

**THE IMPACT OF HUMAN RESOURCES MANAGEMENT PRACTICES IN
ORGANIZATIONAL PERFORMANCE: A CASE STUDY OF
SUMBAWANGA MUNICIPAL COUNCIL**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE
REQUIREMENTS FOR THE DEGREE OF MASTER OF HUMAN
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CERTIFICATION

The undersigned certifies that she has read and hereby recommends for acceptance by the Open University, a dissertation titled; **“Influence of human resource management practice on organization performance in Tanzania”** in partial fulfillment of the requirements for the Degree of Master of Human Resource Management (MHRM).

.....

Dr, Janeth N. Isanzu
(Supervisor)

.....

Date

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DECLARATION

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.....

Signature

.....

Date

DEDICATION

I dedicate this dissertation to my family. This dissertation is the fruit of their sacrifice and dedication to supporting my studies and career.

ACKNOWLEDGEMENTS

First and I thanks to the Almighty God for giving me the strength, courage to pursue my studies and conducting this research study. Secondly, I thanks to my family for supporting me morally and spiritually during the whole period of the research study. Their advice and support enabled me to put in effort which enabled to conclude the study successfully.

My sincere gratitude goes to my Supervisor, Dr. Janeth N. Isanzu who guided me from proposal writing and this dissertation. Her guidelines, intellectual guidance and support helped me to come up with this work she deserves all kinds of credit appreciation to me she is a mother. I would like to extend my thanks to all those who have contributed to this research kindly receive my thanks. Lastly special thanks to staff members of Sumbawanga Municipal Council in Rukwa Region who were respondents.

ABSTRACT

The way in which human resource management (HRM) practices can influence the commitment of an individual employee to the objectives of an organization. This study assessed the influence of human resource management practice on organization performance at Sumbawanga Municipal Council in Tanzania. Specifically, the study focused on the examining the influence of rewards on organizational practices on organization performance as well as examining the influence of human resource development on organizational performance, and compensation management practices on organization performance. The study applied qualitative and quantitative research design, and involved 352 employees were involved as sample size in the analysis for its accuracy. Both primary and secondary data collection methods like questionnaires and secondary sources were applied respectively. Descriptive statistics, factor analysis, and multiple regression analysis were applied for quantitative data analysis of this study and explanations building for qualitative data analysis. The study findings indicated that rewards practice influence positively the organization performance. Similarly, Organization performance was also influenced positively by rewards, compensation management, and human resource development practice. These imply increase in rewards, compensation management, and employee development practice lead to organization performance.

Keywords: *Human Resource Practices, Rewards Practices, Human resources development practices.*

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CHAPTER ONE

INTRODUCTION

1.1 Overview

This chapter provides the background to the study, statement of the research problem, research objectives and research questions, variables of the study, location, and significance of the study and organization of the study.

1.2 Background to the Study

Salman, et al., (2020) argues that the survival and growth of an organization in the present volatile, uncertain, complex and ambiguous (VUCA) environment depends on its human resources. The significance of human resources is more crucial in-service firms like banks where employees confront the customers of 21st century. Moreover, it serves as the human resource development tool that enables organizations to add value to their customers. Strategic human resource management research also aims at understanding the linkage between human resource management practices and organizational performance.

Organizations nowadays are looking forward for having a competitive advantage against the threats present in globalization. Due to the high competency requirements, most organization aim to generate the kind of performance that can bring more profit. In the recent years, the world has witnessed an upsurge in the globalization where the economies of many countries are interlinking to promote foreign trade through technological advances and connectivity (Carne vale, et al., 2020). This upsurge has also fuelled the increased rivalry in the national and foreign markets that has further encouraged the organizations in hiring and retaining highly

talented workers.

Several companies are dependent on their employees to gain advantage in the competitive market. Therefore, they are strongly related to the efficiency of their human resources and their human resources management (Collins, 2021). Human resource management (HRM) includes tasks like HR preparation, human resources management, strategic recruiting, employee training, growth compensation management, efficiency, worker relations, health care, employee satisfaction as well as provision of employee services. It includes policies and practices set to improve organizational efficiency, engagement of employees and work quality (Khan & Abdullah, 2019).

Scholars investigated the connection between management rewards and risk-taking and found that they were strongly related. Another proposed effect is that this has been believed to have a positive effect on the results (Pham, et al., 2020). Researchers from the previous authors have done an amazing job of documenting the influence of rewards on their literature review pages. According to Western man, et al., (2020), there are two varieties of incentives: monetary ones, such as bonuses, allowance, or rewards, or in addition to that, a lot of praise is bestowed on those who give an effort and reward themselves public recognition of their effort by making a special effort and having an extra day off for what they have done. If the goals of the compensation system are aligned with the employees' desires and if the system's goals are still helping employees meet their objectives (Ogbeibu, et al., 2020).

Fayad, et al., (2020) argues that HRMP are considered to be a core of organizational success and in turn improves employee performance through engagement strategies

where by employees are involving in decision making, Easa, et al., (2020) explained that flexibility HRMP also influences employee engagement and job performance, these practices aim to enhance employees' strategic engagement, creativity and innovational behaviour.

Tukai (2020) conducted a study in Tanzania Postal Bank headquarter to see whether human resources management practices have influence on organizational performance, the variables for the study were recruitment, selection, rewarding system, training and development the finds shows that the practices for human resources have impacts in organizational performance, but recommended further study to be done for other variables different from the study variables.

Madhan (2021) argues that "Organizations should not merely mimic the rewards practices of other organizations, because an effective reward strategy requires alignment with organization's unique culture as well as its business strategy. Effective design and execution of the rewards value chain plays an important role in achieving business goals as well as sustaining competitive advantages, an optimal mix of tangible and in tangible rewards in the rewards value chain enhances employee satisfaction. Satisfied employees provide good service, which leads to satisfied customers from whom profit are generated."

Mustafa (2019) examined about the influence of monetary and non-monetary rewards such as competence, development, autonomy support and recognition on autonomous motivation aiming to explore whether autonomous motivation plays a mediating role in relationship between reward and turnover intention, the findings

show that autonomous motivation plays role in in relationship between reward and turnover intention.

The research study held in Sumbawanga Municipal Council as a case study about the impacts of human resource management practices including rewards, human resources development and compensation in Organizational Performance.

1.3 Statement of the Problem

The relationship between the Human Resource Management Practices and the organizational performance has been judged differently by varying researchers and research. Several previous research, such as Abdullah (2021), Khan, et al., (2019), Gbolahan (2021), Govand, et al., (2021), and Amrutha, et al., (2020), have explained that there is an association between human resource management practices and the organizational performance. Human resource management is regarded to influence skills, abilities, attitudes, behaviour, and knowledge of employees and therefore may influence Organizational performance. The alignment of human resource management with the strategy of organization and the alignment of different practices of human resource management such as training, appraisal and career opportunities within the firm are regarded to be essential factors in determining the relation between organizational performance and human resource management (Anwar, e t al., 2021).

Yadav, (2020) in his study about employee retention at NPTC limited his found that human Resources management practices (training and development) are significant in retention, due to that employees became skilled this helps organization to be

efficiency and productive because employee will have knowledge about their work. Finthariasari, et al., (2021) argues that, today's business development does not only on a good business strategy. Many companies from different sectors are continuously developing their marketing divisions to produce the most up-to-date and effective marketing strategies. However, the reality is that market winners in business are not only for those who have a good marketing strategy, but also thanks to the human empowerment system that exists within the company. For this reason, companies need to practice proper human resource management (MHRM), one of which is in the form of HRM Practice.

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 organizations face. This has been the case of the Sumbawanga Municipal council found in Rukwa Region. Yet, at most all studies have been done beyond Tanzania boundaries creating a geographical and cultural gap this study sought to fill. It is from this puzzle the researcher proposed to conduct research because according to his knowledge, no similar study has been conducted.

1.4 Research Objectives

1.4.1 General Research Objective

To examine the impact of human resources management practices on organizational performance in Sumbawanga Municipal Council?

1.4.2 Specific Research Objectives

- i. To determine the influence of rewards on organizational performance

- ii. To determine the influence of human resource development on organizational Performance.
- iii. To determine the influence of compensation on organization performance

1.5 Research Questions

- i. What is the influence of rewards on organizational Performance?
- ii. What is the influence of human resource development on organizational Performance?
- iii. What is the influence of compensation on organizational performance?

1.6 Significance of the Study

The study will have significance in Sumbawanga Municipal Council for improving Organizational performance, improvement of human resources management practises strategies , acquiring knowledge on human resource management practices such as compensation, reward and human resource development because of different views from different writers, study journal, theoretical frame work, scholars work and lastly the research will help me to get the reward on Master degree in Human Resource Management.

1.7 Scope of the Study

The scope of this study was limited to the influence of human resources management practices on organization performance. Specifically, limitation was to the influence of rewards practices on organization performance, the influence of compensation on organization performance, and the influence of employee development on

organization performance. The research was done at Sumbawanga Municipal council, because of the familiarity which made easily in data collection.

1.8 Organizational of the Research Study

The work contains five chapters including chapter one which contains title of the study, background of the study, problem statement, research question, research objectives, research variables, significance of the study, chapter two comprises literature review, conceptual definition, theoretical literature review, empirical research review, research gap, conceptual framework and theoretical research review and chapter three comprises of Research Methodology, Research design, population, sampling design, sample size and selection, data collection Methods, research procedures, data analysis Methods, expected result of the study, ethical consideration and limitation of the study. Chapter four includes analysis and presentation of data and chapter five included summary, conclusion and recommendation.

CHAPTER TWO

LITERATURE REVIEW

2.1. Overview

This chapter shows Reviews of other literature which support the research developed by other writers and scholars who have conducted research finally they came with findings, including books and theory. In literature review there can be gaps observed and some variation in research which can differ depending in one scenario to another scenario.

2.2. Conceptual Definition

2.2.1. Human Resource Management Practices

Human resource Management Practices are all process of attracting, motivating, and retaining employees to ensure the survival of the organization, recently, majority of researchers and practitioners have recognized the importance of human capital as one of the most important parts of any firm because organizational goals can be achieved through them. Employees are the key resource of a company to gain competitive advantage over the competitors. Companies rely on skilled workers to be productive, creative, and innovative, and to provide high quality customer service. Chong et al (2020)

An organization that performs HRMP such as development, training, selection, and compensation system is able to achieve goals and develop strategies effectively and flexibly and is also able to implement policies within the organization. (Nguyen et al, 2020). Alshammari, (2020) defined Human resources practices including all process of creating a pool of suitable applicants, recruiting individuals, selecting, and

training and make them helpful in achieving organizational goal.

2.2.2. Compensation

Compensation is the financial yield and benefits those employees receive in the form of salary, wages, incentives, and rewards as a return of their membership within the Organisation to increase their performance of work Ashraf (2020).

2.2.3. Reward

The reward as practice of human resource management have impact on the Performance of Organizational when they are linked with employee Performance, the rewards value chain explains how the incentive effect enhances performance by motivating employee and increasing levels of engagement by rewarding achievement, competence, and skill (Madhani,2021).

