

**THE EFFECTS OF HUMAN RESOURCE PRACTICES ON
ORGANIZATIONAL PERFORMANCE: A CASE OF MIKUMI NATIONAL
PARK IN MOROGORO REGION**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE DEGREE OF MASTER OF BUSINESS
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CERTIFICATION

The undersigned certifies that, he has read and hereby recommends for acceptance by the Open University of Tanzania a dissertation titled: “The Effects of Human Resources Management Practices on Organizational Performance. A case of Mikumi National Park in Morogoro Region” in partial fulfillment of the requirements for the Degree of Masters Business Administration (MBA) Department of Accounting and Finance of the Open University of Tanzania.

.....

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.....

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DECLARATION

I, **Mapunda Chifuno Philip**, declare that, the work presented in this dissertation is original. It has never been presented to any other University or Institution. Where other people's works have been used, references have been provided. It is in this regard that I declare this work as originally mine. It is hereby presented in partial fulfillment of the requirement for the Degree of Master of Business Administration (MBA).

.....

Signature

.....

Date

DEDICATION

I would like to dedicate my work to my beloved parents, my husband and my children. Their support, encouragement, and constant love have sustained me throughout my life.

ACKNOWLEDGEMENT

I personally would like to extend my special gratitude in the first place to Almighty God for giving me good health, strength, ability and his sustaining support to successfully undertake this study. Should my heartfelt thanks giving goes to Dr. Saganga Kapaya, my research supervisor, for his kindness, understanding and professional guidance and encouragement and who has shown confidence in me. There are people in everyone's lives who make success both possible and rewarding. My husband and my children, with conviction supported and encouraged me. I would like to give special thanks to all staff of the Faculty of Business Management of The Open University of Tanzania (OUT).

ABSTRACT

This study entitled “The Effects of Human Resource Practice on Organizational Performance. A case study of Mikumi National Park, intended to assess effects of human resource practices such as recruitment, training and career development, compensation policy and performance appraisal on organizational performance in tourist industry. A descriptive research design was adopted as an appropriate study design. A sample of 56 employees was selected using purposive sampling and simple random sampling. An interview, self-administered questionnaire composed of closed and open-ended questions and documentary review instruments were used to collect data. Data were analyzed using two methods; descriptive statistics using excel. The findings indicated that the human resource practices such as recruitment, training and development, compensation policy, career development and employee’s performance appraisal have relationship with organizational performance. The performance of employees depends on how managers use best practice on employees’ management. It was concluded that selected human resource practices work well if there are effective policies to assist managers when motivating staff to raise their working morale. It was recommended that the public sector institutions Governing Boards, should be competent so that can supervise managements and sign performance contracts with managers and later appraise.

Keywords: *Human resource practices, recruitment, training and career development, performance appraisal*

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LIST OF ABBREVIATIONS

HR	Human Resource
HRM	Human Resource Management
MCG	Millennium Challenges Goals
MBA	Masters of Business Administration
PSRS	Public Service Recruitment Secretariat
UN	United Nations
URT	United Republic of Tanzania
USA	United State of America
WB	World Bank

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

The current business environment is characterized by dense uncertainty, instability, as well as radical change in the presentation of various challenges (Masa'deh *et al.*, 2016, Orozco *et al.*, 2018). Increased globalization, tremendous technological revolution (Shannak *et al.*, 2017; Masa'deh *et al.*, 2016), and the rapid growth of the need for qualified employees and improvement of performance are some of the environmental factors affecting the operation of organizations (Masa'deh *et al.*, 2016; Obeidat *et al.*, 2016). It is for this reason that organizations stretch to its limits to utilize the resources at their disposal so as to gain a competitive advantage in such environment (Al-Azmi *et al.*, 2017; Alshurideh *et al.*, 2016; Altamony *et al.*, 2016; Almajali *et al.* 2016), exploiting their knowledge management systems (Kanaan *et al.*, 2013; El-Masri *et al.*, 2015; Masa'deh *et al.*, 2016) and encouraging exceptional customer services and innovation practices (Hajir *et al.*, 2015; Obeidat *et al.*, 2016).

Human resources are among the most valuable assets that organizations can ever have to work towards achieving a competitive advantage. Othman (2019) argues that organizations can overcome the challenges that they face by using human resources in strategic manner. Therefore, it goes without saying that organizations have a huge role to play in managing the human resources they have. Different practices are essential in the management of human resources; such practices aim at creating and sustaining performance desired by the organizations as they are influential in

determining the attitudes and employees' behavior (Armstrong, 2013). Furthermore, organizations look forward to developing a committed workforce as well as retaining their employees. The behavior of an organization can be improved by working on such areas as the commitment of staff members, their competency as well as the organization's human resource management flexibility. Studies suggest that human resource management practices have a significant role to play in determining the commitment of employees (Alkalha *et al*, 2017; Vratskikh *et al.*, 2016). Such practices are: selection, recruitment, training and development, appraisal of performance, development of teamwork, as well as compensation and reward.

Researches that look at the implementation of HRM practices within Asia confirm the relevance and importance of HRM practices to the successful operation of companies in this country, and the fundamental differences have been identified in the nature of the HRM practices employed and the way in which they relate to Asian culture and economy (Wright, 2016). Strategic HRM practices play a pivotal role in attracting, creating and retaining more productive employees (Ulrich, 2016).

According to Meshoulam (2018), strategic human resource management is “the process of linking HR practices to business strategy” or is the “organizational systems designed to achieve sustainable competitive advantage through people” Snell *et al.*(1996) defined HR practices as “a process by which organizations seek to link the human, social, and intellectual capital of their members to the strategic needs of the firm” (Amp and Law, 2015; Yu, Amp and Egri, 2015). Further *et al.* (2016) contended that strategic Human Resource Management suggests that the better the fit

or alignment between an organization's overall strategic direction; its size, technology and structure; its environment, and its HRM practices, the more successful the organization will be. Alcazar *et al.* (2019) argued that "To have a significant, positive impact on firm performance, HR practices must be aligned with the organization's overall business strategy"

Concept of Universal HRM is related to strategic HRM. Drawing on the "high-involvement" (Mavin, 2016), "high performance work systems" (Applebaum and Batt,1994; Huselid,1998), noted that "Universal HRM positions HRM as a strategic endeavour, but focuses on achieving competitive advantage through the use of 'best practices' leading to the development of a highly committed, competent and motivated workforce." According to Christensen Hughes (2018), several literatures find out that there are several possible explanations on how can HR practices enhance organizational performance. For example, Bamberger and Meshoulam (2011) proposed a three-pronged mechanism by which the effect of these techniques (i.e.high-involvement, high performance work systems, and organizational commitment) on organizational performance is theorized to occur as well as the types of HR practices that would contribute to this mechanism. First is the "human capital base", which is a collection of human resources available to the organization, such as employees' skills, knowledge, and potential.

The organization's recruitment, selection, training, and development processes are proposed to directly affect the human capital base. Second is the organization's ability to motivate their human resources, which is affected by various processes

including reward and work systems (Beer *et al.*, 1985). The final base is employee contribution. Job design, involvement strategies etc. are suggested to affect the extent to which employees have the opportunity to contribute. Likewise, (Guest, 1997) proposed a model in which three intervening variables would moderate the effect of HR practices on performance. First, he proposed that skill and ability (quality) would be affected by selection, socialization, training and development, and quality of improvement programs.

Second, effort/motivation (commitment) would be affected by single status, job security, internal promotion, and individualized reward systems. Finally, he suggested that role of structure and perception (flexibility) would be affected by communication, employee involvement, team working, job design, as well as flexible job descriptions. Tanzania public institutions for quite long time have been governed using personnel management approach as opposed to Human Resource Management. Based on United Nations (UN) efforts to help developing nations to meet Millennium Challenges Goals (MCG) in the areas of poverty, ignorance and disease eradication hence offer general public with effective and efficient service delivery; it was urged to all nations to abandon personnel management to Human Resource Management by adapting and adopting new development by overhauling structures (Faisal, 2011).

Public sector in Tanzania changed was changed from personnel to HRM functionary units but mostly without significant changes in people's management practices. HRM was to assume a strategic role rather than administration or operations

associated with more traditional approach (Beaumont, 2008; Schuler and Huber,2011) (ibid). The characteristics which distinguish HRM giving it an architect role from traditional personnel management Integration of HR policies and practices with organizational strategies, a holistic, coordinated approach to policies and practices for managing people at work. A primary focus on the individual employees as opposed to the collective relations within the organizations, strong organizational value and culture. Such policies are recruitment policy, reward policy, training and development policy and performance appraisal.

Managers were supposed to engage themselves in to greater employees participation in work organizations and management, strengthen of the role of lined managers through approaches ,quality cycles, increased internal public relations with joint consultations committees with membership open to all employees regardless of union membership, employee ownership schemes performance appraisal to determine training and development performance feedback, individual pay determined by performance competences and market factors than cost of living or collectively negotiated increases single status employment conditions and benefits (ibid).

Tanzania National Parks as public institutions has its core mission to sustainably conserve and manage park resources and their aesthetic value, for the benefit of present and future generations of mankind, as well as efficiently provide high class tourism products and services. One of the Tanzania National Parks (TANAPA) sites (park) is Mikumi National Park. In MIKUMI, several HR managements practices

such as recruitment, rewards, training and development and employee's performance appraisal are implemented in a day-to-day practice as per Public Service and Promotion Policy of 1999, 2008 and Public Service Act of 2003 as amended by Act No 18 of 2008. One of the questions asked is "Does these practices affect tourism performance?" This study examined this.

1.2 Statement of the Research Problem

The way in which HRM practices can influence the commitment of an individual employee to the aims and objectives of an organization has been the focus of much researches (Meyer and Amp, 2017; Allen, 2013). Some researchers have found that high involvement of HRM practices, such as regular appraisals, bonus and compensation schemes, training and development opportunities, and regular constructive feedback, can significantly enhance the organizational commitment of employees and organizational knowledge and performance in developed nations (Iverson and Amp,2008; Buttigieg, 2009; Meyer and Amp,2010; Smith,2016; Wong, *et al.*, 2017).

