets, customers, coworkers and products. This enhances productivity by creating more efficient operational capabilities and routines. In addition to that, Hatch and Dyer (2004) states that internal training of the Organization which focuses on developing knowledge specific to a particular organization is a strong determinant of productivity and profit growth.

The third specific research objective was “to examine how the compensation and benefits systems affects performance of NSSF Morogoro region; and its corresponding research question was “How compensation and benefits systems do affects performance of NSSF Morogoro region? From these the study found that the organization has salary structure. The responses on the question which wanted to know whether NSSF have a specific salary structure all respondents agreed.

Table 4.18: Responses on Whether NSSF has Salary Structure or Not

| Responses | Frequency | Percent |
|------------------|------------------|----------------|
| Yes | 30 | 100.0 |

Source: Field Data (2018)

The study, also, found that generally, there is no specific period for which the salary structure is being reviewed, when responding to the question required to knowing whether the salary structure has specific time period to be reviewed, the responses show that 22(73.3%) said no specific review period, 03(10.0%) said after four years whereas 05(16.7%) stated that the salary structure is reviewed after three years.

Table 4.19: The Period the Salary Structure is Reviewed

| Responses | Frequency | Percent |
|----------------------------|------------------|----------------|
| After three years | 5 | 16.7 |
| After four years | 3 | 10.0 |
| No specific reviews period | 22 | 73.3 |
| Total | 30 | 100.0 |

Source: Field Data (2018)

However, although there is no specific salary structure review period, the salary structure stipulates annual increments which are supposed to effect each year. This was observed by the researcher when reviewing the salary structure documents and the same was revealed by the respondents when responding to the question which required to knowing whether the salary structure has salary increment in which 24(80.0%) agreed and only 06(20.0%) disagreed. These few may be these newly recruited who might have no enough information on the salary structure of the organization.

Table 4.20: Responses on Whether the Salary Structures Indicates Annual Salary Increment

| Responses | Frequency | Percent |
|------------------|------------------|----------------|
| Yes | 24 | 80.0 |
| No | 6 | 20.0 |
| Total | 30 | 100.0 |

Source: Field Data (2018)

To the researcher's surprise, the study findings show that despite the presence of such increment in the salary structure, there is no efficient application of the same. This was revealed by the respondents when respondents when responding to the question which requires to knowing whether the increments have been efficiently effected to their salaries each year or not. The findings show that 21(70.0%) negatively responded to the question whereas only 09(30.0%) positively responded to the question. This has gone to the extent that there is no salary difference between employees who were employed in different periods with the same qualifications. For example an officer who was employed ten years ago has the same amount of salary as the officer who was employed a year ago. This is a poor human resources practices and it affects morale of employees, hence affects performance.

Table 4.21: Responses on Whether the Annual Increments are Efficiently Applied

| Responses | Frequency | Percent |
|------------------|------------------|----------------|
| Yes | 09 | 30.0 |
| No | 21 | 70.0 |
| Total | 30 | 100.0 |

Source: Field Data (2018)

Apart from salaried compensation, NSSF has a system of offering other benefit. This was revealed by the administration officer and the respondents when responding to the question which required to knowing if the organization offers other fringe benefits apart from salary.

“...NSSF offers a number of fringe benefits to the employees which increase motivation to work. These include: airtime, house allowances soft loans with zero interest rate and big loans with minimal interest rate compared to the commercial banks. These and others make people to work hard hence increase performance”. He said.

According to Grund and Westergaard (2003), compensation includes expenses such as bonuses, profit sharing, overtime and rewards that includes Monetary and Non-monetary rewards such as house rent and car facility of employees. The provision of such benefits is crucial and a source of contention in enhancing good performance of individual employee which result to overall performance of the Organization. Thus, compensation and benefits are supposed to be part of wide strategies, philosophies and processes of the particular Organization production plans.

The last, but not least specific objective was “to determine the extent to which performance appraisal enhances NSSF performance”; and its corresponding research question was” to what extent does performance appraisal enhances NSSF performance?” From these it was found that NSSF Morogoro regional office conduct performance appraisal. When responding to the question which required to knowing whether performance appraisal is conducted at their official respondents agreed.