2.2.3. Employee Development

In contemporary competitive environment, it is necessary for each company, regardless its field of activity, to pay attention to employee training and development, which helps not only increase the productivity of work, exploitation of new knowledge and better motivation of the employees to co-operate on innovations, but also the development of entire company. Through employee training and development, the employers may find new effective ways to acquire source of competitive advantage (Lucie, 2018).

2.2.4. Organizational Performance

Al Safadi et al., (2020) define Organisation Performance as measurement of actual results achieved within those areas for which the employee is held accountable. All

individual and group performance measures must be woven into the fabric of organizational success measures to connect the employee to institutional achievement.

2.2.5. The Definition that Fit the Study

From all above definition, the definition of Chong and his fellow (2020) fit the study because it argues that human capital is important for reaching organizational goal when they are attracted, motivated, retained, and skilled so that they deliver high quality customer service.

2.3. Theoretical Literature Review

2.3.1. Human Capital Theory of Management

The theory assumes that in principle of management development of human capabilities as a resource focuses more on increasing knowledge and skills that can support the development of an organization or company, that companies manage employees in such a way as to improve workability so that they can achieve higher level of Performance. Along with the development of employee knowledge and performance, the companies also do not neglect to provide rewards to increase employee loyalty. Therefore, to this theory an organisation lacking skilled employee will not perform. Widarni et al, (2021).

2.3.2. Weakness of Human Capital Theory

The theory assumes that without education employee will not perform and result to poor economic growth because they will lack knowledge, skills and critical thinking especially formal education which is being funded by the government which have

been measured and have agreed standard, the theory ignores other factors which help in Organizational performance work life balance factor and social nature of human behaviour.

2.3.3. Strength of Human Capital Theory

According to Prasetyo (2020) states that Human Capital can give the main and dominant contribution to encourage economic growths in order to increase competitiveness, to him human capital can be used as a measure of human resources to drive economic development, for example Organization which lack skilled employee who are needed in production and service delivery can fail to reach its Organizational goal, the study of Jocelyne (2020) et al justified that there is relationship between Human Capital and Organizational Performance.

2.3.4. Justification for Choosing the Theory for the Study

The theory highlights factors which affect Organizational Performance especially having employees who have education, knowledge and skills needed by employers, not only that but also was used by other researchers in their study, Blair (2021) used human capital theory to analyse his study about the rise of Human Capital theory not only Blair but also Wright et al. (2021) used the theory to study why recruit temporary sponsored Skilled Migrants in Australia.

2.4. Empirical Research Review

In this approach empirical works of different authors including writers of books, journals and empirical research will be used in literature review to justify the impact of HRM Practices on organizational performance including compensation, reward,

and human resource development at Sumbawanga Municipal Council in Tanzania. Specifically, focused on examining the influence of rewards on organizational practices on organization performance the influence of human resource development on organizational performance, and compensation management practices on organization performance in order to make good review.

2.4.1. About The Study

The Study is all about the Impact of human resources management practices in organizational performance: a case study of Sumbawanga Municipal council.

2.4.2. Methodology and Techniques used to collect data

Quantitative research methodology was used to collect data using probability sampling by using questionnaires as a technique for data collection during the study.

2.4.3. Method and Techniques used to analyse Data

Exploratory data analysis was performed in data analysis where by a researcher did descriptive data analysis to find the mean of relationship between independent variable and the dependent variables to show cause factor relationship , factor analysis was done so that to know if the sample was optimum for the study and inferential analysis was performed to generalise the study that is human resources management practices reward, human resource development and compensation have impacts on organizational performance using statistical packages for social sciences (SPSS) as a technique for data analysis.

2.4.4. Main Findings and Their Implications

The findings revealed that increase in rewards, human resource development and the

influence of compensation have positive impacts on organizational performance this have implication to policy makers make policy which support well established employees' rewards package, compensation package and employee's development package which will help to increase employee's performance for organizational performance and the study theory explained that in order for organization to perform they need employees who are educated and well skilled about their task.

2.4.5. The Main Conclusion

During the study it was revealed that increase in rewards provision, human resources development and compensation increases employee performance that will increase Organization performance because of increase in their effort in production which will raise performance due to satisfaction, increase in knowledge, Skills, education and morale of employees.

2.4.6. The Relationship to the Current Study

There is relationship between empirical reviews with the currently study which views that human resources management practices because in both the findings concurs that human resources management practices have impacts on organizational performance.

2.4.7. The New Findings

The findings show that increase in reward provision, human resources development and compensation have impact in organizational performance but the researcher recommend further research to be done with other variables to test the cause relationship if there is relationship between human resources management practices

with organizational performance so that the statement of the problem can be answered.

2.4.8. Empirical Studies Globally

Hung (2022) studied the impact of human Resource Management Practices on Organizational Performance: the case of food Enterprises in Vietnam, the sample size was drawn from 438 staffs and 278 Managers in his study, analytic Method Structure Equation was used to analyze the data the result of the study shows that human resources management practice has Impact on Organizational Performance, to him food Enterprises should invest in HRMP for Organizational Performance.

Jashari, et al., 2020 in Kosovo examined the impacts of human resource Management practices on Organizational performance. In their study a total of 100 managers of manufacturing firms in Kosovo from public and private sector have responded to the survey. The Survey questionnaire had contained 39 items covering selected HRM Practices and Organizational performance. The empirical result showed the Managers of Manufacturing firms in Kosovo recognize the importance of employees in their organization and apply practices to manage them effectively, the outcome of correlation analysis provide evidence that HRM practices positively and significant Influence Organizational Performance.

Yuri's, et al., (2022) the study was to examine the impact of human resource practices on organizational performance in the manufacturing sector in Indonesia. The study has examined the moderate effect climate in the relationship between human resource practices and Organizational performance. A total of 320 questionnaires were distributed and a total of 260 were received back, so, the

response rate was 82.25%. The study draws attention in Indonesia Management towards further investigation.

2.4.9. Empirical Study in Africa

The Study of Adagbabiri et al (2020) in Nigeria show that the impact of human resource management (HRM) practices on organizational performance has been subject of discourse among social scientists from a wide range of disciplines in the last two decades. This study was undertaken to fill this obvious research gap. The study found that there is a significant relationship between HRM practices and organizational performance. As predicted, the study revealed that human resource management practices exert positive and statistically significant impact on organizational performance. Requisite conclusion and recommendations were provided in the light of theoretical and empirical findings.

Segbenya, et al., (2022) examined the effect of human resource management practices on Organizational Performance at Atimwa Pomua Rural bank Limited in Ghana it revealed that Human resource management practices have impact on Organizational Performance. Siwale, et al., (2020) argues Reward management system is a core function of human resource discipline and is a strategic partner with company managements. Besides, it has an important role on work outcomes. Based on the analysis of the findings on the influence of rewards system on organisational performance using Brentwood suppliers Limited in Lusaka-Zambia, it was revealed that, the existing reward system of Brentwood suppliers was ineffective and needed to be revised; there was a relationship between rewards systems which had an impact on employee performance.

2.4.10. Empirical Studies in Tanzania

Staki, (2018) conducted a study in Veta Morogoro and Dar es salaam on the effects of human resource practices on organizational performance. A case of Veta in Dar es salaam and MOROGORO A case of Vocational Education Training Authority (VETA)” intended to assess effects of human resource practices such as Human Resource Planning (HR), training and career development and compensation policy and management on organizational performance in Tanzania public institutions. The findings indicated that the human resource practices such as HR planning, training and development, compensation policy, have a positive relationship with VETA institutions’ performance. The performance of both employees and the institutions depends on how managers use best practice on employees’ management.

2.5. Research Gap

The impact of human resource management practices on Organizational Performance have been studied by different scholars in different areas including followings, Jashari, et al., (2020) their study revealed that human resource has impact on Manufacturing Industry in Kosovo. Segbenya, et al., (2022) examined the effect of human resource management practices on Organizational Performance at Atimwa Pomua Rural bank Limited in Ghana it revealed that Human resource management practices have impact on Organizational Performance.

Adagbabiri, et al., (2020) study about the effect of human resource management practice on Organizational Performance in Nigeria Oil and Gas Industry revealed that human resource management Practice have impact on Organizational

Performance. Staki, (2018) conducted a study in Veta Morogoro and Dar es salaam on the effects of human resource practices on organizational performance.

Those studies are not enough to cover Tanzania where human resource management practice is different from other countries especially in Sumbawanga Municipal Council, which is among of government institution in Tanzania, there is a need to undergo a study to cover research gap.

2.6. Conceptual Framework

In concept variables are any characteristics that can take on different values, such as height, age, temperature, or test scores. Researchers often manipulate or measure independent and dependent variables in studies to test cause-and-effect relationships. The independent variable is the cause. Its value is independent of other variables in the study and the dependent variable is the effect, its value depends on changes in the independent variable. (Bhandari, 2022).

Rewards in management means recognizing employees for what they have done in their work especially in organizational goal example performing better, good customer services, increasing production or adding new customers, this makes employee to know that their effort are known and have value to the organizational success it can be giving some allowances, recognition certificate, involving employee in decision making. Armstrong (2019) argues that as an effective rewards strategy acts as a driver of the rewards value chain, there is a need for a balancing act because of potentially conflicting goals of tangible and intangible rewards. There is a positive relationship between rewards and performance as prior research found that a rewards strategy acts as a key driver of

the service-profit chain.

Human resource development includes education, knowledge and skills employee having for production in organization, for the organization to perform need to have special human capital who are educated well, have knowledge and skills needed in production so that they can meet required standard and gain competitive advantages for increasing performance in organization. Amir, et al., (2020) states that; Development provides benefits to employees, for instance, better positions and careers; it increases organizational efficiency as well. Skilled employees provide better performance at work. Employee development includes training, work experience and job rotation.

Employee development is much needed by an organization due to: 1) the existence of technologies used by employees at work in the form of new applications/software; 2) the lack of employees' skills in using technology-based work tools. Organization's program therefore cannot be carried out optimally; 3) so that employees can work in total, it is necessary to hold employee education and training regularly; 4) the intense competition in improving services and results in various organizations [3]. It can be concluded that employee development is an activity to improve employee performance through education and training carried out by an institution or organization for the employees. Development of civil servants is going through several processes: formal education, work experience and training.

Compensation, means benefit which employee get as a result of their contribution to the organization it is a benefit of being a member of organisation because of adding

value of production or contribution in the organization. Onuorah, et al., (2019) argues that “The compensation practices include not only salary, but also the direct and indirect rewards and benefits the employee is provided with in return for their contribution to the organization. Some of the benefits of employee’s performance include health insurance, disability income protection, retirement benefits, daycare, tuition reimbursement, sick leave, vacation (paid and no-paid), funding of education as well as flexible and alternative work arrangements”.

Organizational Performance, Organizational Performance means reaching intended goal which the Organization desired to reach depending on the plan of the Organization it is about effectiveness, efficiency and quality, some time performance can be measured by the increase in production. Organization’s performance has been measured substantially based on their profit achievement. None of any organizations wanted to have losses being marked for their business operations during the given accounting period (Mohammad, 2019).