Many studies in human resource practices focused on the impact of such practices on job satisfaction (Yousef, 2000; Eslami *et al*, 2017), on productivity (Osa *et al*, 2018), other focused on linkage between HR practices with employee commitments and innovation (Mathieus and Zajac, 2017), Corporate social responsibility (Ali *et al*, 2010) and Transformation leadership, (Srithongrung, 2017). Despite a wealth of empirical works on the subject, still effects of human resources practices on organizational performance remain one of the greatest challenges that many

organization faces. This has been the case of the Mikumi National Park. Nevertheless, at most all studies have been done beyond Tanzania boundaries creating a geographical and cultural gap this study sought to fill. Tourism is considered as a service industry which is playing a key role in entertaining tourists from different countries. Their committed employees is responsible to satisfy the need of tourists. As said earlier, good human resources management practices are organization's greatest assets, therefore identifying good human resource practices at MIKUMI National Park staff is important.

Moreover, when the organization implement good management practices staff will not quit, organization will have a good performance and implications for the tourist industry. This has motivated the researcher to study the effects of human resources management practices among Mikumi National Park staff and establish whether has related to organizational performance. Has HRM practices positively affects Mikumi National Park performance? Or is HRM practices at Mikumi National Park negatively influenced performance? It is from this puzzle the researcher proposed to conduct research because according to his knowledge, no similar study has been conducted in Tanzania.

1.3 Research Objectives

1.3.1 General Objective

The general objective of this study was to examine the effect of human resources management practices on organizational performance in Tanzania taking Mikumi National Park as a case study.

1.3.2 Specific Objectives

- i) To assess the effects of compensation policy on organizational performance at MIKUMI National Park.
- ii) To analyze the effects of training and development, employees career development and performance appraisal on organizational performance at MIKUMI National Park.
- iii) To find out whether HR practices has negatively or positively affected organizational performance at MIKUMI National Park.

1.4 Research Questions

These are statements in questions formed based on the main and specific objectives; this study was guided by the following questions:

1.4.1 General Research Questions

The main question of the study is what are the effects of human resource management practices on organizational performance in Mikumi National Park?

1.4.2 Specific Research Questions

- i) What is the role of compensation policy on tourism institutions performance on organizational performance at Mikumi National Park?
- ii) What are the effects of training and development, career management and performance appraisal on organizational performance at Mikumi National Park?
- iii) What is the effect of human resources management practices policies on organizational performance at Mikumi National Park?

1.5 Significance of the Study

The study will add value to the available literature on the similar subject. It will enable the researcher to integrate both theories and empirical literature with the real work situation. It will broaden the knowledge of the researcher and if properly and strategically applied, human resources management practices will help the tourism sector to achieve its objective in more efficient and effective manner. It will be valuable in the following ways: The findings and results of the research will be used to refine the HRM practices used by Mikumi National Park management. It will help management to prepare human resources management practices policies and to assess whether their management practices to employees are good or not.

The Mikumi National Park employees will be aware of the relationship between those HR practices and organizational performance and the study could be used by the employees as a bargaining tool toward better tourism industrial relations. Furthermore, this study is intended to fulfill the requirement for Master of Business Administration (MBA) of the Open University of Tanzania (OUT). Lastly the findings will assist future researchers on the topic and add some literature for reference. The outcomes of the study will develop a cause of action for Mikumi National Park management to come up with practices, which would enable them to attract and retain best performers and also boost their commitment level to the organization. In addition, the study intended to bridge the knowledge gap by adding some more useful related information to the subject.

1.6 Scope of the Study

The study assessed the effects of HRM practices on organizational performance in Mikumi National Park. This research investigated the Mikumi National Park employees and management team working in the National Park in Morogoro region in Tanzania. The study was carried out within a period of eight months.

1.7 Organization of the Study

Chapter one of this study introduced the background of the study, statement of problem, the objectives of the study, research question and the significance of the study. Chapter two presents a review of literature and relevant research associated with the problem addressed in this study. The study is supported by literatures from different researchers from different areas within and outside the country. Chapter three presents the methodology that was used in this study and which comprises the research design, area of the study, population of the study, sample size and sampling design, sources of data, data collection tools, reliability and validity of data, data analysis and presentation and the expected results. Chapter four presents research findings/results and discussion. This is followed by chapter five which covers conclusion, recommendations and areas for further studies.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents the literature review related to the topic under study. The purpose of this chapter is to review different studies and views from other researchers and authors, their theories and problems they face, with the objective of adding knowledge and familiarize the researcher about the problem to be studied. It starts looking at some conceptual definitions of terms, different theories put forward by various scholars and tries to see if those theories safeguard this study. This is followed by empirical review. In this section review of studies done outside and in Tanzania by various scholars concerning the effects of human resources management practices on organizational performance in Tanzania is done. This attempt to explain the gaps deduced from different researches done on similar subject and hence bridges the gaps in line with study objectives. Last section is conceptual framework.

2.2 Conceptual Definitions

This section starts by looking at some definitions about several terms as they are used in this study.

2.2.1 Human Resources Management

Ngirwa (2005) defines human resources as managerial philosophy, policies and practices related to the effective management of the people for the purpose of facilitating the achievement of result in the working organization. It is a set of

management activities intended to influence the effective utilization of Human Resource in the performance of work organization. It is that part of management which is concerned with continual adoption of an organization structure appropriate to the objectives of the enterprise ensuring availability of adequate and suitable manpower, resources, affording an employee opportunity for development and creation an environment in which they can participate in the efficient running of the enterprise convincing that they have a stake in that enterprise Zambia Institute of Personnel Management in *ibid*.

It encompasses several functions such as planning, recruitment, training and development, compensation evaluation, health and safety and labour relations. It also includes non-core functions such as job design and analysis, orientation, placement, career planning and development, motivation, job satisfaction, quality of life programmes, employee supervision, communication, disciplining, management of termination, employment contracts, HR search, accounting, auditing, Human Resource Information System, HR policies and procedures (*ibid*).

Recruitment refers to a process of identifying and encouraging potential applicants to apply vacant positions in the organization. It involves the task such as job advertisement, processing applications, interviewing, selection and placement (*ibid*).

In public sector recruitment process is governed by regulations that where the post fall vacant or is likely to fall vacant, a suitable employees and in absence of suitable employees will be sought from outside public service. The purpose of filling any vacant position in public sector in respect of entry point of any scheme of service, the

post shall be advertised and interview conducted to suitable candidates unless Chief Secretary direct otherwise. Promotion in Public Service shall be made by considering several factors such as performance and efficient to perform and execute duties by an employee, career development succession planning, seniority among employees and in the scheme of service URT 2002, 2003 and 2007. However, the Public Service Act No.18 of 2008 introduces the Public Service Recruitment to administer recruitment in Tanzania Public Sector. Before recruitment is conducted in Public Service, the following checklist should be adhered too; there must be a vacant position, applicants possess the requisite qualifications, availability of approved budget and establishment, non-citizenship, the sanction from chief secretary must be issued, medical examination for a candidate and the conduct of applicants should be good.

The recruitment in public sector is guided by meritocracy principles, ability of a person, experience, qualifications, size and weight of responsibilities match the needs, all open vacant shall be filled after permit of the principal secretary establishment and where it is a new vacant, the chief secretary shall approve, interview shall be conducted by Public Service Recruitment Secretariat (PSRS) and URT (2009).

2.2.2 Human Resources Practices

Human Resources Practices has been defined in several aspects. Schule and Jackson (1987) in Mohamed and Nasurdin (2010) defined the concept as a system that attracts, develops, motivates and retains employees to ensure the effective implementation and the survival of the organization and its members. It is a set of

internally consistent policies and practices designed and implemented to ensure that a firm human capital contributes to the achievement of business objectives (Delery and Doty ,1996) in (ibid).Mimbaeva (2005) contended that HR practice is a set of practices used by organization to manage human resources through facilitating the development of competencies that are firm specific produce complex social relations and generate organization knowledge to sustain competitive advantages. It is a formal a policies and philosophies that are designed to attract, develop, motivate and retain employees who ensure the effective functioning and survival of the organization (ibid).

Katou and Budhwar (2006, 2007); Pfeffer (1998) in (ibid) asserts that universal best practices bundle includes practices such as recruitment, training, staff appraisal and compensation system indirectly improves organizational performance. According to Wagner (2008) innovative firms treat HR practices as organizational strategy to encourage team responsibilities, enhance organizational culture and build customer relationship through participation and empowerment and in turn help to create new markets and services (Singhal and Gupta, 2005) in (ibid).

Performance appraisal increase employees commitment and satisfaction since employees are given chance to discuss about their work performance in turn lead them to perform better and to be satisfied innovative .Career management assist employees to attain their career goal and objectives. Employees are likely to feel satisfied with career management which in turn lead to motivate them to perform innovative activities (Delery and Doty, 2005) in (ibid). Training help employees

master knowledge, skills and ability which would contribute to innovation in terms of products, production processes and management practices in daily operations hence training develops knowledge, skills and ability to employees effectively in their job that will lead them to high organization innovations.

Reward system provides financial rewards; promotion and other recognition in order to motivate employees to take risks develop successful new products and generate new ideas. Reward helps employees to become motivated whereby contributing innovations ideas recruitment involves employing and obtaining appropriate and competent candidates through external sourcing (Tata and Prasad, 2013) in (ibid). Recruitment gives greater importance's to be attached to fit between person and company culture hence the high level of implementation of recruitment that attaches individual-organizational fit is likely result to organizational innovation (ibid).

2.3 Human Resource Practices

Human resource practices can be defined as efforts marshaled by organizations in ensuring proper management of its pool as a way of targeting the achievement of organizational goals (Amstrong, 2013). Organizations employ such practices to form attitudes, behaviors, culture as well as perception of employees in such a way that it achieves the organizational desired outcomes (Shannak *et al.*, 2012; Al-Sarayrah *et al.*, 2016). Different human resource practices are applicable to different organizations (Blumberg *et al.*, 2005). In this case, the practices have been grouped into four major categories such as the methods of recruiting, training and development, the reward systems, and appraisals of employee performance.

2.3.1 Recruitment Methods

An organization's success exclusively depends on its employees. Therefore, organizations must recognize searching for the best employees during its recruitment process as a necessary action (Solomon, 2013). In order to ensure that it produces the best employees' possible, recruitment, which is a staffing activity, demands abstemious and elaborates organizational methods. The major reason for recruitment is to satisfy an organization's craving for highly qualified candidates to fill out openings within its establishment. The methods of recruitment are specific ways of developing the different stages of the recruitment process, which ranges from sourcing candidates to making a hiring decision. Furthermore, methods and practices should be added to the detailed recruitment best practices document or policy framework so as to optimize each stage for conversion and cost effectiveness (Taylor, 2014).