Table 4.22: Responses on Whether NSSF Conducts Appraisal

| Responses | Frequency | Percent |
|------------------|------------------|----------------|
| Yes | 30 | 100.0 |

Source: Field Data (2018)

The performance appraisal is being done twice in a year (i.e Semi – annually). The results shows that 25(83.3%) respondents stated that the performance appraisal is done after months whereas 03(10.0%) said once in a year and only 02(06.7%) stated quarterly system. According to Nassazi (2013), performance appraisal can be conducted once, twice or even several times a year. The frequency will be determined by the organizations depending on the resource capability and what is to be evaluated with regard to organizations objectives and strategies.

Table 4.23: The Periods the Performance Appraisals are carried in a Year

| Responses | Frequency | Percent |
|------------------|------------------|----------------|
| Quarterly | 02 | 06.7 |
| After six months | 25 | 83.3 |
| Once in a year | 03 | 10.0 |
| Total | 30 | 100.0 |

Source: Field Data (2018)

Generally, the performance appraisal done at NSSF Morogoro Region is thought to have been done fairly. The research findings obtained when responding to the question whether the appraisal process is done fairly or not, 20(66.7%) respondents positively responded to the question whereas 10(33.3%) of them negatively responded to the question.

Table 4.24: Responses on Whether Appraisal is Done Fairly or Not

| Responses | Frequency | Percent |
|------------------|------------------|----------------|
| Yes | 20 | 66.7 |
| No | 10 | 33.3 |
| Total | 30 | 100.0 |

Source: Field Data (2018)

However, when asked to state the challenges ahead of performance appraisal process, the respondents pointed out biases and subjective notions to be the challenges.

“...although the appraisal process is being done fairly well, in some cases the same bosses bring in their own biases and subjective notions to victimize employees. This is a case if one is in conflicts with a boss, then the boss takes the opportunity to suppress the person” they claimed.

The same findings were obtained by Gurbuz and Dikmenli (2007) who states that, in practice, there are many possible errors or biases in the performance appraisal process. The rulers cause most of these errors which affect the objective of the appraisal.

Although there are challenges ahead of the performance appraisal process, it is generally recognized that the process, enhances employees and organization performance. When responding to the question which required to knowing whether the performance appraisal enhances performance, 23(76.7%) of respondents agreed whereas 07(23.3%) respondents disagreed, According to Selvarajan and Cloninger (2009), the effective performance appraisal system results in improving performance of employees and motivates them. However, it may act oppositely if not fairly conducted.

Table 4.25: Responses on Whether Performance Appraisal Enhances the Performance or Not

| Responses | Frequency | Percent |
|------------------|------------------|----------------|
| Yes | 23 | 76.7 |
| No | 07 | 23.3 |
| Total | 30 | 100.0 |

Source: Field Data (2018)

4.4 Chapter Summary

This chapter has given the specific research findings as per research objectives and questions. The findings show that the human resources practices within NSSF have been not to optimal level as each aspect under the study had some challenges which were not addressed. For example, recruitment and selection was not effective as still more positions are yet to be filled. In case of compensation and benefits, the salary increments which are supposed to be affected each year are not being affected. Employees training and development are not done regularly and performance appraisal is subjected to biases.

CHAPTER FIVE

5.0 SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents summary, conclusion and recommendations relevant to the to the specific findings as per specific research objectives and their corresponding research questions. Also, the recommendations for future research will be provided.

5.2 Summary

The study assessed the impacts of human Resources practices in National Social Security Fund (NSSF) in Tanzania; a case of NSSF Morogoro Region. It employed descriptive survey design in which both qualitative and quantitative approaches are applied in data collection and analysis. The study had four specific research objectives and their corresponding research questions. The objectives addressed the four human resources practices which are recruitment and selection; training and development; compensation and beneficial and performance appraisal. The research findings show that there are vacant positions which need to be filled for quite long which makes the Organization suffer as their contributions are vital. Also, promotion criteria within NSSF are not uniformed in all departments. This has brought in satisfaction and deprives performance. In case of training and development NSSF has no specific period for which training takes place. It is conducted when there is a pressing need such as when new technology being introduced or a new method of operation is introduced. The training conducted seems to benefit employees in their performance. The study, further, found that the Organization has salarystructure

which stipulates payments at various levels of workers. However although the structure show that there will be salary increment annually, the same has never been effected. This has made most of employees to have same salary payment despite their employment period different. Apart from salaried compensation, NSSF Offer other benefits such as air time, house allowance, soft loans with zero interests and big loans with minimal interest rate. Finally, the study found that performance appraisal is being conducted at NSSF on Semi – annual basis (i.e. after six months). However, although generally, the appraisal process is thought to have been conducted fairly, there is a claim of biases and subjected notions from some of bosses.