Due to the analysis above the independent variable of the study is impact of human resource management practices, compensation, reward and employee development and the dependent variable is Organizational Performance a case of Sumbawanga Municipal council, the study is going to test cause and effect relationship of the two variables specific objectives of the study rewards, human resource development and compensation if they have impact in organizational performance as illustrated in a conceptual framework figure below.

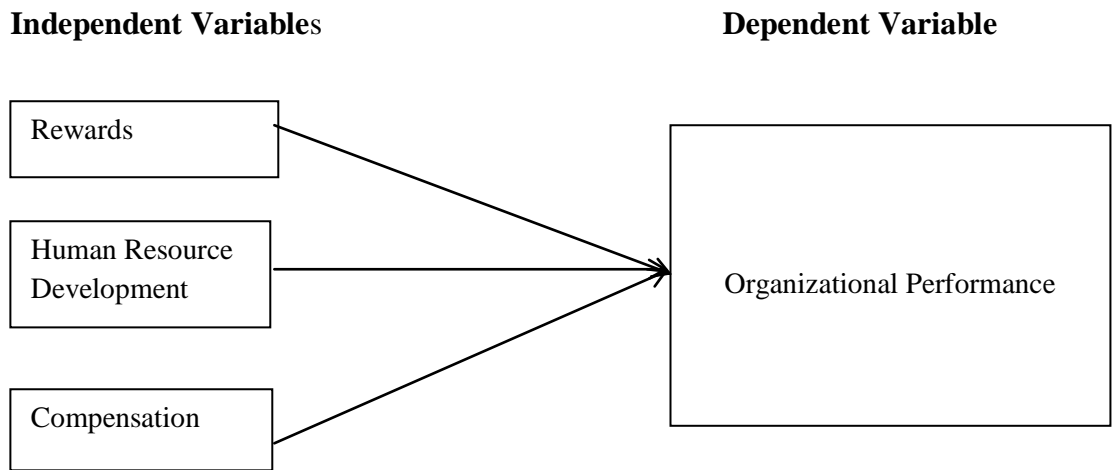


Figure 2.1: Conceptual Framework

Source: Adapted from Staki, (2018).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Overview

This chapter present the methods that will be used to carry out the study. It presents the research design, study population, sample size, sampling methods, data collection methods and instruments, procedure for data collection, validity and reliability, data management and analysis, measurement of variables, ethical considerations, and limitations of the study. In this Research Proposal different approach will be used in data collection including Interview, Observations, questionnaire, statistical analysis, and qualitative analysis to find out the findings of the research problem.

3.2. Research Strategies

This part provides the strategies that were used in study including philosophy, approach, design, and area of the research and study population. (Rugeiyamu, 2019).

3.3. Research Philosophy

Chege, et al., (2020) defines research philosophy as a set of beliefs concerning the nature of the reality being investigated and the choice of the type of research philosophy applied in an area of research study depends on the knowledge being investigated. Tombs et al., (2020) have explained that in research philosophy a researcher can use Positivism interpretive depending on the nature of the research, in this research both Paradigms were used to collect data, analyze, and use data related to the impact of human resource Management Practice on Organizational

Performance.

3.4. Research Design

Boru, (2018). Defines research design is the procedure for collecting, analyzing, Interpreting, and reporting data in research studies. It is overall plan for collecting the conceptual research problems with the pertinent empirical research. It set the procedure on the data needed, the methods to be applied to collect data and analyze the data and how is going to answer the research question. Explanatory research design, quantitative and qualitative approach was used, a researcher starts to conduct quantitative research, analyzes the results uses the results to explain them in more detail with qualitative research.

3.5. Study Area

The study was done in Sumbawanga Municipal Council which has employees who are public servant under the Ministry of the President's Office Regional Administration and Local Government (PO RALG) in Tanzania with main business is Social Service delivery to the Public. The area was very helpful in data collection about the Impacts of Human resource management Practices on Organizational Practices (Rugeiyamu, 2019).

3.6. Study Population

Sichalwe, et al (2021). Defines population to people/objectives with characteristics of interest to the researcher study. The population of this study were 2299 employees from different department and Units in Sumbawanga Municipal council.

Table 3.1: Population Distribution

Category	Population
1. Administration and Human resource	140
2. Audit	2
3. Legal	1
4. Health	363
5. Finance and Trade	12
6. Works and Fire	11
7. Primary Education	1026
8. Secondary Education	672
9. Land and Natural Resources	5
10. Agriculture, Irrigation and Cooperatives	40
11. Community Development, Social Welfare and Youth	16
12. Management Information Unit (ICT)	3
13. Land use Planning Management & Coordination	2
14. Planning, Statics', and Monitoring	6
Total	2299

Source: Field Data (2023).

3.7. Research Procedures

Are all process used in research in collecting data, here the researcher developed questionnaires which the respondent answered according to sample size selected in targeted study population. Also interview questions were developed which the key informants were going to answer. Both quantitative and qualitative methods were used in research procedures to collect and analyze data on influence of human resource management practices on oorganizational performance in Sumbawanga Municipal Council.

3.8. Sampling Techniques

Sichalwe et al (2021) defines sampling techniques as a strategy of selecting few respondents or a sample in a population who will be contacted to carry out empirical research. Because is not easy to carry out the research by using entire population. Random sampling or Non-random samplings were used.

3.9. Sampling Design

Sampling design is how a researcher decides the way of selecting a sample for the study. There are two types of sampling non- probability sampling and probability sampling (Mishra et al, 2019). Sampling design is a sample selection technique, whereby a researcher used to select the study sample aiming in saving time, provision of accuracy data here the whole population was identified, selection of small portion of data was identified for the research study.

3.9.1. Purposive Sampling Technique

Purposive sampling has a long developmental history and there are as many views that it is simple and straightforward as there are about its complexity. The reason for purposive sampling was better matching of the sample to the aims and objectives of the research, thus improving the rigour of the study and trustworthiness of the data and results. Four aspects to this concept have previously been described: credibility, transfer ability, dependability and confirm ability. (Campbell et al 2020).

3.9.2. Sample Size and Selection

Sumbawanga Municipal Council have 2299 employee who are scatted between departments and units. In this research frustrated random sampling was used, it is a probability method of selecting sample from sub populations in this case department or units with equal chance for each employee being selected. During stratified sampling, random numbers proportional to each department or unit were generated using excel spreadsheet and considered as sample. Each generated number was picked from employee list and therefore included in the study. In case of none response there was a replacement using the same procedure.

Sample size was determined by considering the use of Yamane sampling formulae for estimating optimal sample size. One important reason for selecting Yamane formula is because the population size of the study was clearly known. Also, the assumptions such as categorical variables and assumed population proportion of 0.5 and confidence level of .95 were consistent with the population of this study. The Yamane formula is presented as

$$n = \frac{N}{1 + Ne^2}$$

where by n = sample size, N = total population which is (2299),

and e = standard error equal to 0.05.

$$\text{Therefore } n = \frac{2299}{1 + (2299 * (0.05^2))} = 340.79 \approx 341$$

$$\text{Adjustment for none response using 3\%} = [(341 * 0.03) + 341] = 351.2 \approx 352$$

Therefore, the optimal sample size was estimated at 352 and was proportionately distributed as shown in Table 3.2.

Table 3.2: Distribution of the Study Sample

Category	Population	Sample size
1. Administration and Human resource	140	22
2. Audit	2	1
3. Legal	1	1
4. Health	363	55
5. Finance and Trade	12	2
6. Works and Fire	11	2
7. Primary Education	1026	154
8. Secondary Education	672	103
9. Land and Natural Resources	5	1
12. Agriculture, Irrigation and Cooperatives	40	6
13. Community Development, Social Welfare and Youth	16	2
12. Management Information Unit (ICT)	3	1
13. Land use Planning Management & Coordination	2	1
14. Planning, Statics', and Monitoring	6	1
Total	2299	352

Source: Field Data (2023).

3.10. Data and Types of Data

The research will use collected data in the study area to complete the research which will involve primary data and secondary data.

3.10.1. Primary Data

Sharma, (2022). Defines the term "primary data" refers to information obtained directly from people who experienced an event or situation first-hand. It's more reliable since it's based on actual research. Because primary data has not been tampered with by humans, it is more trustworthy than secondary data. Qualitative and quantitative methods were used in data collection.

3.10.2. Secondary Data

Sharma, (2022) defines the term "secondary data collection" refers to the process of gathering data from a source other than the original user. It comprises published census data, published records, newspaper biographies, data archives, academic articles, and numerous databases, amongst other sources of information, Chivaka, (2018) added that are data gathered by other researcher usually for different purpose. Secondary data were used for references.

3.10.3. Data Collection Methods

Data collection methods are ways used by a researcher to collect data in field including. In this research quantitative methodology was used to collect data by random sampling whereby primary data was collected through questionnaires and secondary data was collected from different readings and other scholars works about the impact of human resource management practices in Organizational performance.

3.11. Questionnaires

Fairclough, et al., (2021) defined Questionnaires are device to elicit human perspective, self-reports, or knowledge, are questions which are distributed to few selected study populations so that are filled so that to collect data about the research topic so that the research. That question will help the research to get knowledge of other people about the research; those questionnaires were filled for research purpose only.

3.12. Documentation

Norquist, (2019). Is the evidence provided for Information and ideas borrowed from others, that Includes both primary and secondary sources, it includes books, journals, and articles. In the context of this study, documentary review included documents such as the annual reports of departments and units in Sumbawanga municipal councils. Also, the consolidated OPRAS feedback and evaluation for the three consecutive years was referred to get overview of organizational performance.

3.13. Validity and Reliability of Data

Validity of data in research means the accuracy of a measure (Middleton, 2019) is a state of being logically or acceptable basing on truth of the fact something which can be proved using data obtained in a field, Validity entailed findings in research which can be tested theoretically and empirically.

3.13.1. Reliability of Data

Reliability of data in research means is about consistency of a measure (Middleton, 2019). Reliability of data is one way of ensuring there is data security, data quality

and regular compliance, here means the researcher tries to build trust of data including sources of data. Organizations depend much on reliable data to make decision when there is integrity of data-built foundation of reliable data, to build reliable data, there should be clean the data, update data, verify data, and data normalization. In this study reliability was tested using Cronbach's Alpha statistic. The results were presented in Table 3.3.

Table 3.3: Reliability Test Results

Variable name	Number of items	Cronbach's Alpha
Rewards	5	0.973
Human resource development	6	0.894
Compensation	7	0.903
Organizational performance	6	0.924

Source: Field Data (2023).

3.13.2. Data Analysis Methods

Data analysis is a process of describing information to get required result in field work, a researcher gather data then describe to get the result of the research as was required. The aim of data analysis is to find out all desirable information for the research to identify the finding of the research. In this Research there will be two phases of data analysis. The first phase was exploratory data analysis and the second was confirmatory data analysis. During exploratory data analysis descriptive analysis using mean score followed by factor analysis that was performed using principal component analysis method. At this phase univariate level analysis was predominant for each study variables namely rewards human resource development, compensation and organization performance at Sumbawanga municipal council. The next phase was confirmatory analysis where linear regression analysis was performed to ascertain the influence of dependent variables on dependent variable.