There are three basic steps that form the recruitment process, namely resume selection, testing (written or oral), and interviewing. Each kind of job demands that applicants possess a basic qualification. This qualification may be as a result of education or experience or as a result of both. The human resource personnel select resumes that meet the basic requirements of the job position for which it was submitted. In some cases, references attesting applicants' professional experiences are required. Therefore, references are a way for organizations to confirm the genuineness of provided information (Council, 2013). The foremost qualified applicants are selected for the next step, which is testing. These tests can be knowledge-based, medical, personality-based, or simply achievement tests. In some

cases, the candidate is requested to undergo a number of tests. To assess a candidate's necessary-knowledge reservoir, knowledge-based tests are administered, and hence crucial. This test assesses a person's attitude, general awareness, reasoning capability, and, more critically, memory capacity (Council, 2013). The interview is the final step in the recruitment process, which is followed by an actual job offer and a salary negotiation. For an interview to be well-executed, it has to dynamically mix a detailed understanding of the organization's needs with a grasp of the applicant's responses. That plus his/her talents, qualifications, personality, and character, enables the resource personnel make a final decision (Vickers et al., 2014).

2.3.2 Training and Development

Training and developing human capital are a crucial necessity which guarantees that staffs are up-to-date with current market trends (Wheelen and Hunger, 2013). This in turn prevents avoidable losses as a result of ignorance (Zhou et al, 2011). Training is done to potentiate the capabilities and abilities of employees. Furthermore, it is a means of furthering the knowledge base of employees, while increasing their skills and expertise, which, in the end, improves the organization's overall performance (Bimpitsos and Petridou, 2012). Training and development demonstrate an organization's formal, ongoing effort to enhance its performance as well as grant employee self-fulfillment via a variety of educational methods and programs. These efforts have taken upon themselves a vast range of applications in the modern workplace, ranging from instruction in highly specific work skills to long term professional development. Recently, training and development is beginning to be recognized as a profession with distinct theories and methodologies, an integral

element of strategy, and a formal business function. Many more companies are coming to accept “continual learning” and other aspects of training and development as a way of enhancing growth and obtaining a highly skilled employee base.

The worth of an organization’s staff and their continued skill and productivity development through training is increasingly being recognized as a crucial factor in guaranteeing a long-term success of small business (Salas et al., 2012). Although new techniques are continuously being developed, quite a number of common training procedures have been shown to be highly effective. The traditional learning and development initiatives when mixed with several different methods results in an effective training program (Dirani, 2012).

2.3.3 Performance Appraisal

This is simply the appraisal of an employee’s performance by a superior. As far as human resource management is involved, there will always be an inclination towards performance assessment (Cystuli and Jacobs, 2012). There are three major reasons for performance assessment. One, it provides a two-way system of feedback, linking the employee and supervisor. Two, it develops the performances of employees. Three, it provides documented evidence of employees’ performances for future references and legal reasons (Dirani, 2012). Also, it may be considered when a firm is deciding on promotions and salary increments. It has been said that assessment of performance is an investment for a company. This argument can be justified by the following advantages: (Dirani, 2012)

Promotion: Assessment of performance enables supervisors take full advantage of promotional programs for really effective employees.

Compensation: Assessment of performance enables supervisors take advantage of compensation packages for effective employees.

Employees' Development: The method of assessment of appraisal enables supervisors properly structure training policies and programs.

Selection Validation: Assessment of performance enlightens supervisors on the validity and necessity of the selection process.

Communication: Effective communication within an organization is extremely important, especially the one that exists between an employer and his/her employee.

Motivation: Performance assessment is motivating. It helps to determine an employee's efficiency, if his/her targets are attained. This will in turn inspire the employee to do a better job next time, which inevitably improves his/her future performances.

2.3.4 Rewards System

This is a system in which employees are rewarded to motivate them to greater heights. Organizations have to understand and then reciprocate employees' efforts, contribution, and achievement in the course of his/her duty (Newman and Sheikh, 2012). This serves as an inspiration to the rewarded employee and the whole staff,

which, in turn, increases competition and the drive for excellence among the staff. The ultimate beneficiary of this race for excellence is the organization. Previous researches have exposed the link between rewarding hard-work and improvements in employees' performances (Longenecker et al, 2013). Although system of rewards depends on other factors like experience, seniority, and qualification, the dominating factor remains performance. This is why good performances are always equated to better rewards (Alvesson, 2005). Finally, every detail of the rewards program must be properly communicated to employees, for the program to be successful. This is because an individual can only be motivated to work if he/she understands what is required of him/her (Marx et al, 2013). Rewards programs are varied and are aimed at both individual and team performance: variable pay, bonuses, profit sharing, and stock option.

2.4 Organizational Performance

There is an increasing trend whereby organizations are developing an interest in promoting commitment among employees so as to benefit from the resulting boost in employee performance as well as reduction of employee turnover. However, several definitions of organizational commitment have surfaced from various quotas. From the varied definitions, organizational commitment can be coined to mean the link between an individual and an organization, as well as the beliefs in the goals of the organization thus making tremendous efforts to reach the goals of the organization by being a part and parcel of it (Amari, 2012; Mahadeen et a., 2016). Allen and Mayor (1990) conducted a study which has dominated the academic field of organizational commitment. In their study, they found that organizational

commitment can be subdivided into three major components, namely normative commitment, affective commitment, and continuance commitment. Therefore, the research paper will discuss organizational commitment in accordance with the findings of Allen and Meyer (i.e., the three components of organizational commitment) (Meyer and Allen, 1990).

2.5 Relationship between HR Practices and Organizational Performance

Many studies have revealed that there exists a connection between employees' commitment in a company and the process of human resource management of that company (Foss et al., 2015).

2.5.1 Compensation Policy

Performance-based compensation is the dominant HR practice that firms use to evaluate and reward employees' efforts (Collins and Clark, 2008). Evidently, performance-based compensation has a positive effect upon employee and organizational performance (see for reviews: Brown et al. 2003; Cardon and Stevens, 2004). However, there is scarce evidence on the effects of compensation policy of firm growth. Empirical studies on the relationship between performance-related pay and company performance have generally found a positive relationship, but a growing body of empirical evidence suggests that it is not just pay level that matters, but pay structure as well (Singhal, 2005).

Barringer et al. (2005) conducted a quantitative content analysis of the narrative descriptions of 50 rapid-growth firms and a comparison group of 50 slow-growth

companies. Results demonstrated that employee incentives differentiated the rapid-growth from the slow-growth firms. Firms that were eager to achieve rapid-growth provided their employees financial incentives and stock options as part of their compensation packages. In doing so, firms managed to elicit high levels of performance from employees, provide employees the feeling that they have an ownership interest in the firm, attract and retain high-quality employees, and shift a portion of a firm's business risk to the employees.

Delery and Doty (1996) identified performance-based compensation as the single strongest predictor of firm performance. Both performance-based compensation and merit-based promotion can be viewed as ingredients in organizational incentive systems that encourage individual performance and retention (Uen and Chien, 2004). Collins and Clark (2008) studied 73 high-technology firms and showed that the relationships between the HR practices and firm performance (sales growth and stock growth) were mediated through their top managers' social networks.

2.5.2 Career Management

Career management is concerned with the provision of opportunities for people to develop their abilities and their careers in order to ensure that the organization has the full of talent it needs and to satisfy their own aspirations. It is about integrating the needs of the organization with the needs of the individual (Armstrong, 2009). Career is defined as a sequence of all job positions which a person occupies during the course of his or her lifetime (Ngirwa, 2005). It is a history of the different job

position a person holds over his or her entire work life. It is a pattern of systematic advancement in a given occupational like career ladder or path.

Career planning enables employees to select career goals and paths to those goals, it identifies future job positions that serves as bench marks in an employee career *ibid*. Career management on the other hand refers to the "ongoing process of preparing, implementing and monitoring career plans undertaken by the individual employee alone or in concert with the organization's career system" (Storey, 1976, in Hall, 1986, p.3). It is the organization responsibility in providing the mechanism to match the individual employees' career goals with the organization's demand and expectations of the skills required. As such career management can be referred to as organizational responsiveness to meet individual's career goals as well as to prepare the entire workforce to reach for the stated objectives. Hence, support and commitment from the top management play a crucial role in making the career development system in the organization as success. (Siew, 2011).

Career refers can be refers into four ways such as career advancement like upward mobility in organization, as a profession for example in some occupations there is clear pattern or ladder of advancing representing a career like lawyers, professors, military officers and business executives. Other jobs which do not meet this criterion are not considered to be career. Career as a lifelong sequence of jobs like individual's job history and career as lifelong sequence of role related experience such as individual subjective perceptions of their jobs their changing aspiration, satisfactions self-conceptions or attitudes (Luthans, 2012). There is a misunderstanding among

managers the meaning and uses of career planning and development. Employee's career has some stages such as to the organization when the individual can begin the process of self-directed career planning.

The typical career plan consists of some nine major steps such as establishing the base status of the career you wish to plan. The manager has to understand what to be planned and base situation about current career path, the alternative paths related to the job which an employee can branch off in attempt to develop him or her/herself assuming more interesting and more challenging responsibility in the work organization. It should accommodate the possibility that ambitious, trainable employees may wish to acquire the qualifications which enable them to change from their career path to another which is longer or taller and where the advancement rate is higher *ibid*. The career management has several advantages to both employee and organization; internal supply market, Employee development, Employee retention, Workforce stability, Utilization of employee potential, satisfaction of employee's needs (*ibid*).

2.5.3 Career Development Practices

Career development practices includes postings regarding internal job openings, formal education as part of career development, performance appraisal as a basis for career planning, career counseling by manager, lateral moves to create cross-functional experience, career counseling by HR department, retirement preparation programmes, succession planning, formal mentoring and common career paths. It also includes dual ladder career paths (parallel hierarchy for professional staff),

books and/or pamphlets on career issues, written personal career planning (as done by the organization or personally), assessment centres, peer appraisal, career workshops and upward (subordinate) appraisal (ibid). It has been found that many women academics feel that there is lack of career guidance and collaborative goal setting Human resource departments (Bain & Cummings, 2000) in Njiru (2013).