5.3 Conclusion

Basing on the introduction, literature review, research methodology and findings of this study, it is concluded that despite the fact that NSSF has succeeded in utilizing employees' knowledge and skills to reach far in its operations which has made it the leading Social Security Fund in Tanzania, the human resources directorate has not acted to the optimal level to enhance maximum employees performance. It is, therefore, the task of human resources office to embark on proper human resources practices in modern ways to trap the potentials of the workers for the betterment of the Social Security Fund.

5.4 Recommendations

Following the conclusion above, the following recommendations are hereby made in order to address the issues raised in the specific research findings:

- i) The National Social Security Fund should improve its recruitment and selection practice so as to make the staffing efficient enough to enhance performance. This can easily be done by delegating the practice to the Regional level so that recruitment process is done as per regional needs. In case of promotions the uniform criteria must be made clear to all departments and fairness is hereby recommended.
- ii) Training and development of employees is a vital practice in human resources dealings. It is therefore recommended that NSSF should have proper routine on training and development. Skills development should be made a continuous process not just to wait for a new technology. In line with this there should be the way to get feedback after training whether the previous session attained the expected results or not.
- iii) The study found that despite, NSSF having salary structure, the annual increments stipulated are not affected. This causes employees to have the same level of salary despite employment period differentials. It is, therefore, recommended that provided the increments are shown in the salary structure, they should be included in their salaries each year. This will make, for example, an employee with one year at work to be different with the one with five years at work despite their level of qualifications in the same positions, hence motivated accordingly.
- iv) Performance Appraisal done need to be improved in order to be efficient enough to eliminate bias and subjective notions. The appraisal process should be participatory. The Seminar on this is recommended so that each one involved know his/her position.

5.5 Areas for Future Research

This study assessed the impact of human resources practices on National Social Security Fund (NSSF) performance in Tanzania a case of NSSF-Morogoro region. The emphasis was on recruitment and selection compensation and benefit, training and development and performance appraisal. The study revealed issues to be addressed in an effort to improve NSSF performance through the use of employees.

The study, therefore, recommends the following areas for future research:

- i) The present study discussed only four human resources practices out of seven known practices. It is recommended that the study for the remaining practices be done to assess their applicability.
- ii) NSSF covers almost all regions in Tanzania Mainland. This study was conducted in Morogoro region only. It is recommended that the same study be done in other regions.
- iii) The future studies on human resources practices and their contributions to performance need to be done in various organizations of similar or different attributes in order to develop broader understanding of the human resources performance and employees' performance.

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APPENDICES**QUESTIONNAIRE FOR EMPLOYEE****A. PERSONAL PROFILE**

1. Gender

- Male ()
- Female ()

2. Age

- Below 25 ()
- 26 - 30 ()
- 31 – 35 ()
- 36 – 40 ()
- 41 – 45 ()
- 46 – 50 ()
- Above 50 ()

3. Education Level

- Below Diploma ()
- Diploma ()
- Bachelor Degree ()
- Masters ()
- Others (specify) ()

4. Working Experience

- Below 5 years ()
- 6- 10 years ()

- 11 – 15 years ()
- 16 – 20 years ()
- 21 – 25 years ()
- Above 25 years ()

5. Marital Status

- Single ()
- Married ()
- Divorced ()
- Widowed ()
- Separated ()

6. Department : _____

7. Position : _____

B. SPECIFIC OBJECTIVES

Staffing (Recruitment and Selection)

1. (a) In your organization, which type of recruitment is used:

- Internal recruitment ()
- External recruitment ()
- Both ()

(b) If both, when do the organizations apply:

- Internal recruitment
- External recruitment.....