The estimated model was given as: -

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

Where: -

Y = Organizational performance

β_1 , β_2 and β_3 = regression coefficients

X_1 = Rewards, X_2 = Human resource development, X_3 = Compensation

ε = Error term

3.13.3. Expected Result of the Study

The researcher expected to gather data which was useful in testing the research hypothesis the impact of human resource management practices including compensation management, reward management and employee development in Organizational Performance.

3.13.4. Ethical Consideration

Hasan, et al., (2021). Defined Ethics in research are guidelines for conducting professional research. It also teaches and regulates researchers to ensure that they follow a strict code of ethics when conducting research. The researcher should consider does and don't, is about what to do and not do, confidentiality in data collection including not mentioning the names of data provider and not forcing respondent to Provide information or involving in data provision. Confidentiality was taken in consideration.

CHAPTER FOUR

FINDINGS AND DISSCUSSION

4.1 Overview

This chapter present Data which have been obtained in field through Questionnaires from the Employees of different Department in Sumbawanga Municipal Council analyzed using SPSS for presentation specific questions including examining the influence of rewards on employee Performance, examining the impacts of Compensation on Organization Performance and to determine the influence of Employee Development on Organizational Performance.

A total of 352 questionnaires were distributed to randomly selected employees from all departments and units at Sumbawanga Municipal Council of which 341(96.9%) questionnaires were filled and returned back. It means about 11(3.1%) questionnaires were not returned back at the end of the study period. Details are presented in Table 4.1.

4.2 Respondent's Demographic Profile

Demographic profile is defined are inferences of relationship and predators of the study is among of the variable of study which used to show traits of respondent in research it helped the researcher to determine the qualities of his respondent's in research study, it was important for the researcher to analyze respondent's profile so that to know participation of employees in public service with their personal information including age, gender, level of education, marital status, staff cadre and working experience (Asio, et al., 2021).

Regarding gender, respondents were asked to indicate their gender purposively, because it is very important to ensure inclusion in studying the impact of human resource practices on organizational performance. The result in Table 4.1 shows that 47.5% of respondents were female and the remaining 52.5% were male. The finding implies that in Sumbawanga Municipal male are mostly employed than female, even in the research men participation was more than female participation due to difference in number.

With regard to age, the researcher had to know the age of employees because it helped to determine important employee information which helped the researcher to know how at a certain period human resource practices were in organization it can be compared to duration of stay of employees and its effects in organizational performance. The results in Table 4.1 show that age categories were 41.9% ranges between 18-35, 49% ranges between 36-55, and the remaining 9.1% ranges between 56-65. This category was chosen because in Tanzania employment policy citizens are allowed to be employed when they reach 18 age and retire up to 65 years with given requirement (Tanzania Public Service regulations of 2022).

Regarding education level of respondents, the results in Table 4.1 show that 12% of respondents had higher education, 38.4% had Diploma, and the remaining 49.6% had Certificate. Respondents were elite and meet the requirement of using self-administered questionnaire. Regarding working experience at SMC, respondents were asked to indicate time worked at SMC. This was important because it helped to ensure quality control of the study in terms of reliability and validity issues. The minimum working experience was supposed to be at least one year. The results in

table 4.1 show that 29% had 1-2 years of working experience at SMC, 29.6% had 3-5 years of working experience at SMC and the remaining 41.3% had more than 5 years of working experience at SMC.

Table 4.1: Respondents demographic Profile

Profile	Categorization	Frequency	Percent
Response rate	Returned filled questionnaire	341	96.9
	Not returned questionnaire	11	3.1
	Total	352	100
Sex	Male	179	52.5
	Female	162	47.5
	Total	341	100
Age	18--35	143	41.9
	36--55	167	49
	56--65	31	9.1
	Total	341	100
Education	Certificate	169	49.6
	Diploma	131	38.4
	Higher education	41	12
	Total	341	100
Working experience at SMC	1--2 years	99	29
	3--5 years	101	29.6
	>5 years	141	41.3
	Total	341	100

Source: Field data, (2023)

4.3 Exploratory Data Analysis

The research aimed in analysing about the impact of human resources management practices on Organizational Performance, to complete the study, researcher developed several questionnaires in five Likert's scale which ranges from strongly dis agree to strongly agree to obtain response. Firstly, descriptive statistics was performed for each study variable constituting each of the specific objectives. Secondly, factor analysis was applied to compute the highest loaded factor scores of attributes in each of independent variables and the dependent variable as preparation for further analysis (Inferential statistics).

4.4. Descriptive Statistics

4.4.1 The level of Rewards to Employees at SMC

The first specific objective of the study was to examine the influence of rewards on organizational performance. The results show that the average mean score of seven items on rewards at SMC was 2.60 which is low on Likert scale and represents disagree on five-point scale of agreement. The maximum score for each of the seven items was 5 which represents strongly agree and the minimum was 1 which represents strongly disagree. The finding indicates that the rewards system at SMC was limited only to some of employees for some times or scenarios.

However, three items were moderate on Likert scale which include “received any reward in the past three years” with mean score of 2.76 and standard deviation of 1.055, “opportunity for none salary payment tasks with mean score of 2.77 and standard deviation of 1.135 and “equal chance for opportunists associated with none salary payments with mean score of 2.66 and standard deviation of 1.144. The finding indicates that provision of rewards was not consistent and not predictable among employees at SMC.

This finding was farther confirmed through the remaining four items which were low on Likert scale including “rewards provided regularly to employees at working place” with mean score of 2.53 and standard deviation of 0.995, “specific rewards to be anticipated by employees at working place” with mean score of 2.49 and standard deviation of 1.053 and “bonus payments are common and well scheduled at working place“ with mean score of 2.53 and standard deviation of 1.044 and “work related incentives” with mean score of 2.48 and standard deviation of 1.045. The finding

indicates rewards were neither regular, common nor at least predictable despite complete lack of work-related incentives for majority of employees.

Table 4.2: Descriptive Statistics for Rewards

Response	Number of observations	Minimum	Maximum	Mean	Std. Deviation
Rewards provided regularly to employees at working place	341	1	5	2.53	.995
Specific rewards to be anticipated by employees at working place	341	1	5	2.49	1.053
Bonus payments are common and well scheduled at working place	341	1	5	2.53	1.044
Received any reward in the past three years	341	1	5	2.76	1.055
Opportunity for none salary payment tasks	341	1	5	2.77	1.135
Equal chance for opportunists associated with none salary payments	341	1	5	2.66	1.144
Work related incentives	341	1	5	2.48	1.045
Total mean				2.60	-

Source: Field Data (2023).

4.4.2 The Level of Compensation for Employees at SMC

The second specific objective of the study was to examine the impacts of compensation on organizational performance. The results show that the average mean score of nine items on compensation at SMC was 3.19 which is moderate on Likert scale and represents neutral on five-point scale of agreement. The maximum score for each of the nine items was 5 which represents strongly agree and the minimum was 1 which represents strongly disagree. The item “Satisfactory compensation package” had the lowest moderate mean score of 2.88 and a standard deviation of 1.005 followed by “Allowance part of compensation plan” with mean

score of 3.15 and standard deviation of 1.112, and “Equal treatment in terms of payment modality” with mean score of 3.29 and standard deviation of 0.958.

The finding indicates that employees at SMC were neutral on the compensation package in terms of amount of salary and none salary payments, treatment of employee from different departments and levels of seniority at the working place. This could be linked to the finding that “Compensation gap not huge among employees” had mean score of 2.56 which is low on Likert scale and represents disagree on five-point scale of agreement. This indicates that employees perceive huge compensation gap among themselves in SMC. Similarly, the item “Satisfied with retirement package in the compensation plan” had mean score of 2.26 which is low on Likert scale and represents disagree on five-point scale of agreement. This indicates that employees at SMC were not motivated by retirement package since it was regarded a not huge enough associated with future pessimism and uncertainties.

On the other hand, the items “Several financial service opportunities associated with compensation plan” with mean score of 3.55 and standard deviation of 0.952, “Compensation plan regularly implemented accordingly” with mean score of 3.60 and standard deviation of 0.973, “Timely provision of compensation” with mean score of 3.63 and standard deviation of 0.951 and “Payment modality conducive” with mean score of 3.82 and standard deviation of 0.801 revealed high mean score based on Likert scale which represents agree on five point scale of agreement. The finding indicates that majority appreciate how well the execution of existing compensation plan is being considered. It means salaries were paid regularly on schedule, fully paid and paid in a way that was regarded convenient by employees.

Also, employees had opportunity to benefit from financial services such as securing loans other related financial services based on salary scale.

Table 4.3: Descriptive Statistics for Compensation

Response	Number of observations	Minimum	Maximum	Mean	Std. Deviation
Satisfactory compensation package	341	1	5	2.88	1.005
Timely provision of compensation	341	1	5	3.63	.951
Compensation gap not huge among employees	341	1	5	2.56	1.054
Payment modality conducive	341	1	5	3.82	.801
Equal treatment in terms of payment modality	341	1	5	3.29	.958
Several financial service opportunities associated with compensation plan	341	1	5	3.55	.952
Satisfied with retirement package in the compensation plan	341	1	5	2.26	1.010
Compensation plan regularly implemented accordingly	341	1	5	3.60	.973
Allowance part of compensation plan	341	1	5	3.15	1.112
Total mean				3.19	-

Source: Field Data (2023).

4.5. The Level of Human Resource Development at SMC

The third specific objective of the study was to examine the influence of human resource development on organizational performance. The results show that the average mean score of nine items on human resource development at SMC was 3.14 which is moderate on Likert scale and represents neutral on five-point scale of agreement. The maximum score for each of the nine items was 5 which represents strongly agree and the minimum was 1 which represents strongly disagree.

The major ways in which development of human resources at SMC were “Undertake regular on the job training consistent to employees’ carrier” with means score of 3.20 and standard deviation of 0.980, “Undertake regular off the job training consistent to employees’ carrier” with mean score of 3.19 and standard deviation of

0.721 and opportunity for further studies with mean score of 3.25 and standard deviation of 0.689. The finding indicates that opportunities and initiatives for human resource development at SMC were limited to some of employees and not regular enough with moderate rate which indicates neutral on five-point scale of agreement.

The finding indicates that human resource development activities or initiatives were accessed with limitations and among some employees while majority could not occasional on the job and off the job training. Smaller standard deviations for all items indicate there was small variability of responses. Unlike other items, “Requested and given paid study leave in the past three years” exhibited mean score of 2.48 which was low with standard deviation of 1.042 indicating huge dispersion of responses from the mean. The finding indicates that there was small proportion of employees who had requested and given study leave at SMC within three years prior to the study.

However, regardless of the limited access to regular human resource development at SMC those who had participated in such initiatives had acquired skills and knowledge. The results show that two items “interpersonal skills to improve communication skills” with mean score of 3.26 and standard deviation of 0.675 and “Intrapersonal skills to improve communication skills” with mean score of 3.18 and standard deviation of 0.729 signify communication skills through interpersonal skills and intrapersonal skills. Other items “Improved working skills in the past three years” with mean score of 3.31 and standard deviation of 0.718, “Knowledge and skills to cope with technological changes at working place with mean score of 3.16 and standard deviation of 0.765 and “Improved knowledge and skills regarding daily

tasks at working place” with mean score of 3.24 and standard deviation of 0.675 revealed that employees had developed and improved ICT skills, and work-related skills. The finding suggests that human resource development initiatives at SMC had enhanced skills among employees who had an opportunity to access them.