2.5.4 Training and Development

Training and development refers to a process of equipping employee with the right knowledge ,skills, experience, attitudes to match their performance and capabilities with the organization performance demands. It involves designing and implementing management and organization development programmes and building team work within the organization structures (Ngirwa,2005). While developments refers to a process of developing managers individual in all aspects. It targeted managers with long-term implications to organizational changes (URT, 2006).

Training and developments have some stages such as identification and analysis of training, definitions of training objectives, preparation of training programmes, implementation, measuring and analysis of results, feedback validation and evaluation (ibid). Training has many advantages since it leads to higher performance, less learning period, forming of procedures, manpower development, economy of materials & equipment, less supervision, higher working morale and management participation ibid. There shall be a clear management policy together with regular review of individual performance and programmes career progression. The policy should include implementation, standardization and monitoring of management

development activities such as selection and placement, performance appraisal, potential appraisal, career planning and remuneration, available of financial resources and operational support including training, counseling and problem solving, motivation& stimulation and evaluation, policies review procedures ant operational level (Gellejah, 2005).

2.5.5 Performance Appraisal System

Performance Appraisal System is an instrument for objective assessing performance of staff by their supervisors (Ngirwa,2005). Performance Appraisal refers to a common evaluation mechanism of employee's performance in the both public and private sector using trait behaviors and results-based system. Tellington (2008:294) defines performance appraisal as formalized process used to review employees' performance which require the manager and employee to take part in a performance review. Performance Appraisals is the assessment of individual's performance in a systematic way. It is a developmental tool used for all round development of the employee and the organization.

The performance is measured against such factors as job knowledge, quality and quantity of output, initiative, leadership abilities, supervision, dependability, co-operation, judgment, versatility and health. Assessment should be confined to past as well as potential performance also. The second definition is more focused on behaviors as a part of assessment because behaviors do affect job results (Montather, 2014). The aims of performance appraisal is to specify broad and abstract goals and mission to enable evaluation and the main aspects of performance measurement are;

deciding what to measure ,2 how to measure it, interpreting the data and communicating the results (Pank,Sunk and Kim,2011).

Performance appraisal is a process by which a superior evaluates and judges the work performance of a subordinate. Performance appraisal systems include the processes and procedures involved in implementing, managing, and communicating the events involved in performance appraisal. In many cases it is a formal process and is a part of the personnel management policy, Process in performance appraisal objectives definition of appraisal, job expectations establishment, design an appraisal program, Appraise the performance, Performance Interviews, use data for appropriate purposes, identify opportunities variables, using social processes, physical processes, human and computer assistance (Montather 2014).

There are several performance indicators: clarity of performance appraisal, cleanliness of the role of performance appraisal, levels of communication between supervisor and appraise, trust among supervisee and supervisor that the supervisor is capable of to rate their performance positively during the process International Journal of Enterprise Computing and Business system 2013. The aim of performance appraisal is to evaluate the potential shortcomings of the servants, to facilitate measures to be taken for improvement of efficiency and effectiveness of public servant. Information obtained should be used to award increment, withholding increment, planning training programmes, make appointment, demotion and honor (ibid). MBO method used when evaluating employees performance appraisal using OPRAS as a system based view on performance appraisal can help each employee

to understand more and more about his role and become clear about his functions, it can be instrument in helping employee to understand his or her weakness, it can help, to understand employees development needed, it can increase mutuality between employee and employer, can increase communication between two parties, employee self-reflection and individual self-goal, can assist in preparing employees for higher jobs, create a positive and health climate in the organization (ibid).

Managers use several past and future methods while appraising employees. These include past methods such as Checklist, Forced Distribution, Force Choice, Critical Incidents, Behavioral Anchored, Rating Scales & Behavioral Observations, Field Review, Performance Test & Observation, Confidential Records, Essay, Cost accounting, Alteration Ranking, Performance Standards, Paired Comparison, and Narrative Forms. While Future methods includes On line appraisal, Management by Objectives (MBO), Assessment Centres, Psychological Appraisal and 360 Degrees Appraisal. The employee performance evaluation common approaches are Open performance and review Appraisal System and Tradition Secretive performance appraisal System (Montather, 2014).

2.6 Theoretical Frame Work

2.6.1 Organizational Justice Theory

Organizational justice may be defined as the study of fairness at work (Byrne and Cropanzano, 2001). Organizational justice researchers have reached general agreement that fairness can be divided into two primary types with a third, less clearly defined type often proposed. The first commonly accepted type of justice is

referred terms as "distributive" justice. Justice considers the fairness of the outcomes of a particular decision." Procedural" justice, the second type, is generally defined as the fairness of the processes that lead to the outcome.

These two areas form the foundation for the majority of research conducted in the field in the last twenty years (Byrne and Cropanzano, 2001). Research indicates that people will accept a certain amount of unfairness in distribution if they perceive that the process by which the distribution decisions were made is fair. A third type of justice is often referred to as "interactional" justice. Bies and Moag (1986) defined interactional justice as the fairness of the interpersonal treatment that one receives at the hands of an authority figure during enactment of organizational processes and distribution of outcomes.

The interactional justice concept has been included as an interpersonal aspect of procedural justice and also as a distinct construct along with procedural and distributive justice (Skarlicki and Folger, 1997). Greenberg (1993b) emphasized the need to more fully consider the social determinants of fairness that was not recognized by the prevailing emphasis on the structural aspects of outcome of distributions and procedures. He proposed a taxonomy of justice classes formed by cross-cutting the two commonly accepted categories of justice, procedural, and distributive, with two focal determinants, social and structural. The distinction between social and structural determinants is based on the immediate focus of the just action (Greenberg, 1993). Structural determinants reflect the situation whereby justice is sought by focusing on the environmental context in which the event occurs

and ensures fairness by structuring a decision-making context. The social determinants of justice focus on the treatment of individuals and help ensure fairness by focusing on the interpersonal treatment one receives. Greenberg's four proposed classes of justice include: systemic (structural procedural); distributive (structural-distributive); informational (social-procedural); and, interpersonal (social-distributive).

The concepts of procedural and distributive justice are relatively well accepted in the study of organizational justice. However, researchers have not agreed on the integration of the social, interactional, or interpersonal aspects of justice into a commonly accepted model of organizational justice. Researchers have proposed a variety of models ranging from the two-factor distributive and procedural factor model excluding interactional type justice to two and three factor models incorporating interactional justice as part of procedural justice. OPRAS a standalone component. Greenberg's four-factor model is an additional proposition which may help researchers and practitioners in sorting through the complex issues of performance appraisal.

Greenberg (1986a) was one of the first to apply organizational justice theory to performance evaluation. His basic research question focused on what makes a performance appraisal appear to be fair. He investigated if it was what one receives (rating or other outcome) or how it is decided that makes an appraisal seem fair. Greenberg's (1986) work supported earlier research by Landy, Barnes, and Murphy (1978) which showed that employees were more likely to accept an appraisal system

and believe that their performance was rated fairly under certain conditions. Landy and Farr (1980) generalized that a fair evaluation is one that contains certain procedural elements regardless of the outcomes of the evaluations themselves. Folger; Konovsky and Cropanzano (1992) used a "due process" metaphor to extend the application of justice to performance appraisal. Three essential factors including adequate notice, fair hearing, and judgment based on evidence were used to describe a procedurally fair system. Subsequent work by Taylor *et al.* (1995) showed that the due process model is consistent with the procedural justice theoretical model. Other justice research related to performance appraisal has found relationships between interactional justice and organizational citizenship (Moorman, 1991) and satisfaction and acceptance of performance appraisal (Roberts and Reed, 1996).

Recent research has attempted to clarify the organizational justice literature and integrate the various factors related to performance appraisal to more fully explain employees' perceptions of fairness concerning performance appraisal. Greenberg's (1993) proposed four-factor model as applied to performance appraisal may be a way to further evaluate the complex phenomena of performance appraisal. Each of the four categories of the taxonomy can be used to address a specific aspect of an organization's performance appraisal system.

2.6.2 Expectancy Theory (Victor H. Vroom (1964))

Vroom argues that doing things that leads another people motivated to work if rewards and punishment are directly related to their performance. In Tanzania public sector, for long time lazy incompetent employees had a chance to survive because

the system doesn't take disciplinary action against them. The system motivates equally all employees and employee Performance appraisal has no feedback to them. If the lazy, corrupt and incompetent employees could have been terminated or demoted, this could act as catalyst for majority to adopt hard work behaviors as opposed to undesirable behaviors that necessitated the poor service to the general public.

Likewise, the punishment to lazy, incompetent and corrupt employees that raises the issue of fairness could motivate hard work and be sure that their contribution is recognized and valuable to institutional development and maintain the desirable behaviors. This theory has relationship with this research due to the fact that managers are supposed to be objective while appraising employee's performance and providing outcomes such prize for good performers and sanctions to non-performers for both organization and employee prosperity rather than nepotism and biasness which impinge the public institutions development.

2.7 Empirical Literature Review

Laursen and Foss (2013) conducted a study to explore the relationship between HR practices and innovation and supply a number of theoretical arguments for why HRM practices are favorable to innovative activity. He found out that one prominent characteristic of many HRM practices is that they increase decentralization by delegating problem-solving rights to the shop-floor. When implemented appropriately, these rights co-exist alongside access to relevant knowledge, much of which may be inherently tacit and thus requires decentralization for its efficient use.

Increased delegation may better allow for the discovery and utilization of local knowledge within the organization, especially when there are rewards in place that support such discovery (Hayek, 1945; Jensen and Meckling, 1992).

Michie and Sheehan (2017) conducted a study to empirically establish the link between a system of HRM practices and organizational performance. They employed a sample of 480 UK firms drawn from the UK's 2015 Workplace Industrial Relations Survey; the authors investigate the relationships between firms' HRM practices and the level of R&D expenditure. The results suggest that what the authors term "low road" HRM practices—strict job-description, short term contracts, etc.—are negatively related to investment in R&D and the adoption of advanced production equipment. In contrast, "High Road" work practices (modern HRM practices) are positively correlated with investment in R&D and modern production equipment.