2. Which recruitment method are applied: (More than one response applicable)

- Advertisement in newspapers ()
- Internet ()
- Recruitment professional bodies ()
- Employee referrals ()

3. Which selection procedures are used (More than one response applicable)

- Aptitude test ()
- Personal interview ()
- Written test ()
- Practical test ()

4. In your own opinions, why should people be employed in your organization?

5. (a) Are there employees who do not join your organization after selections?

- Yes ()
- No ()

(b) If Yes, what do you think are the reasons?

(i) _____

(ii) _____

(iii) _____

(iv) _____

(v) _____

(a) Are there positions which are staffed by promotions in your organizations?

- Yes ()
- No ()

(b) If Yes, mention these positions

- (i) _____
- (ii) _____
- (iii) _____
- (iv) _____
- (v) _____

(c) What are the general criteria for one to be promoted to the position?

(d) Are you satisfied with promotions criteria and procedures used?

- Yes ()
- No ()

Give reasons

.....

.....

.....

6. (a) Are there employees who resigns and join other organizations?

- Yes ()
- No ()

(b) If yes, what could be the reasons? (Explanations could be given)

7. In your opinions, to what extent does recruitment and selection as well as promotions done in your organization affect performance?

.....

.....

8. Are there deficiencies of staffs in your Region?

Yes ()

No ()

TRAINING AND DEVELOPMENT

1. (a) Have you had any form of training since you joined the organization?

• Yes ()

• No ()

(b) If yes, how are you selected for the training?

• On joining the organization ()

• Supervisor's recommendation ()

• Compulsory for all employees ()

• Upon employee request ()

• Performance appraisal ()

• Other (specify) ()

2. How often do you undergo training?

• Quarterly ()

• Every six months ()

• Once in a year ()

• Every two years ()

• No specific years ()

3. In any of the training you attended, which of the training methods applied?

• Lecture ()

- Demonstratives ()
- Discussions ()
- Presentations ()
- Seminar ()

4. How do you rank training methods

- Very poor ()
- Poor ()
- Average ()
- Good ()
- Very good ()
- Excellent ()

5. Do you think training have impact on your job performance?

- Yes ()
- No ()

6. What are the challenges facing training and development in your organization?

- i. _____
- ii. _____
- iii. _____
- iv. _____
- v. _____

COMPENSATION AND BENEFITS

1. (a) Does the organization have salary structure?

- Yes ()
- No ()

(b) If Yes, how often the structure is reviewed?

- After one year ()
- After two years ()
- After three years ()
- After four years ()
- No specific reviews period ()

2. (a) In the salary structure, do you have annual salary increment?

- Yes ()
- No ()

(b) If Yes, does this increment efficiently applied in your salary

- Yes ()
- No ()

(c) If No, what could be the problem?

3. How does salary structure of your organization affect employees and organization performance?

4. What are the fringe benefits given by the organization?

- i. _____
- ii. _____
- iii. _____
- iv. _____
- v. _____

5. In what ways does the fringe benefit affect employees and organization performance?

i. _____

ii. _____

iii. _____

iv. _____

PERFORMANCE APPRAISAL

1. Do you conduct performance appraisal in your organization?

• Yes ()

• No ()

2. How many times do you carry performance appraisal in a year?

• Quarterly ()

• After six months ()

• Once in a year ()

3. (a) Does performance appraisal enhance organizational performance?

• Yes ()

• No ()

(b) If Yes, how?

4. Is performance appraisal done fairly?

• Yes ()

• No ()

5. How does performance appraisal help you in your work performance?

INTERVIEW GUIDE FOR CHIEF MANAGER

1. (a) How is staffing system in your Region effective?
- (b) What are the effects of staffing on performance?
2. (a) In your Region, do you have strategic training and development program to your staff? Explain
- (b) If any, how these training and development affect performance?
3. (a) How effective is performance appraisal systems in your Organization?
- (b) How useful the performance appraisal is in employee and organization performance?
- (c) Please, elaborate the procedural processes used in performance appraisal.
4. (a) How effective is the salaried compensation and benefits structures?
- (b) In what ways does salaried compensation and benefits affects performance?
- (c) At a Regional Level, how do you motivate your employees? Is this motivation effective enough to enhance employee's performance? Explain.
5. Give causes, if any where Human resources practices have caused employees turn over in your Region.