Table 4.4: Descriptive Statistics for Human Resource Development

Response	Number of observations	Minimum	Maximum	Mean	Std. Deviation
Undertake regular on the job training consistent to employees’ carrier	341	1	5	3.20	.980
Undertake regular off the job training consistent to employees’ carrier	341	1	5	3.19	.721
Opportunity for farther studies	341	1	5	3.25	.689
Requested and given paid study leave in the past three years	341	1	5	2.48	1.042
Improved working skills in the past three years	341	1	5	3.31	.718
Knowledge and skills to cope with technological changes at working place	341	1	5	3.16	.765
Improved knowledge and skills regarding daily tasks at working place	341	1	5	3.24	.675
Interpersonal skills to improve communication skills	341	1	5	3.26	.675
Intrapersonal skills to improve communication skills	341	1	5	3.18	.729
Total mean				3.14	-

Source: Field Data (2023).

4.6. The Level of Organizational Performance at SMC

The results in Table 4.5 show that the average mean score of eleven items on organizational performance at SMC was 3.83 which are high on Likert scale and represents agree on five-point scale of agreement. The maximum score for each of the eleven items was 5 which represents strongly agree and the minimum was 1 which represents strongly disagree. The item with highest score was “periodic goals are measured and evaluated for each player” with mean score of 4.25 and standard deviation of 0.828, followed by “periodic goals of each player are designed to contribute to major organizational goals” with mean score of 4.23 and standard

deviation of 0.825 all of which are very high on Likert scale and represent strongly agree on five-point scale of agreement.

The finding indicates that organizational goals were an aggregate of each individual work-related goal through OPRAS in different departments and units at SMC. However, the item “periodic goals made clear for each player at working place” revealed a mean score of 3.55 and standard deviation of 0.989 which is high on Likert scale representing agree on five-point scale of agreement. The finding indicates that there were chances that for some of key players at SMC the goals were not made clear and that had affected achievement of organizational goals at large. The finding is supported by the decline in mean score from general to specific and short term to long term goals.

For instance the item “periodic goals are measured and evaluated at organizational level” revealed mean score of 4.02 and standard deviation of 1.107, “short term goals of the organization are realized at high level” revealed mean score of 3.84 and standard deviation of 0.899, “the last years organizational goals were realized at high level” revealed mean score of 3.84 and standard deviation of 1.024, “long term goals are of the organization are realized at high level” revealed mean score of 3.76 and standard deviation of 0.914, “midterm goals of the organization are realized at high level” revealed mean score of 3.72 and standard deviation of 1.001, “periodic goals are consistently being achieved by each player at working place” revealed mean score of 3.71 and standard deviation of 0.898 and “periodic goals are consistently being achieved at organizational level” revealed mean score of 3.66 and standard deviation of 1.063.

Table 4.5: Descriptive Statistics of Organizational Performance at SMC

Response	N	Minimum	Maximum	Mean	Std. Deviation
Periodic goals made clear for each player at working place	341	1	5	3.55	.989
Periodic goals of each player are designed to contribute to major organizational goals	341	1	5	4.23	.825
Periodic goals are measured and evaluated for each player	341	1	5	4.25	.828
Periodic goals are measured and evaluated at organizational level	341	1	5	4.02	1.107
Periodic goals are consistently being achieved by each player at working place	341	1	5	3.71	.898
Periodic goals are consistently being achieved at organizational level	341	1	5	3.66	1.063
Short term goals of the organization are realized at high level	341	1	5	3.84	.899
Midterm goals of the organization are realized at high level	341	1	5	3.72	1.001
Long term goals are of the organization are realized at high level	341	1	5	3.76	.914
The last quarter organizational goals were realized at high level	341	1	5	3.52	1.352
The last years organizational goals were realized at high level	341	1	5	3.84	1.024
Total mean				3.83	-

Source: Field Data (2023).

4.7. Data Reduction Using Factor Analysis

For the purpose of data reduction, the researcher had to perform factor analysis using the principal component analysis method. The Varimax option was used to ensure maximum variance was used a variable extraction criterion during rotation of vectors. Thus, Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO) and Bartlett's Test of sphericity, for each rotated components matrix of reward attributes, human resource development attributes, compensation attributes and organizational performance attributes were generated. Using selection criterion, the researcher considered that items with the score of 0.6 or above were included and otherwise excluded. For the case of KMO a threshold of 0.7 or above was used to ascertain sampling adequacy whereas for the case of Bartlett's Test of sphericity the P. value of 0.05 or less was used to ascertain significance of the results of

components or factor groupings. The Eigen value of 1 or above was used to determine the number of components at the end of iteration process. The results are presented in Table 4.6.

Table 4.6: Factor Analysis Results

Code	Items on reward	Factor Score	Status	Statistical Tests
V010	Rewards provided regularly to employees at working place	0.803	Included	Kaiser-Meyer-Olkin Measure of Sampling Adequacy = 0.802 And Bartlett's Test of Sphericity (Chi square = 1557.337, df = 21, p. value <0.001)
V011	Specific rewards to be anticipated by employees at working place	0.866	Included	
V012	Bonus payments are common and well scheduled at working place	0.406	Excluded	
V013	Received any reward in the past three years	0.845	Included	
V014	Opportunity for none salary payment tasks	0.854	Included	
V015	Equal chance for opportunities associated with none salary payments	0.979	Included	
V016	Work related incentives	0.555	Excluded	
Items on human resource development				
V110	Undertake regular on the job training consistent to employees' carrier	0.821	Included	Kaiser-Meyer-Olkin Measure of Sampling Adequacy = 0.880 And Bartlett's Test of Sphericity (Chi square = 5048.276, df = 36, p. value <0.001)
V111	Undertake regular off the job training consistent to employees' carrier	0.534	Excluded	
V112	Opportunity for farther studies	0.847	Included	
V113	Requested and given paid study leave in the past three years	0.702	Included	
V114	Improved working skills in the past three years	0.815	Included	
V115	Knowledge and skills to cope with technological changes at working place	0.671	Included	
V116	Improved knowledge and skills regarding daily tasks at working place	0.965	Included	
V117	Interpersonal skills to improve communication skills	0.518	Excluded	
V118	Intrapersonal skills to improve communication skills	0.53	Excluded	
Items on compensation				
V210	Satisfactory compensation package	0.739	Included	Kaiser-Meyer-Olkin Measure of Sampling Adequacy = 0.810 And Bartlett's Test of Sphericity (Chi square = 2867.574,
V211	Timely provision of compensation	0.959	Included	
V212	Compensation gap not huge among employees	0.733	Included	
V213	Payment modality conducive	0.572	Excluded	
V214	Equal treatment in terms of payment modality	0.836	Included	
V215	Several financial service opportunities associated with compensation plan	0.927	Included	
V216	Satisfied with retirement package in the compensation plan	0.591	Excluded	
V217	Compensation plan regularly implemented	0.93	Included	

Code	Items on reward	Factor Score	Status	Statistical Tests
	accordingly			df = 36, p. value <0.001)
V218	Allowance part of compensation plan	0.859	Included	
Items on organizational performance				
V310	Periodic goals made clear for each player at working place	0.918	Included	
V311	Periodic goals of each player are designed to contribute to major organizational goals	0.591	Excluded	Kaiser-Meyer-Olkin Measure of Sampling Adequacy = 0.867
V312	Periodic goals are measured and evaluated for each player	0.453	Excluded	
V313	Periodic goals are measured and evaluated at organizational level	0.543	Excluded	
V314	Periodic goals are consistently being achieved by each player at working place	0.804	Included	And
V315	Periodic goals are consistently being achieved at organizational level	0.927	Included	Bartlett's Test of Sphericity (Chi square = 4055.345, df = 21, p. value <0.001)
V316	Short term goals of the organization are realized at high level	0.591	Excluded	
V317	Midterm goals of the organization are realized at high level	0.926	Included	
V318	Long term goals are of the organization are realized at high level	0.859	Included	
V319	The last quarter organizational goals were realized at high level	0.587	Excluded	
V320	The last years organizational goals were realized at high level	0.688	Included	

Source: Field Data (2023)

The results in Table 4.6 shows that at the end of rotation of seven items of rewards, the KMO was 0.802 which was above 0.7 indicating there was sampling adequacy and the Bartlett's Test of Sphericity was significant (Chi square = 1557.337, df = 21, p. value <0.001). Five out of seven items on rewards which include “Rewards provide regularly to employees at working place”, “Specific rewards to be anticipated by employees at working place”, “Received any reward in the past three years”, “Opportunity for none salary payment tasks” and “Equal chance for opportunities associated with none salary payments” achieved the factor score of 0.6 or above and qualify to be included. The remaining two items of rewards which are “Bonus payments are common and well scheduled at working place”, and “Work related incentives” achieved factor score of less than 0.6 and were excluded.

Also, the results in table 4.6 show that at the end of rotation of nine items of human resource development, the KMO was 0.880 which was above 0.7 indicating there was sampling adequacy and the Bartlett's Test of Sphericity was significant (Chi square = 5048.276, df = 36, p. value <0.001). Six out of nine items on human resource development which include “undertake regular on the job training consistent to employees carrier”, “opportunity for farther studies”, “requested and given paid study leave in the past three year”, “improved working skills in the past three years”, “knowledge and skills to cope with technological changes at working place” and “improved knowledge and skills regarding daily tasks at working place” achieved the factor score of 0.6 or above and qualify to be included. The remaining three items of human resource development which are “undertake regular off the job training consistent to employees’ carrier”, “interpersonal skills to improve communication skills” and “intrapersonal skills to improve communication skills” achieved factor score of less than 0.6 and were excluded.

The results in Table 4.6 shows that at the end of rotation of nine items of compensation, the KMO was 0.810 which was above 0.7 indicating there was sampling adequacy and the Bartlett's Test of Sphericity was significant (Chi square = 2867.574, df = 36, p. value <0.001). Seven out of nine items on compensation which include “satisfactory compensation package”, “timely provision of compensation”, “compensation gap not huge among employees”, “equal treatment in terms of payment modality”, “several financial service opportunities associated with compensation plan”, “compensation plan regularly implemented accordingly” and “allowance part of compensation plan” achieved the factor score of 0.6 or above and qualify to be included. The remaining two items of compensation which are

“payment modality conducive” and “satisfied with retirement package in the compensation plan” achieved factor score of less than 0.6 and were excluded.

The results in Table 4.6 shows that at the end of rotation of eleven items of organizational performance, the KMO was 0.867 which was above 0.7 indicating there was sampling adequacy and the Bartlett's Test of Sphericity was significant (Chi square = 4055.345, df = 21, p. value <0.001). Six out of eleven items on organizational performance which include “periodic goals made clear for each player at working place”, “periodic goals are consistently being achieved by each player at working place”, “periodic goals are consistently being achieved at organizational level”, “mmidterm goals of the organization are realized at high level”, “long term goals are of the organization are realized at high level” and “the last year’s organizational goals were realized at high level” achieved the factor score of 0.6 or above and qualify to be included.