Arvanitis (2015) presents findings that are consistent with Michie and Sheehan's findings: a system of HRM practices has a positive effect on firms' probability of introducing process innovation, but not of introducing product innovation. Arvanitis also examines whether there is complementarity between numerical flexibility variables (use of part-time work and temporary work) and HRM practices, and complementarity is found between temporary work and HRM practices in process innovation, but not in product innovation.

Jimenez-Jimenez and Sanz-Valle's (2018) study of 173 Spanish firms indicate that

product, process and administrative innovation contribute positively to business performance and that a comprehensive set of HRM practices enhances innovation. Beugelsdijk (2018) uses a sample of 988 Dutch firms. His results indicate the importance of task autonomy, training and performance-based pay for generating incremental innovations (share of new-to-the firm products as a percentage of total sales). For radical innovations (share of new-to-the-industry products as a percentage of total sales), the findings underline the importance of task autonomy and flexible working hours. The use of standby (seasonal/temporary/casual/fixed term) contracts is found to be associated with significantly lower levels of innovativeness. Beugelsdijk also detects significant interaction effects between individual HRM practices, proving further evidence in support of the notion of complementarities between these practices.

Ritter and Gemünden (2013) examines a model in which “network competence” mediates the relationship between HRM and a composite encompassing process and product innovation. Network competence is defined to be company-specific ability to handle, use, and exploit inter organizational relationships. Drawing upon a sample of 308 German mechanical and electrical engineering companies, results reveal that network competence impacts on a firm's product and process innovation success. The organizational antecedents that impact on a company's network competence include intra-organizational communication and openness of corporate culture.

2.8 Research Gap

By considering the above reviewed empirical literature its evident that a good

number of similar research have been done, but there are a number of gaps left ranging from geographical to time as well as nature of the organization studied. Osa *et al*, (2014) conducted a research on the linkage between HR practices with on organizational performance on public and private sector of oil and gas in Australia. Despite the study relevance the research conducted in Australia where geographical attributes, political and socio culture values differs from Tanzania. Many studies in human resource practices focused on the impact of such practices on job satisfaction (Yousef, 2000; Eslami *et al*, 2012), on productivity (Yousef, 2000; Eslami *et al*, 2006) and on the corporate social responsibility (Ali *et al*, 2010).The studies left a gap in time.

The studies were conducted in most Asian countries where most of the organization operates in an advanced working enviroment compared to those found in Tanzania. Therefore, their findings cannot be in favor of the Tanzania enviroment. Despite the fact that a number of research have been done to explore the effect of human resources practices in relation to organizational performance, most of them were carried in other countries particularly Asian countries. Few studies have been done in African countries including Tanzania. This study filled the gap left by previous literature specificaly the effects of HR practices on organizational performance in Tanzania.

2.9 Conceptual Framework

A conceptual framework can be defined as a set of broad ideas and principles taken from different relevant fields of enquiry and used to structure subsequent

presentation (Kombo and Tromp, 2006). In this chapter, on the basis of specific objectives, research questions and literature review, conceptual framework was developed. This framework is constructed to direct and organize data collection.

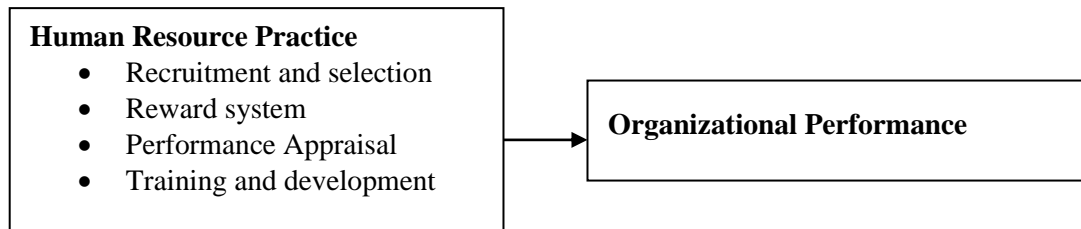


Figure 2.1: Conceptual framework

Source: Researcher (2020)

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter presents methodology used in conducting the study, how the study was designed and executed. It discusses the research design, area of the study, target population of the study, how the sample was selected, how data was collected, processed, analyzed and finally it takes a look at ethical consideration.

3.2 Research Design

According to Kumar (2011) research design is a plan, structure and strategy of investigation so conceived as to obtain answers to research question or problem. This study employed a descriptive research design with a mixed methods where both quantitative and qualitative data collection techniques and analysis procedures are used. Descriptive research aims to accurately and systematically describe a population, situation or phenomenon. It can answer what, where, when and how questions, but not why questions. A descriptive research design can use a wide variety of research methods to investigate one or more variables (Kothari, 2006).

Quantitative data is analyzed quantitatively and qualitative data is analyzed qualitatively at the same time. The mixed methods technique enabled for researcher to answer research questions and to allow for better evaluation of the extent to which research findings can be trusted and inferences made from them. The advantage of using mixed methods is that it allowed triangulation to take place (Saunders *et al.*, 2005).

Quantitative method involved administration of semi structured interviews, the methods also helped to understand the logic in which research questions especially whether tourism activities results in an negative or positive effect on the natural heritage which is intangible. Quantitative method is predominantly used as a synonym for data collection technique (such as a questionnaire) or data analysis procedure (such as graphs or statistics) that generates or uses numerical data. Qualitative method involved data collection technique (such as an interview) or data analysis procedure (such as categorizing data) that generates or use non-numerical data. Qualitative mainly refers to data other than words, such as pictures and video clips (Saunders *et al* 2005). This method enabled the researcher to interact with different groups of respondents. The mixed method techniques were chosen in order that the researcher may have a broader choice of answering research questions.

3.3 Study Area

The study area was Mikumi National Par in Morogoro region. The Mikumi National Park near Morogoro, Tanzania, was established in 1964. It covers an area of 3,230 km² is the fourth largest in the country. The park is crossed by Tanzania's A-7 highway. Mikumi National Park borders Selous Game Reserve on the south, the two areas forming a unique ecosystem. Two other natural areas bordering the national park are the Udzungwa Mountains and Uluguru Mountains. Malundwe Mountain is within the park, the highest of a belt of hills that run east and west through the park, connecting the Uluguru Mountains to the northeast with the Uvidunda and Udzungwa mountains to the west. Malundwe Mountain consists of three peaks along a ridge running north and south. Malundwe's south peak is the highest point in the

park, reaching 1290 meters elevation. In fact, it attracts both domestic and inbound tourist and is a new emerging tourism destination. The area also has endowed with rich of tourism amenities such as hotels with international standards. However, it has not yet established the impact of human resources management practices on organizational performance. Therefore this study was undertaken to investigate the impact of human resource practices on organizational performance.

3.4 Study Population

According to Rwegoshora (2014), population is people or things with similar characteristics which the researcher intend to study within the context of a particular research problem. A sample, on the other hand, is a small group of respondents drawn from a population from whom the researcher is interested in gaining information. In this study population comprised staffs of Mikumi National Park and staffs from nearby Hotels and Lodges about 207 in number.

3.5 Sample Size and Sampling Procedures

Generally, it is not easy to study the whole population; therefore, researcher has to determine a sample to include in the study. According to Rwegoshora (2014), a sample is a part of the population which is being studied to make inference on the whole population. In this study, the targeted population comprised respondents who provided the needed information. The criteria used in formulating categories of respondents were information rich and knowledgably people in Mikumi National Park.

3.5.1 Sampling Design

Sample Size According to Kothari (2006) sample is a collection of some parts of the population on the basis of which judgment is made, small enough for convenient data collection and large enough to be a true representative of the population from which it has been selected. Sample size refers to a number of items to be selected from the universe to constitute a sample. Sampling involves selecting unit or units of analysis which is referred to as the individual case or group of cases that the researcher wants to express something about when completed and is therefore the focus of all data collection efforts (Tashakkori and Teddlie, 2009). According to Kothari (2006), unit of analysis may include people, groups, artefacts and settings that can provide the researchers with the ability to gain answers to research questions set forth in study.

Due to time and financial constraints, the sample size consisted fifty-six (56) respondents who were selected from 207 Mikumi National Park and nearby hotels and lodges staffs. This study employed both probability and non-probability sampling. Probability sampling involved simple random sampling. Simple random sampling was used to select 50 respondents, that is receptionists, park rangers, tour guides, drivers, administrators, bar and hotel attendants guest house attendants and cooks. The aim of using simple random sampling was to make sure that each staff has equal chance of been chosen. The researcher used purposive sampling. Purposive sampling was used to select six (6) respondents including managing director, accountants and hotel supervisors.

3.5.2 Sample Size

Kothari (2006) defines sample as a collection of some parts of the population on the basis of which judgment is made, small enough for convenient data collection and large enough to be a true representative of the population from which it has been selected. In this study the researcher used a sample size of fifty-six (56) respondents from Mikumi National Park. Among these 50 were receptionists, park rangers, tour guides, drivers, administrators, bar and hotel attendants guest house attendants and cooks and six (6) included managing director, accountants and hotel supervisors. According to Kothari (2006) in order for the sample to be a true representative of the population, it must be at least 10 % of the population, depending the nature of the study. In this case the sample size was about twenty-seven-point one (27.1) percent of the population, hence was a true representative of the population.

Table 3.1: The Distribution of Respondents

Type of Respondents	Target population	Targeted sample (N)	Percentage (%)	Sampling technique
Receptionists	8	4	50	Simple random sampling
Park rangers	50	10	20	Simple random sampling
Tour guides	40	4	10	Simple random sampling
Drivers	14	6	42.8	Simple random sampling
Administrators	8	3	37.5	Simple random sampling
Bar and Hotel attendants	18	9	50	Simple random sampling
Guest house attendants	24	11	45.8	Simple random sampling
Cooks	20	4	20	Simple random sampling
Accountants	18	3	16.6	Purposive sampling
Hotel supervisors	6	2	33.3	Purposive sampling
Managing director	1	1	100	Purposive sampling
Total of respondents	207	56	27.1	

Source: Field data (2020)

3.6 Data Collection Methods

Data collection refers to systematic focused and orderly collection of data for the purpose of obtaining information to solve research problems (Kumar, 2011). Both primary and secondary data collection methods were used in order to counterbalance shortcomings from each technique (Saunders *et al.*, 2005). The decision to use multiple methods in collecting data (triangulation) ensured validity of data as one method complement each other (Saunders *et al.*, 2005).