The remaining five items of organizational performance which are “periodic goals of each player are designed to contribute to major organizational goals”, periodic goals are measured and evaluated for each player”, “periodic goals are measured and evaluated at organizational level”, “short term goals of the organization are realized at high level” and “the last quarter organizational goals were realized at high levell” achieved factor score of less than 0.6 and were excluded.

4.8. Variables Transformations

After factor analysis was performed, the variables had to be transformed accordingly by grouping them. The grouping process meant that all measurements which did not

load adequately in to their assumed constructs had to be removed. The grouping process was performed in SPSS version 22 to compute variables by adding the scores of each case's scores of the variables and divide by the number of variables to get the mean construct representative score which was involved in inferential statistics to test the relationship. The entire process is demonstrated in the Table 4.7.

Table 4.7: Variable Transformation

Variable name	Variable Code	Computation
Rewards	V010	$(V010 + V011 + V013 + V014 + V015)/5$
	V011	
	V012	
	V013	
	V014	
	V015	
	V016	
Human resource development	V110	$(V110 + V112 + V113 + V114 + V115 + V116)/6$
	V111	
	V112	
	V113	
	V114	
	V115	
	V116	
	V117	
Compensation	V210	$(V210 + V211 + V212 + V214 + V215 + V217 + V218)/7$
	V211	
	V212	
	V213	
	V214	
	V215	
	V216	
	V217	
Organizational performance	V310	$(V310 + V314 + V315 + V317 + V318 + V320)/6$
	V311	
	V312	
	V313	
	V314	
	V315	
	V316	
	V317	
	V318	
	V319	
V320		

Source: Field Data (2023).

4.9. Inferential Statistics

Inferential statistics was carried out for conclusions so that to get beyond findings of the descriptive statistics and factors analysis. The general objective of this study was to assess the influence of human resources management practice on organizational performance by using three variables including rewards, compensation, and human resource development as human resources management practices on organization performance. The regression analysis was conducted to determine the statistical relationship between the predictors and the dependent variable. The method used in this analysis included multiple linear regressions which utilizes the ordinary least square (OLS) methods of estimation.

4.10. Assumption of Multiple Regression Analysis

Normal distribution of dependent variable

In this study the dependent variable is organizational performance which was measured using five-point scale of agreement and is a continuous scale variable. In order linear regression to hold, organizational performance should follow a normal distribution. The normality test was performed for the following hypothesis: -

H₀: The data on organizational performance comes from a normal distribution

H_a: The data on organizational performance does not come from a normal distribution

The results of Shapiro-Wilk test show that the assumption that data on organizational performance comes from a normal distribution was not significant (Statistic = 0.992, df =341, Value =0.058>0.05). Since Value is above 0.05, therefore the researcher

failed to reject the null hypothesis the effect that data on organizational performance was normally distributed.

Table 4.8: Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	Df	Sig.
Organizational performance	.042	341	.200*	.992	341	.058

a. Lilliefors Significance Correction

*. This is a lower bound of the true significance.

Source: Field Data (2023)

Homoskedasticity

The Bruesch-Pagan test was used to test the hypothesis regarding homoskedasticity.

The rule is that if the Value is less than 5% significance level then the researcher has to reject the null hypothesis. The hypothesis was given as: -

Ho: Homoskedasticity is present (the residuals are distributed with equal variance)

Ha: Homoskedasticity is not present (the residuals are not distributed with equal variance)

The independent variables were regressed against the square residuals and the R square value was 0.013 (see Table 4.9) and number of observations was 341. Thus, the chi square value was 4.433 ($0.013 * 341 = 4.433$). The computed p. value using 3 degrees of freedom is 0.218. since P. Value = $0.218 > 0.05$ then the researcher failed to reject the null hypothesis. Thus, homoskedasticity was assumed to be present. Therefore, the researcher was confident to run a normal linear regression since no problem of heterosexuality.

Table 4.9: Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.112 ^a	.013	.003	.63043

a. Predictors: (Constant), rewards, human resource development, compensation
b. Dependent Variable: squared residuals

Source: Field Data (2023)

4.11. Multicollinearity test

The second assumption for linear regression to hold is that there should be no problem of multicollinearity between independent variables. In this study the independent variables are rewards, human resource development and compensation. The variance inflation factor (VIF) which is the reciprocation of tolerance was used to conclude regarding the problem of multicollinearity. According to Pallant (2006), the acceptable range not to violate the assumption of multicollinearity is that the VIF must be less than 10 ($VIF < 10$). The results in Table 4.10 show that the VIF was 2.119 for rewards, 1.925 for human resource development and 1.253 for compensation all of which do not exceed the threshold of 10 then there was no problem of multicollinearity.

Table 4.10: Multicollinearity Test Results

Variable	Tolerance	Variance Inflation Factor (VIF)
Rewards	0.472	2.119
Human resource development	0.520	1.925
Compensation	0.798	1.253

Source: Field Data (2023)

4.12. Multiple Regression Analysis

Since the assumptions of linear regression hold then it was possible to perform a multiple linear regression analysis. In this case the researcher had to use the OLS method and obtain the regression results of the influence of rewards, human resource

development and compensation of organizational performance. The results are presented in Table 4.11, 4.12 and 4.13.

4.13. Model Summary

The model summary demonstrates the influence of independent variables on the dependent variables. The results in Table 4.11 show that the model was statistically significant and collectively the independent variables explained 24.7% of variation in organizational performance at SMC (Adjusted R square = 0.247). Since there were only three independent variables, small Adjusted R square implies that the model was not overestimated and signifies existence of many other variables that contribute to organizational performance. It should be noted that the independent variables in this study namely rewards; human resource development and compensation belong to one main variable which is human resource management practices. The finding suggests that organizational performance does not only rely on human resource management practices alone.

Table 4.11: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	0.503 ^a	0.253	0.247	0.77410	0.253	38.145	3	337	0.000

Source: Field Data (2023).

4.4.2.2 Analysis of Variance (ANOVA)

The results in Table 4.12 showS that the estimated F value was 38.145 and the associated degree of freedom for numerator was df1=3, degrees of freedom for denominator was df2=337. Since the level of significance was P. Value <0.001 which is smaller than the threshold of 0.05, then the model was statistically fit. The

finding signifies that human resource management practices in this case rewards, human resource development and compensation correctly explains organizational performance.

Table 4.12: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	68.574	3	22.858	38.145	0.000 ^a
	Residual	201.942	337	0.599		
	Total	270.516	340			

a. Predictors: (Constant), rewards, human resource development, compensation

b. Dependent Variable: Organizational performance

Source: Field Data (2023).

4.14. Regression Coefficients

Regression coefficients are meant for unstandardized beta coefficients resulting from the model estimation for each of the independent variables. The Table 4.13 shows regression coefficients and t-test for significance level of rewards, human resource development and compensations.

Table 4.13: Regression Coefficients

Independent variable	Unstandardized Coefficients		Standardized Coefficients	t statistic	p.value
	B	Std. Error	Beta		
1 (Constant)	1.210	.200		6.062	.000
Rewards	.316	.076	.307	4.143	.000
Human resource development	.148	.073	.143	2.020	.044
Compensation	.121	.059	.116	2.034	.043

a Dependent Variable: Organizational performance

Source: Field Data (2023).

A simple regression model was used in determining the level of influence the independent variable have on dependent variable as shown below: -

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$$

$$Y = 1.210 + 0.316X_1 + 0.148X_2 + 0.121X_3$$

The results in Table 4.13 show that regression coefficient (B) of rewards was 0.316 which indicates that a unit increase in the level of rewards would lead to 0.316 units increase in organizational performance. There was a significant positive influence of rewards on organizational performance at SMC (t-statistic = 4.143, P. Value <0.001). The finding signifies that 1% increase in rewards results to 31.6% increase in organizational performance, *ceteris paribus*.

Also, the results in Table 4.13 show that regression coefficient (B) of human resource development was 0.148 which indicates that a unit increase in the level of human resource development would lead to 0.148 units increase in organizational performance. There was a significant positive influence of human resource development on organizational performance at SMC (t-statistic = 2.020, P. Value =0.044). The finding signifies that 1% increase in human resource development results to 14.8% increase in organizational performance, *ceteris paribus*.

Also, the results in Table 4.13 shows that regression coefficient (B) of compensation was 0.121 which indicates that a unit increase in the level of compensation would lead to 0.121 units increase in organizational performance. There was a significant positive influence of compensation on organizational performance at SMC (t-statistic = 2.034, P. Value =0.043). The finding signifies that 1% increase in compensation results to 12.1% increase in organizational performance, *ceteris paribus*. The summarized conclusions on hypotheses are presented in Table 4.14.

Table 4.14: Summary of Hypothesis

Hypothesis	Model	P-Value	Conclusion
H₁ : Rewards have positive significant influence on organizational performance	Multiple Regression model	P<0.001	Failed to reject H₁
H₂ : Human resource development has positive significant influence on organizational performance	Multiple Regression model	P=0.044<0.05	Failed to reject H₂
H₃ : Compensation has positive significant influence on organizational performance	Multiple Regression model	P=0.043<0.05	Failed to reject H₃

Source: Field Data (2023)

CHAPTER FIVE

DISCUSSION OF THE FINDINGS

5.1. Discussion of the Findings

In this part, findings were discussed. The main objective of this study was to assess the impact of human resources management practices on organizational performance and specific objectives of the study were;

- i. To determine the influence of rewards on organizational performance
- ii. To determine the influence of human resource development on organizational Performance.
- iii. To determine the influence of compensation on organization performance

5.2. Influence of Rewards on Organization Performance

The researcher aimed to assess the influence of rewards practices on organization performance. The researcher found that rewards practice is influence on organization performance in Tanzania as regression analyses show positive influence in explaining the dependent variable which is organization performance, its relationship also was statistically significant.

This show that rewards practices helps organization to meet goals and objectives for purposes of achieving organizational performance, which is being supported by Madhan (2021) who argues that the reward as practice of human resource management have impact on the Performance of Organizational when they are linked with employee Performance, the rewards value chain explains how the incentive effect enhances performance by motivating employee and increasing levels of engagement by rewarding achievement, competence, and skill. Also was

supported by Armstrong (2019) who explained that as an effective rewards strategy acts as a driver of the rewards value chain, there is a need for a balancing act because of potentially conflicting goals of tangible and intangible rewards. There is a positive relationship between rewards and performance as prior research found that a rewards strategy acts as a key driver of the service-profit chain.

Descriptive statistics analysis was conducted most of respondents agreed that rewards practices increase organization performance because of satisfaction of employees of what they get from their employer. This implies that when employees get rewards from their employer, they become happy and they will increase performance this was supported by Madhan (2021) who argues that effective reward systems deliver tangible rewards great enough to attract talented employees and intangible rewards to motivate them. From the study one can argue that rewards practices increase organizational performance.

5.3 Influence of Human Resource Development Practices on Organization Performance

The intention of the researcher wanted to assess the influence of human resource Development practices on Organizational Performance. The researcher confirmed that human resource development practices have influence on organization performance in Tanzania as regression analyses depicts those human resources development practices makes the strongest significant unique influence in explaining the dependent variable which is organization performance and its relationship is statistically significant.