3.6.1 Primary Data

According to Saunders (2005), this is the original source of data, in which the researcher collects the data for the first time, and as such, the data collected are known as primary data. According to Mugenda (1999), primary sources of data constitute the “information a researcher obtains from the field that is data collected from the subjects in the sample”. Primary data for this research was collected by interviewing key informants. These included game rangers, drivers, tour guides, receptionists, administrators, accountants and hotel managers.

3.6.2 Secondary Data

According to Kothari (2006), secondary sources of data refer to already available data, which was collected and analysed by someone else. In this study, secondary sources of data involved the use of published and unpublished documents obtained from libraries, offices and the Internet. Such documentary materials include published books, journal articles, research reports, theses and dissertations. The secondary data provided the researcher with more insights on the problem being

studied by cross-validating and augmenting evidence obtained from interviews, questionnaires and focus group discussion. In this study researcher collected secondary data from files, Mikumi National Park reports (2018 and 2019), books, journals and internet.

3.7 Data Collection Tools

3.7.1 Questionnaires

Semi-structured self-administered questionnaires with both closed and open ended questions was used to collect primary data from fifty respondents (50), because it facilitated the collection of data at minimal cost and also the respondents were able to express themselves anonymously. It is a set of questionnaire guide administered to respondents. This instrument saved time and allowed response to give genuine responses. The questionnaires used were of two forms, open ended and closed ended questions. Open-ended questionnaire went for staffs such as tourism officers, Mikumi National Park reserve park management officers, and hotel managers.

The researcher distributed the questionnaires to all targeted respondents. Closed ended questions enabled the researcher to guide the respondents to bring about more objectively as well as consume less time. Open ended questions were used to capture free responses in the respondent's own words (Kothari, 2006). The researcher personally visited the office of Mikumi National Park to administer the questionnaires. Oral interview was used for the staffs. The questionnaires were distributed to them with the help of some of the staff. Oral interview was used to obtain information from some of the staffs. This method was adopted to allow for

freedom of expression as well as to enable the researcher obtain accurate and elaborate information. Personal visitation and interview allowed for on-the-spot assessment of the businesses set up by the beneficiaries.

3.7.2 Interview

The data was collected from management and operational staffs of Mikumi National Park and nearby hotels in Morogoro region. Primary data was obtained through semi-structured interviews. Each respondent staff of Mikumi National Park was required to respond to a certain question as per interview guide. Personal interview provided the opportunity for the interviewer to clarify issues.

3.7.3 Documentary Review

The researcher also used the already worked data i.e. secondary data from various data banks. Published and non-published materials were used as a source of data to supplement primary data. The sources included Open University's library and other libraries such as that at University of Dar es Salaam. Additional information was obtained from Mikumi National Park database.

3.8 Data Reliability and Validity

Reliability and validity tests were employed to test the research instruments.

3.8.1 Data Reliability

Reliability refers to the consistence, stability, or dependability of the data. The reliability of an instrument is increased by identifying the precise data needed and

repeated use of the instrument in field testing. In order to ascertain reliability of this study a pilot study was conducted to some of the Mikumi National Park staff whereby questionnaires were distributed to five (5) respondents. This was done in order to identify questions that might have unclear or ambiguous to them. The questions that gave ambiguous answers were revised and formatted again so that they give reliable answers during the final process of data collection.

3.8.2 Data Validity

Validity refers to the quality that a procedure or an instrument used in the research is accurate, correct, true, and meaningful (Enon, 1998). According to Kothari (1990) validity is the most critical criterion which indicates the degree to which an instrument measures what is supposed to measure. In this study pilot study was done to test whether the tools are truly measuring what they intended to measure (Kothari 2007). Data were checked for its accuracy to make sure that they give valid results.

3.9 Data Processing, Analysis and Presentation

Content analysis was part of a technique used for analyzing data collected in this study. Content analysis used on qualitative data with attributes, which had to be related to some fixed categorizations. In this case, content analysis was used to consider the responses as reflecting either altruistic or egoistic interests only to the extent that they contain attributes associated with either of the two categories of interest. However, in case of quantitative procedure, data whose values can be measured numerically as quantities analyzed quantitatively. This involved creating simple tables or diagrams that show the frequency of occurrence and used statistics

such as indices to enable comparisons, through establishing statistical relationships between variables to complex statistical modeling (Saunders, *et al.*, 2005).

3.10 Ethical Issues

Ethical aspects strictly observed in order to achieve the research objectives. Respondents were informed of the purpose of the research as being for academic purposes only. It observed that confidentiality and anonymity on findings adhered to. consent sought from respondents before interviewing them. Impartiality and objectivity while conducting research adhered to. Participant's right to withdraw and to decline to take part in a particular aspect of research was respected. The researcher also ensured that there was no cause of harm or intrusion on participants' privacy. It ensured that no personal assumptions or opinions of the researcher were to be recorded.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

This chapter presents findings and discussion of the research findings according to the research objectives. The descriptive case study involving questionnaires, interview, documentary were used in data collection on the study on the effects of HRM practices on organizational performance.

The general objective of this study was to investigate the effects of human resources practices on organizational performance at Mikumi National Park whereas the specific objectives of this study was to investigate the effects of compensation policy on organizational performance, to analyze the effects of training and development practices such as recruitment, training and career development, performance appraisal on organizational performance, to explore a relationship between HR practices and organizational performance and lastly to find out ways of improving HR practices in order to improve organizational performance.

4.2 Demographic Characteristic of Respondents

The demographic feature of respondents was important because the knowledge and understanding the effects of human resources practices on organizational performance goes well with gender, age and educational level. Demographic feature of respondents were categorized depending on age, gender, level of education and occupation in order to meet the intended objectives of the study.

4.2.1 Distribution of Respondents by Gender

Question one in questionnaire required the respondents to indicate their gender.

Table 4.1 present responses received to this question.

Table 4.1: Gender of the respondents

Gender	Frequency (N)	Percentage (%)
Male	32	71.2
Female	24	28.8
Total	56	100

Source: Field Data (2020)

Finding from table 4.1 shows that 32 (71.2%) respondents were male whereas 24 (28.8. %) respondents were female. In this case the study shows that there are eight (8) males (14.3%) than females. This shows that men dominate tourism activities. It also shows that there is no gender balance in recruitment at Mikumi National Park. This may be attributed African traditions whereby males are bread earners. This might be due to the nature of the core business of the Institute and the culture adopted by the tourist national parks which believe that many tourist activities involve males. However, the situation has started to change as females now are engaged in various economic activities.

4.2.2 Distribution of Respondents by Age

A question was asked that required the respondents to indicate their age. Table 4.2 presents responses received to this question. The study captured the age group of the respondents in order to assess their opinion on the effects of Human Resource Practice on organizational performance. Five respondents (8.9%) were below 25

years of age. Thirty-five respondents (62.5%) were at the age of 26-35 years. Ten (10) respondents (17.9%) were at the age of 36-45 years, and six respondents (10.7%) were at the age of above forty-five years of age.

Table 4.2: Distribution of respondents by age

Age group	Frequency (N)	Percentage (%)
Below 25 years	5	8.9
26– 35 years	35	62.5
36- 45 years	10	17.9
Above 45 years	6	10.7
Total	56	100

Source: Field Data (2020)

The findings show that the most manpower of Mikumi is young people at the age of between 26 and 35 years of age. This indicates that the youngest staffs at Mikumi are within the active age, energetic and their needs and wants are very high, demanding the management of Mikumi to adhere to human resources practice policies for example setting good compensation policies for the staffs, otherwise the staffs will opt to search for green pastures elsewhere. Findings also indicate that the staffs at this age could be useful and productive for the institute for a long period of time if they are motivated.

4.2.3 Distribution of Respondents by Level of Education

Understanding the effects of human resource practices on organizational performance goes well with the level of education an employee has. The assumption is that through education, people become aware of the effects of human resource practices on organizational performance. Education plays vital role in understanding

the effects of HRM practices on organizational performance. Question three in the questionnaire required the respondents to indicate their educational level. Table 4.3 shows the distribution of Mikumi National Park staffs according to their level of education.

Table 4.3: Educational level of respondents

Educational level	Frequency (N)	Percentage (%)
'O' level education	6	10.7
'A' level education	11	19.7
Diploma education	21	37.5
Bachelor Degree	13	23.2
Master's degree	5	8.9
Total	56	100

Source: Field Data (2020)

From Table 4.3 twenty-one respondents (37.5%) had diploma education; thirteen respondents (23.2%) had bachelor degree, eleven respondents (19.7%) had A-level education, five respondents (8.9%) had Master's Degree. According to the findings, respondents with O-level education were six (10.7%). The staffs have minimum qualifications for different post at the Mikumi National Park. This implies that most respondents had formal education giving them ability to give their opinions about their understanding of the effects of human resource practices on organizational performance.

4.2.4 Distribution of Respondents by Occupation

Mikumi National Park is one of the Tanzania National Parks in Morogoro. Employees in this Park perform various activities to improve their livelihoods. Some

of the human resources activities performed had effects on the organizational performance.

Table 4.4: Distribution of respondents by occupation

Occupation	Frequency (N)	Percentage (%)
Receptionists	4	7.1
Tour guides	9	16.1
Drivers	6	10.7
Administration staffs	3	5.4
Room attendants	6	10.7
Accountants	3	5.4
Hotel supervisors	5	8.9
Managing director	1	1.8
Game rangers	8	14.3
Bar and hotel attendants	6	10.7
Cooks	5	8.9
Total	56	100

Source: Field Data (2020)

According to results from table 4.4 respondents at Mikumi National Park there are different occupations as indicated. Out of 56 respondents, four respondents (7.1%) were receptionists, 9 respondents (16.1%) were tour guides, six respondents (10.7%) were drivers, three respondents (5.4%) were administrative staffs and six respondents (10.7%) were room attendants. Furthermore the findings indicated that three respondents (5.4%) were accountants, five respondents (8.9%) were hotel supervisors, one respondent (1.8%) was a managing director, eight respondents (14.3%) were game rangers, six respondents (10.7%) were bar and hotel attendants and five respondents (8.9%) were cooks. Hence the findings showed the distribution of responsibility at Mikumi. The findings did not show any effects on HR practices on organizational performance.

4.3 Analysis of Findings concerning HR Practices at Mikumi National Park

4.3.1 The Effects of Compensation Policy on Organizational Performance

The first objective of the study was to assess the effects of compensation policies on organizational performance. In order to fulfill this objective, the researcher asked the respondents to explain in details the effects of compensation policy as one of HR practices on organizational performance. In answering to this question one of the respondents said:

“Compensation is the process of paying the workers to compensate them for the energy they employed during production or service. In our organization/institution, we have compensation policy. This policy entails payments which the worker is entitled to be paid as compensation to what he has produced or service he/she has rendered. Some of the payment includes, monthly salary, bonus, lunch allowance, transport allowance, house rent assistance allowance and health benefit. Every worker is comfortable with this policy, and we have never heard someone claiming about this policy. So, everybody is satisfied with this policy. As a result, every worker works hard, which results in higher organizational performance. If you study the financial statements of the previous years before employing the current compensation policy, you will find that the current financial statements indicate higher Return on Capital (ROE) as compared to previous one.”

According to this finding, it means that compensation policy which is employed by MIKUMI National Park has effects on performance of each employee, and as a result there is a high organizational performance. This is indicated by higher profit (ROE) obtained evidenced by financial statements of MIKUMI National Park.

4.3.2 Effects of Training and Development of Employees is HR Practices on Organizational Performance

A research objective two wanted to explore whether training and career development of employees as HR practices have effects on organizational performance. To fulfill

this objective, the question was asked that required the respondents to indicate whether they support the idea that training and career development of employees as one of HR practices have effects on organizational performance. The results from table 4.5 show the response from respondents.

Table 4.5: Effects of training and career development of employees on organizational performance

Respondent	Frequency (N)	Percentage (%)
No effects	16	28.6
Positive effects	36	64.3
Don't know	4	7.1
Total	56	100.0

Source: Field Data (2020)

Table 4.5 shows the distribution of MIKUMI National Park staffs according to their opinion on the effects of training and career development of employees on the organizational performance. A total of 56 respondents were asked to show their opinions on effects of employee training and career development on organizational performance. Thirty-six respondents (64.3%) argued that there is a positive relationship between training and career development and organizational performance, while sixteen (16) (28.6%) respondents said that there is no effect, and 4 respondents (7.1%) did not support the idea. Since majority of respondents said there are positive effects, then we conclude that training and career development have positive effects on employee performance and ultimately impacts organizational performance.

4.3.3 Effects of HR Practices on Organizational Performance

Research objective three sought to find out whether HR practices has negatively or positively affected organizational performance. In answering to the research question the researcher sought to assess the level of awareness of respondents on some of HR practice concepts. The following were the respondents' responses:

4.3.3.1 Level of Awareness of Respondents on the Concept of Employee Recruitment

A question was asked that required the respondents to indicate their awareness about the concept of recruitment as one of HR practices. Table 4.6 present responses received from respondents.

Table 4.6: Level of Respondents' Awareness on the Concept of Recruitment and its Effects on Organizational Performance

Level of awareness	Frequency (N)	Percentage (%)
Very aware	25	44.6
Aware	20	35.7
Not aware	11	19.7
Total	56	100

Source: Field Data (2020)

The results above shows that 25 respondents (44.6%) are very familiar with the recruitment concepts as one of HR practices at MIKUMI and agreed that employee and organizational performance are related to how employees are recruited, while 20 respondents (35.7%) were familiar (aware) with the concept and its effects. Furthermore eleven (11) respondents (19.7%) were not familiar (not aware) with the

concept of recruitment and its linkage to employees and tourism institutions' performance. This information indicates that majority of MIKUMI National Park employees are familiar with the concept hence its contribution to organizational performance. Since about forty-five (45) respondents (80.4%) were aware with the concept, this signifies that recruitment as one of the HR practices is linked to organizational performance.

4.3.3.2 Level of Respondents' Awareness on the Concept of Employee Compensation Policy

A question was asked that required the respondents to indicate their awareness about the concept of employee compensation policy as one of HR practices that is linked to organizational performance. Table 4.6 present responses received from respondents.

Table 4.7: Level of Respondents' awareness on the concept of employee compensation policy and its effects on organization performance

Level of awareness	Frequency (N)	Percentage (%)
Very aware	27	48.2
Moderate awareness	17	30.4
Don't know	12	21.4
Total	56	100

Source: Field Data (2020).

The information obtained from research shows that 27 (48.2%) of respondents have very clear understanding about employee's compensation policy HR practice and its contribution to organizational performance. Whereas seventeen (17) respondents (30.4%) have moderate awareness about the concept and twelve (12) respondents (21.4%) don't know the concept of employees' compensation policy. Generally,

forty-four (44) respondents 78% have understanding on employee compensation policy and its effects on organizational performance.

4.3.3.3 Level of Respondents' Awareness on the Concept of Employee Training and Development and its Effects on Organizational Performance

A question was asked that required the respondents to indicate their awareness on the concept of employee training and development as one of HR practices. Table 4.7 present responses received from respondents.

Table 4.8: Level of Respondents' Awareness on the Concept of Employee Training and Career Development and its Effects on Organizational Performance

Level of awareness	Frequency (N)	Percentage (%)
Very good	30	53.6
Moderate	18	32.1
Don't know	8	14.3
Total	56	100

Source: Field Data (2020)

The information obtained from research shows that thirty (30) respondents (48%) respondents have very good understanding about employees training and career development, and agreed that training and career development policy is related to organizational performance, whereas eighteen (18) respondents (32.1%) have moderate understanding about the concept and eight respondents (14.3%) don't know the concept of employees' training and career development policy. Generally, 48 respondents (86.3%) have understanding on employee training and development and its effects on organizational performance.

4.3.3.4 Level of Respondents' Awareness on the Concept of Employee Performance Appraisal and its Effects on Organizational Performance

A question was asked that required the respondents to indicate their awareness level on the concept of organizational performance appraisal as one of HR practices. Table 4.8 present responses received from respondents.

Table 4.9: Level of Respondents' Awareness on the Concept of Open Performance Appraisal and its Effects on Organizational Performance

Level of awareness	Frequency (N)	Percentage (%)
Very good understanding	45	80.4
Moderate understanding	7	12.5
Don't know	4	7.1
Total	56	100

Source: Field Data (2020)

The information obtained from research shows that 45 (80.4%) respondents have very good understanding about employees' performance appraisal and its contribution to tourism institutions' performance. Whereas seven (7) respondents (12.5%) have moderate understanding about the concept and four (4) respondents (7.1%) don't understand the concept of employees' performance appraisal. Generally, fifty-two (52) respondents (92.9%) have understanding on employee compensation policy and its effects on organization performance signifying that performance appraisal has contribution towards organizational performance.

4.3.3.5 Level of Respondents' Awareness on the Concept of Employee Career Development and its Effects on Organizational Performance

A question was asked that required the respondents to indicate their awareness about

the concept of employee career development as one of HR practices. Table 4.9 present responses received from respondents.

Table 4.10: Level of Respondents' Awareness on the Concept of Employee Career Development and its Effects to Organizational Performance

Level of awareness	Frequency (N)	Percentage (%)
Very good understanding	24	42.9
Moderate understanding	18	32.1
Don't know	14	25.0
Total	56	100.0

Source: Field Data (2020).

The information obtained from research shows that twenty-four (24) respondents (42.9%) have very good understanding about employees career development as HR practice and its contribution to organizational performance and strongly agreed that the employees and organization performance depends on how managers arrange the succession plan on career development. According the findings, eighteen respondents (32.1%) have moderate understanding about the concept and fourteen (14) respondents (25%) don't understanding the concept of employees' career development and its effects on organizational performance. Generally, forty-two (42) respondents (75%) have understanding on employee career development and its effects on organization performance indicating that career development as one of HR practices have effects on organizational performance.

4.3.3.6 Relationship between Human Resource Practices and Organizational Performance

A question was asked that required the respondents to indicate their awareness on the

relationship between HR practices and organizational performance. In answering to this question, the results on table 4.10 indicate responses from respondents:

Table 4.11: Relationship between HR Practice and Organizational Performances

Level of relationship	Frequency (N)	Percentage (%)
Big (strong) relationship	35	62.5
Normal relationship	16	28.6
No relationship	5	8.9
Total	56	100

Source: Field Data (2020)

The information obtained from research shows that a total of 56 respondents responded to the question which wanted to know the extent of relationship between HR practices and organizational performance, thirty five (35) respondents (62.5%) indicate that there is a strong relationship between HR practices and organizational performance, whereas sixteen (16) respondents (28.6 %) indicate that there is a normal relationship and five (5) respondents (8.9%) said that there is no relationship between human resource practices and organizational performance. Generally, fifty-one (51) respondents (91.1%) supported the idea that the HR practices have relationship with organizational performance.

4.3.3.7 Effects of Recruitment as one of HR Practices on Organizational Performance

A question was asked that required the respondents to indicate their opinions on effects of recruitment on organizational performance.

Table 4.12: Effects of Recruitment on Organizational Performance

Nature of effects	Frequency (N)	Percentage (%)
Negative effects	36	64.3
Positive effects	15	26.8
Don't know	5	8.9
Total	56	100

Source: Field Data (2020)

Table 4.11 shows the distribution of MIKUMI National Park staffs according to their opinion on the effects of recruitment on the organization performance. A total of 56 respondents were asked to indicate their opinions on whether recruitments as HR practices have effects on organizational performance. Thirty-six (36) respondents (64.3%) show support negatively the idea that recruitment as HR practices related to organizational performance, while 15 respondents (26.8%) support positively the idea that recruitment is associated with organizational performance and five (5) respondents (8.9%) do not know whether there is a relationship between recruitment and organizational performance. Generally, 41 respondents (73.2%) did not support the idea signifying that recruitment as one of the HR practices does not contribute to organizational performance.