This goes a long way to indicate that employee development in terms of education, skills and knowledge is very important as far as organizational performance is concerned. In contemporary competitive environment, it is necessary for each company, regardless its field of activity, to pay attention to employee training and development, which helps not only increase the productivity of work, exploitation of new knowledge and better motivation of the employees to co-operate on innovations, but also the development of entire company. Through employee training and development, the employers may find new effective ways to acquire source of competitive advantage (Lucie, 2018).

This concurs with argument of Widarn et al, (2021) who argues that in” principle of management development of human capabilities as a resource focuses more on increasing knowledge and skills that can support the development of an organization or company, that companies manage employees in such a way as to improve workability so that they can achieve higher level of Performance. Along with the development of employee knowledge and performance, the companies also do not neglect to provide rewards to increase employee loyalty.” Therefore, to them an organisation lacking skilled employee will not perform.

According to Prasetyo (2020) states that Human Capital can give the main and dominant contribution to encourage economic growths in order to increase competitiveness, to him human capital can be used as a measure of human resources to drive economic development, for example Organization which lack skilled employee who are needed in production and service delivery can fail to reach its

Organizational goal, also the study of Jocelyne (2020) et al justified that there is relationship between Human Capital and Organizational Performance.

Descriptive statistics was performed for a study variable of specific objectives, one of them was human resource development the finding suggests that human resource development initiatives at SMC had enhanced skills among employees who had an opportunity to access them due to skills enhancement of increased employee performance which increases organizational performance.

5.4. Influence of Compensation on Organization Performance

The intention of the researcher wanted to assess the impact of compensation on organization performance. The researcher confirmed that compensation have impacts on organization performance in Tanzania as regression analyses showed that compensation have impacts on organization performance. The researcher confirmation was supported by the study of Anthonia et al (2019) when they studied about the effect of compensation management on employee performance, in conclusion they recommended that every organization should make equity -based compensation as compulsory policy since equity-based compensation are used more extensively in forms for ensuring maximum performance The intention of the researcher wanted to assess the influence of compensation on organization performance. The researcher confirmed that compensation practice is influence on organization performance in Tanzania as regression analyses depicts that that compensation practice makes the strongest significant unique influence in explaining the dependent variable which is organization performance and its relationship is statistically significant.

This goes a long way to indicate that employee compensation is very important as far as organizational performance is concerned. This is in line with the findings of Adeyemi et al., (2015) who stated that when employees feel that their efforts are appreciated and the company introduced a system of fair compensation and satisfaction, the company will have optimized motivation and hence increased employee performance. Hussein (2019) further established that extrinsic rewards have a significant effect on organizational performance. Katzenbach, et al., (2015) also established that compensation has a strong positive impact on the performance of university lecturers. They observed that the more the lecturers were compensated fairly, the better they performed.

In addition, descriptive statistics analysis was conducted and it was found that most of respondents opined that employee contribution and efforts is valued and given importance which is replicated in attractive compensation packages. This means that the value employee compensation and benefits packages have increases the performance human resource outcomes normally increases the performance, satisfaction and productivity also stay there and attracting. The perception of employee about the organization benefits policy. Therefore, pay is tied to employee performance good quality and quantity of work done (Baloch, et al., 2010).

Also, respondents agreed that compensation management is based on performance measured relative to the performance of the organization. This implies that performance related pay directly impacts the workers performance creating the output through pay and workers has more able to give pay structure according to the performance. The role of employee performance linking to bounces to improve the

productivity (MPhil, et al., 2014). The relation of pay and performance is dirtily linking worker has a fixed pay in a period of time and give incentive for their good performance give the pay for shorter term incentive give the power job shorter oriented.

Further respondents said that compensation practices influence the motivation level of employees. This implies that compensation can generate as important role for employee performance. A good employee feel that value of the company is working for the also enhance the batter work they are wellbeing. Taken seriousness by their employee and their career self-assessment also taking care by their commonalty employee are the big part of organization like engine of the organization which else and fund the reward knows organization scan attain any objective with its employee.

Rizwan and Ali, (2010) mention the real success of organization from employee willingness to use their creativity and among how the employee increases the positive employee inputs and rewards practices in place. The importance of motivating employees cannot enough in organizations context motivated employee highly productive more efficiency providing and willing to performing by efforts to generate the innovation and the new ideas in the organization performance. Dewhurst et al., 2010), says that compensation of employee productivity can be enhance provide effective recognition which provide the result improve the performance of organization.

CHAPTER SIX

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

6.1. Overview

The chapter presents the findings in research, conclusions and recommendations of the study. Findings involves information discovered after the research, conclusions involve judgement of discovered information and recommendations it all about suggestion for further study in order to explore more research about the impacts of human resources practices in Organizational Performance.

6.2. Summary of Main Findings

Exploratory Data Analysis was done in analysing about the impact of human resources management practices on Organizational Performance, to complete the study, researcher developed several questionnaires in five Likert's scale which ranges from strongly disagree to strongly agree to obtain response. Firstly, descriptive statistics was performed for each study variable constituting each of the specific objectives. Secondly, factor analysis was applied to compute the highest loaded factor scores of attributes in each of independent variables and the dependent variable as preparation for further analysis (Inferential statistics).

The first specific objective of the study was to examine the influence of rewards on organizational performance. After performing descriptive statistics The results show that the average mean score of seven items on rewards at SMC was 2.60 which is low on Likert scale, The results show that the rewards system at SMC was limited only to some of employees for some times or scenarios, it means some employees were provided with rewards some not, some did not understand the rewards

program me which is within, due to undetermined level of rewards it probably lower the organization performance, meaning management was supposed to increase level of rewards in order to increase level of performance, Factor analysis was done in order to find if the sample was adequate for the study, the results shows that the sample for the study was significantly to explain the specific objective of the study that rewards if it influences organizational performance.

Inferential statistics was conducted to generalize the study where due to findings increase in rewards will increase organizational performance. Descriptive study was performed in examining the influence of human resource development on organizational Performance the results show that the average mean score of nine items on human resource development at SMC was 3.14 which is moderate this finding suggests that human resource development initiatives at SMC had enhanced skills among employees who had an opportunity to access them, so for those who accessed them were in a good position to increase organizational performance because of improvement in communicational skills, interpersonal skills and acquiring new knowledge.

Factor analysis was done in order to find if the sample was adequate for the study, the results shows that the sample for the study was significantly to explain the specific objective that is human resource development it influences organizational performance in organization. Inferential statistics was conducted to generalize the study where due to findings increase in human resource development will increase organizational performance due to education, skills and knowledge employees which are used in performance.

Examining the impacts of compensation on organizational performance descriptive statistics show that the average mean score of nine items on compensation at SMC was 3.19, the results indicate employees were paid salary, retirement benefits, allowances and have opportunity to benefit financial services like borrowing money in banks but they were not satisfied, they recommended that employers should improve compensation packages that will satisfy majority of employees.

Factor analysis was done in order to find if the sample was adequate for the study, the results shows that the sample for the study was significantly to explain the specific objective that is compensation influences organizational performance. Inferential statistics was conducted to generalize the study where due to findings increase compensation will increase organizational performance due to employee's satisfaction which boost morale in production.

The findings revealed that increase in rewards, human resource development and the influence of compensation have positive impacts on organizational performance because increase increases of rewards provision to employees, employee's development and compensation makes employees increase their effort in production which will raise performance.

6.3. Implications of the Findings

Implications in research highlight the significance of findings, while recommendations in research suggest specific actions to solve problem in this work the findings have the followings implications to different groups as analysed below, implications in research explain what findings of the study mean to researchers or to

certain subgroups or populations beyond the basic of the result.

6.3.1. Implications for Policy Makers

Due to analysis that human resource practices have impact on organizational performance including rewards, employee compensation and employee development when policy makers including responsible ministry and independent department make policy which support well established employees' rewards package, compensation package and employee's development package which will help to increase employee's performance for organizational performance.

Policy makers due to increase of globalization and computerized world should ensure they make hr policy which helps employees and employers maintain competition including the use of information technology and develop competitive skills for competitive advantages.

6.3.2. Implications for the industry

- i. Helps to set guidelines on how hr practitioners should implement employment policy including hr policy for government institutions and private institutions in a country in order to ensure there is improvement of employment welfare to employees, which helps in improvement of social service delivery to the public and its sustainability.
- ii. Implication to employees in different organization, it helps to understand that if they put their effort in performance so to reach organization goals it helps the employers to establish satisfactory rewards, development programmes and compensation packages because of output (profit) gained in a company not only

that it can be a mechanism of showing feedback to their employers about satisfaction of employment package given to them.

- i. Due to the study employers should comply with human resources management practices such as, provision of rewards to employees, compensation which satisfy employees and human resource development which help employees to be trained so that they get knowledge which helps Organizational performance. This was supported in the study of Mohamad et al (2020) who argues that applying effective HRMP via training, creating unique programs for enhancing individual and team work skills results in making employees more engaged, as a result, the level of employee engagement, the more likely organizational success.
- ii. Employers and employees should understand that both of them have a role to play in order to increase organization performance employers should ensure they make plan for motivation including rewards, compensation and employees' developments not only employers also employees should increase their commitment in performance so that they produce and provide feedback to their employers.

6.3.3. Implications for Academics in Theoretical Analysis

Generally, the study explains that the independent variable rewards, human resource development and compensation have influence on dependent variable that is organizational performance, The study theory explained that in order for organization to perform they need employees who are educated and well skilled about their task it assumes without knowledge cannot perform not only that but there should be some rewards provisions due to the research analysis, the theory is effectively and efficiency

because concurs with the study. It can be used to study about the impacts of human resources practices on organizational performance and the researcher can use the theory for theoretical comparison with other theory in research study.

The research can be used to study the theoretical comparison on the theories which used to study about the impacts of human resources on organizational performance including Maslow's theory of motivation, two factor theories and other.

6.4. Limitations of the study

- i. The study has limitations which the reader should understand including the study sample was having missing data because some were reluctant to fill the questionnaires because and others, they did not properly answer the questionnaires returned back with errors which was not proper for research studies this made limitations in studying the impacts of human resources practices on organization performance especially in reward, compensation and employee development. So, in the future large amount of sample should be opted.
- ii. Sumbawanga Municipal Council is one council among 184 councils in Tanzania with different historical background, number of employees, geographical location so it is not enough to explore more information about impacts of human resources on organization performance.
- iii. The study did not cover private institutions where there are human resources practices.
- iv. The study did not cover multinational companies like Coca-Cola Company where there are practices of human resources management.

- v. The study did not cover financial institutions, where human resource management is quite different from public institutions.

6.5. Conclusion

The study was about the impacts of human resources management practices on organizational performance it was between independent variable reward, human resources development and compensation, during the study it was revealed that increase in rewards provision, human resources development and compensation increases employee performance that will increase Organization performance because of increase in their effort in production which will raise performance due to satisfaction, increase in knowledge, Skills, education and morale of employees.