4.3.4 Suggested Ways to Improve HR Practice

Respondents were asked to propose ways to be used to improve organizational performance. Table 4.11 shows respondents' responses. The data from table 4.11 indicates the ways suggested by employees at Mikumi National Park suggested to improve HR practices: The first way is for the Governing Board to be committed by ensuring that there is a shift from Personnel Management (PM) to Human Resource Management (HRM). This method was supported by twenty (20) respondents

(35.7%) who strongly agreed, followed by fourteen respondents who agreed. Twenty-seven (27) respondents (48.2%) agreed that employing HR practices needs the help of effective human resources managers. This is followed by thirteen (13) respondents who strongly agreed the idea that there should be effective managers who will supervise and implement those HR functions

Table 4.13: Suggested ways to improve HR practices

Suggested way	Strongly agreed	Agree	Don't know	Disagree	Strongly disagreed
Governing board commitments	20	14	4	10	8
Employing effective HR managers	13	27	3	8	5
Top management support	10	30	2	8	6
Establish effective policies	12	28	3	7	6
Trade union involvements	5	8	4	25	14

Source: Field Data (2020)

Another method which needs attention was top management support. This idea was supported by thirty (30) respondents who agreed, followed by ten (10) respondents who strongly agreed about the idea while fourteen (14) respondents disagree on the idea. The idea about establishing effective policies was agreed by twenty-eight (28) respondents, twelve (12) respondents strongly agreed while thirteen (13) respondents disagreed the idea. In general, the following was the methods suggested by respondents: Governing board commitments, top management support, employing effective HR managers and establishing effective policies.

4.4 Discussion of Findings

This chapter discusses the findings obtained regarding the specific objectives of the

study. The discussion of the findings is organized according to the research objectives and in doing so, it makes links to the relevant literature, in particular the literature covered in chapter two so as to bring out the actual meaning of the collected data in relation to the research objectives which aimed at assessing the effects of Human Resources Management Practices on Organizational Performance in Tanzania.

Objective 1: To Assess the Effects of Compensation Policy on Organizational Performance

During data collection process, the first objective was to assess the effects of compensation policy on organizational performance. The study found that compensation policy which is employed by MIKUMI National Park has effects on performance of each employee, and as a result there is a high organizational performance. This is indicated by higher profit (ROE) obtained evidenced by financial statements of MIKUMI National Park. The findings are in line with the results of the study done by Singhal (2005) who found that relationship between performance-related pay and company performance have generally found a positive relationship, but a growing body of empirical evidence suggests that it is not just pay level that matters, but pay structure as well. If the organization pays good salary, pays good fringe benefits such as bonuses and allowances to their employees it results on higher employee performance and ultimately results in Organizational performance.

Objective 2: To Analyze the Effects of Training and Development, Employees Career Development and Performance Appraisal on Organizational Performance

In order to assess the effects of training and development, employees career development and performance appraisal on organizational performance, the researcher wanted to know the effects of training and career development and its effects on organizational performance. According to the findings, there is a positive relationship between training and development and organizational performance as thirty-six (36) respondents (64.3%) out of fifty-six (56) agreed. This finding is in line with the findings of study by Ngirwa (2005) who asserts that if employees are trained and developed in their career they will be motivated to work hard and hence results in organizational performance. He also stressed that there shall be a clear management policy together with regular review of individual performance and programmes career progression.

Objective 3: To Find Out whether HR Practices Negatively or Positively Affect Organizational Performance

Again the researcher was interested in finding whether HR practices has negatively or positively affects organizational performance. The findings indicated that HR practices such as compensation policy, training and career development and performance appraisal contributes positively to organizational performance. The findings are in consistent with the findings of Mohamed and Nasurdin (2010) who asserted that if human resource functions are properly planned and implemented, they result in to high organizational performance.

**Objective 4: To Suggest Ways in which Human Resource Practice and Policies
May improve Organizational Performance**

Respondents were asked to suggest ways which HR practices can improve organizational performance in Tourism. The findings show the following ways suggested: Governing board commitments, top management support, employing effective HR managers and establishing effective policies. The findings are in line with study by Meshoulam (2011) who asserted that there are several ways in which HR practices can improve organizational performance including top management support and using efficient and effective policies.

CHAPTER FIVE

SUMMARY OF MAIN FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of main findings, conclusion, implication of findings, recommendations, limitations and delimitations and areas for further study.

5.2 Summary of Main Findings

The study assessed the effects of HR Practices on organizational performance in tourism sector. Specifically, the study assesses the effects of compensation policy on organizational performance, analyzed the effects of training and development, employees career development and performance appraisal on organizational performance, find out whether HR practices has negatively or positively affected organizational performance and suggested ways in which human resources management practice policies affect organizattional performance. The study findings revealed that performance appraisal system, employee career management, employee compensation policy and training and career development contribute positively to organizational performance in public tourism sector. The findings also showed things which could be done to improve HR practices including top management support and using efficient and effective policies.

5.3 Implication of the Findings

The findings have implications for different groups as follows:

5.3.1 Implications to the HR Practitioners

Findings imply that HR practitioners need to make sure that they comply with Human resource practices such as employee compensation, employee training and career development, performance appraisal so as to motivate employees to work hard hence bringing higher organizational performance.

5.3.2 Implications to the Employees

Findings imply that employees need to make sure that they increase commitment whenever the employer comply with HR practices to motivate them. They may use a feedback mechanism to show their employer that they are satisfied or dissatisfied with their jobs.

5.4 Conclusion

As the entirely public service undergone reforms and modern management tool from private sector introduced, more efforts is needed to transform Personnel Management (PM) practices into Human Resource Management (HRM) practices so as to be strategic in decisions making and capable of caring out managerial prerogatives so as to justify the good intentions of public reforms programmes.

5.5 Recommendations

For greatest success, public institutions need to institute a comprehensive effort in practicing Human Resource core functions or practices so as to improve public sector performance hence effective and efficient service delivery. Therefore, after going through what this study found on effects of Human Resource practices in the area of

career development, employee compensation, performance appraisal, training and development and employees' recruitment, the following recommendations are presented to address issues as identified by the researcher.

- i) The public sector institutions Governing Boards, should be competent so that can supervise managements and sign performance contracts with managers and later appraise.
- ii) Government should stop thinking that any graduates can be Human Resource Managers who is responsible to HR practices policy formulation and implementation. The management need a creative, innovative competent and HR professional
- iii) Managers should be encouraged to provide new recruited employees with orientation and induction so as to reduce startup cost and reduce unnecessary labour turn over
- iv) The trade union leaders should be involved in policy planning, implementation monitoring and evaluation.
- v) Public Service organization performance plans should be backed with available resources.

5.6 Limitations of the Study

Despite valuable insight uncovered by this study, it should be read with few limitations. First, data was collected from a single region where TANAPA has a National Park that is Morogoro region with only one site (National Park) out of many (16) National Parks in Tanzania. The sample size is small which does not represent population of TANAPA staffs all over the country. In future, larger sample may be

opted. Second, some employees were reluctant to fill questionnaires they deemed unsafe when reporting exactly answers.

5.7 Delimitation of the Findings

After assuring respondents who were reluctant to fill questionnaires that this research was for academic purposes only, and assuring them of anonymity and confidentiality, they accepted to respond to questionnaires.

5.8 Suggestion Areas for Further Studies

Although this study provides results regarding the effects of HR practices on organizational performance, overall, it shows that there are several factors in tourism industry that when employed will give employees morality to work hard and this will result to organizational performance. So by further researching, the researcher suggests another study to be undertaken on:

- i) Effects of HR practices on other industry of the public and private sectors because the factors obtained in tourism industry might differ with other industry
- ii) The effect of HR practices on organizational performance within private sectors.
- iii) To analyze the relationship between motivational strategies and employees' work performance.

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APPENDIX

Questionnaire for Employees of Mikumi National Park in Morogoro region

Dear respondent,

I, Chifuno Mapunda, a student of the Open University of Tanzania pursuing Masters of Business Administration (MBA), as part of my academic curriculum I am conducting research to Assess the Effects of HR practices on organizational performance. I hope to get relevant information from you as a stakeholder in matters that are important for this study. The study is solely for academic purposes and the information given will be treated with strict confidentiality. I therefore, humbly request you to spare some time and answer the following questions. Thank you very much for your understanding.

The questions intended to collect information on Effects of HR practices on organizational performance.

Instructions

- i) The questionnaire consists of open and closed ended questions.
- ii) You are supposed to answer questions according to its requirements.

Section A: Demographic Profile of Respondents

Put a tick mark (), in a correct answer of your status.

1. Gender:

- | | |
|-----------|------------------------------|
| a) Male | (<input type="checkbox"/>) |
| b) Female | (<input type="checkbox"/>) |

2. Age of the respondent (years)

- | | |
|-------------------|------------------------------|
| a) Below 25 | (<input type="checkbox"/>) |
| b) 25-35 years | (<input type="checkbox"/>) |
| c) 36-45 years | (<input type="checkbox"/>) |
| d) Above 45 years | (<input type="checkbox"/>) |

3. Educational Level

Level of Education	Tick
'O' level education	
'A' level education	
Diploma education	
Bachelor Degree	
Masters degree	

Section B: Questionares

1. Level of understanding about the concept of HR practices
 - i) Employees' recruitment
 - a) Very understanding
 - b) Moderate understanding
 - c) Don't know

2. Employees training and development
 - a) Very understanding
 - b) Moderate understanding
 - c) Don't know

3. Employee's career development
 - a) Very understanding
 - b) Moderate understanding
 - c) Don't know

4. Employees' performance Appraisal
 - a) Very understanding
 - b) Moderate understanding
 - c) Don't know

5. Compensation Policy
 - a) Very understanding
 - b) Moderate understanding
 - c) Don't know

6. Relationship between HR practices and organizational performance
 - a) Very understanding
 - b) Moderate understanding
 - c) Don't know

7. Relationship between Employee recruitment and organizational performance
 - a) Very understanding
 - b) Moderate understanding
 - c) Don't know

8. Relationship between Employee compensation Policy and organizational performance
 - a) Very understanding
 - b) Moderate understanding
 - c) Don't know

9. Relationship between employees training and development and organizational performance
 - a) Very understanding
 - b) Moderate understanding
 - c) Don't know

10. Relationship between employee performance appraisal and organizational performance
 - a) Very understanding
 - b) Moderate understanding
 - c) Don't know

11. Show your support on the following HR practices on organizational performance

12. Tick where appropriate
 - a) Employee's recruitment cannot enhance organization performance

Yes/No

- b) Employees training and development cannot enhance organization performance Yes/No
- c) Employee's compensation policy as HR practice acts as a barrier to staff and organization performance Yes/NO
- d) Career Management as HR practice hinders the organization performance Yes/No
- e) Employee's performance Appraisal as HR practices is a problem to organization performance Yes/No

12. Suggest at least four ways to improve HR practices and enhancing organizational performance.

THANK YOU FOR YOUR COOPERATION