6.6. Recommendations for Further Studies

- i) In the future it is recommended that further studies to be done so that exploration of more information about the impacts of human resources management practices on organization performance with specific objectives including the influence of human resource development and other specific variables such as planning, engagement, staffing, recruitment and selection to be done for acquiring adequate information about the research problem, that make valid and reliable conclusion which can be measured and tested scientifically and be proved.
- ii) More samples to be opted in order to increase validity and reliability, because the study opted optimum sample for the study area but it is not enough to make conclusion because in Tanzania there are 184 district councils SMC represents one of it with different number of employees

compares to others.

- iii) Study coverage should be increased, the study can be done in large coverage for example one can study region, private institutions, multinational companies and financial institutions.

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APPENDICES

APPENDIX 1: Questionnaire for Sumbawanga Municipal Council Staff

Hello!

My name is **SABINA SOLOMON SONGELA** pursuing Masters of Human Resource Management (MHRM) offered by the Open University of Tanzania. Currently I am conducting research on the **the impact of human resources management practices in organizational performance**". I hereby request your cooperation by responding to the questions. The study findings will help by informing stakeholders on improving human resource management practices. Specifically, this questionnaire helps in collecting data for research titled "**the impact of human resources management practices in organizational performance**" so would like you to spare your few minutes to answer the questions. Your data are confidential is for study purpose only.

Section A: Demographic Information

Personal details

1. Age (Years) _____
2. Your Gender/Sex is.

<input type="checkbox"/>	Female	<input type="checkbox"/>
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3. Level of Education/ Sex is.

<input type="checkbox"/>	Certificate	<input type="checkbox"/>	Diploma	<input type="checkbox"/>	Higher education
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4. Your Marital Status is?

Single	<input type="checkbox"/>	Married	<input type="checkbox"/>	Separated
--------	--------------------------	---------	--------------------------	-----------
5. Staff Cadre

<input type="checkbox"/>	HR\$ADMN	<input type="checkbox"/>	Finance	<input type="checkbox"/>	Education	<input type="checkbox"/>
--------------------------	----------	--------------------------	---------	--------------------------	-----------	--------------------------

Other Worker

6. How Long Have You Worked with the department.

1-2 years 3-5 years above 5 years

Section B: influence of rewards on organization Performance

Using the following key

A = strongly disagree

B = disagree

C = neutral

D = agree

E = strongly agree

How would you agree with the following statement in relation to rewards on Organization Performance?

S/N	REWARD FACTORS					
1.	Your organization uses rewards to increase organization performance?					
2.	Your organization uses non-monetary rewards like appreciation, involvement in decision making and different employee gathering to increase organization performance?					
3.	You use the value of money to perform the roles assigned to you to increase organization performance?					
4.	Reward have been viewed as goods that employee stay for, in your organization?					
5.	My salary and other benefit have led you to satisfaction of your employment?					
6.	You find challenging jobs with better payment than yours?					
7.	You find non momentary factors motivating than monetary factors?					
8.	Do you think rewards as a Human Resource Management Practice have impact on organization performance?					

How do you agree or disagree with the following items describing the level of rewards at working place in Sumbawanga Municipal Council?

Items on level of rewards	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Rewards provided regularly to employees at working place					
Specific rewards to be anticipated by employees at working place					
Bonus payments are common and well scheduled at working place					
Received any reward in the past three years					
Opportunity for none salary payment tasks					
Equal chance for opportunists associated with none salary payments					
Work related incentives					

Section C: Impacts of Compensation on Organization Performance

Using the following key

A = strongly disagree

B = disagree

C = neutral

D = agree

E = strongly agree

How do you agree with the following statements in relation to compensation performance?

S/N	COMPENSATION					
1	As employee, I am happy with compensation from my Employer					
2	Our Organization Compensation result to organization performance					
3	Our organization employs compensation that increase Organizational performance					
4	Compensation in our organization have improved human resource management for organization performance					
5	Compensation have used in our organization to increase individual satisfaction hence increase Organization performance					
6	Do Management team satisfied with your Organizational Compensation.					
7	Do you find self-satisfied due to the increased level of compensation in your organization					

Section D: Impact of human resource Development on Organizational Performance.

Using the following key

A = strongly disagree

B = disagree

C = neutral

4 = agree

5 = strongly agree

How could you agree with the following statements in relation to Employee development and Organizational Performance?

S/N	HUMAN RESOURCE DEVELOPMENT					
1.	As employee I am trained to acquire new knowledge, skills, and attitudes towards my works					
2.	Development in your carrier gives you higher morale in your work?					
3	As employee, I undertake workshop and programs to increase my skill level which help Organization to perform.					
4	My training helps the Organization to face competition and maintain its quality.					
5.	As employee do you think that Employees Development have impacts on Organization Performance					
6.	As employee on job training have led to your job satisfaction					
7	There is positive relationship between training, development, and Organizational performance in you.					

How do you agree or disagree with the following items describing the level of human resource development at working place in Sumbawanga Municipal Council?

Items on level of human resource development	Strongly Disagree	disagree	Neutral	Agree	Strongly Agree
Undertake regular on the job training consistent to employees' carrier					
Undertake regular off the job training consistent to employees' carrier					
Opportunity for farther studies					
Requested and given paid study leave in the past three years					
Improved working skills in the past three years					
Knowledge and skills to cope with technological changes at working place					
Improved knowledge and skills regarding daily tasks at working place					
Interpersonal skills to improve communication skills					
Intrapersonal skills to improve communication skills					

Section E: Organizational performance

How do you agree or disagree with the following items describing the level of organizational performance at your working place in Sumbawanga Municipal Council?

Items on organizational performance at Sumbawanga municipal council	Strongly disagree	disagree	neutral	agree	Strongly agree
Periodic goals made clear for each player at working place					
Periodic goals of each player are designed to contribute to major organizational goals					
Periodic goals are measured and evaluated for each player					
Periodic goals are measured and evaluated at organizational level					
Periodic goals are consistently being achieved by each player at working place					
Periodic goals are consistently being achieved at organizational level					
Short term goals of the organization are realized at high level					
Midterm goals of the organization are realized at high level					
Long term goals are of the organization are realized at high level					
The last quarter organizational goals were realized at high level					
The last years organizational goals were realized at high level					

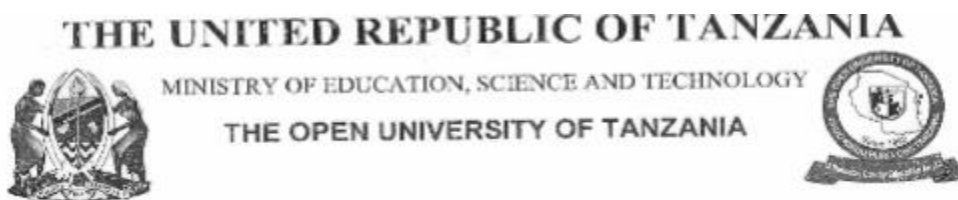
APPENDIX 2: TIME SCHEDULE AND PROPOSED BUDGET**Time: Schedule**

S/N	ACTIVITY	TIME, 2022
1.	Proposal Preparation	March – June 9, 2023
2.	Data Collection	June 17 – August 02, 2023
3.	Data Analysis	August 03 – August 15, 2023
4.	Report Writing	15 August -10 September July 2023
5.	Report Submission	12 September ,2023

Proposed budget

S/N	Item	Description of activity	Amount Required
1	Stationeries	Printing and Binding	500,000
2	Other expenses	Buying any other material needed in research	300,000
3	Allowance fee	Meal, transport	300,000
	TOTAL COST		1,100,000/-

APPENDIX 3: CLEARANCE LETTERS



Ref. No OUT PG201801705

1st August, 2023

Regional Administration Secretary (RAS),
Rukwa Region,
P.O. Box 128,
RUKWA.



Dear Regional Administration Secretary,

RE: RESEARCH CLEARANCE FOR MS. SABINA SOLOMON SONGELA, REG NO: PG201801705

2. The Open University of Tanzania was established by an Act of Parliament No. 17 of 1992, which became operational on the 1st March 1993 by public notice No.55 in the official Gazette. The Act was however replaced by the Open University of Tanzania Charter of 2005, which became operational on 1st January 2007. In line with the Charter, the Open University of Tanzania mission is to generate and apply knowledge through research.

3. To facilitate and to simplify research process therefore, the act empowers the Vice Chancellor of the Open University of Tanzania to issue research clearance, on behalf of the Government of Tanzania and Tanzania Commission for Science and Technology, to both its staff and students who are doing research in Tanzania. With this brief background, the purpose of this letter is to introduce to you **Ms. Sabina Solomon Songela, Reg. No: PG201801705**, pursuing **Masters of Human Resource**

Management (MHRM). We hereby grant this clearance to conduct a research titled **"The Impact of Human Resources Management Practices in Organizational Performance: A Case Study of Sumbawanga Municipal Council"**. She will collect her data at your area from 2nd August to 2nd September 2023.

4. In case you need any further information, kindly do not hesitate to contact the Deputy Vice Chancellor (Academic) of the Open University of Tanzania, P.O.Box 23409, Dar es Salaam. Tel: 022-2-2668820. We lastly thank you in advance for your assumed cooperation and facilitation of this research academic activity.

Yours sincerely,

THE OPEN UNIVERSITY OF TANZANIA



Prof. Magreth S. Bushesha

For: **VICE CHANCELLOR**

JAMHURI YA MUUNGANO WA TANZANIA
OFISI YA RAIS
TAWALA ZA MIKOA NA SERIKALI ZA MITAA

MKOA WA RUKWA
Anuani ya Simu: "REGCOM"
Simu Na: 025-2802318/2802137
Nukushi, (025) 2802217
Barua pepe: ras.rukwa@tamisemi.go.tz
Barua pepe: ras@rukwa.go.tz



Ofisi ya Mkuu wa Mkoa,
1 Barabara ya Mkoani,
S.L.P. 128,
SUMBAWANGA,
55180 RUKWA

Unapojibu tafadhali taja:

Kumb.Na: CA.190/227/0/A/3


03 Agosti, 2023.

Mkurugenzi,
Halmashauri ya Manispaa,
S.L.P. 187,
Sumbawanga.

Yah: KIBALI CHA UTAFITI

Tafadhali husika na kichwa cha habari hapo juu.

2. Ofisi imepokea barua yenye Kumb. Na. OUT PG. 201801705 ya tarehe 01 Agosti, 2023 kutoka kwa Mkuu wa Chuo Kikuu Huria Tanzania.
3. Katika barua hiyo Mwanafunzi Sabina Solomon Songela anaombewa kibali cha kufanya utafiti katika mada ifuatayo; "The Impact of Human Resources Management Practices in Organization Performance; A case study of Sumbawanga Municipal council"; ambapo utafiti huo unatarajia kufanyika kuanzia tarehe 02 Agosti, 2023 hadi tarehe 02 Septemba, 2023.
4. Kupitia barua hii nakujulisha kuwa kibali kimetolewa ili aweze kufanya utafiti kwa mujibu wa sheria, taratibu na Kanuni za uendeshaji wa Serikali.
5. Asante kwa Ushirikiano wako.


Donald L. Nssoko

Kny: KATIBU TAWALA MKOA

Nakala: Sabina Solomon Songela
S.L.P. 128,
Sumbawanga.