

**EFFECTS OF HUMAN RESOURCE MANAGEMENT PRACTICES ON  
EMPLOYEE'S PERFORMANCE IN TANZANIA: EMPIRICAL EVIDENCE  
FROM TANGANYIKA DISTRICT COUNCIL**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE  
REQUIREMENTS FOR THE DEGREE OF MASTER OF HUMAN  
RESOURCES MANAGEMENT (MHRM)  
DEPARTMENT OF MARKETING, ENTREPRENEURSHIP AND  
MANAGEMENT  
OF THE OPEN UNIVERSITY OF TANZANIA**

**2024**

### CERTIFICATION

The undersigned certifies that he has read and hereby recommends for acceptance by the Open University of Tanzania a dissertation entitled, **“Effects of Human Resource Management Practices on Employee’s Performance in Tanzania: Empirical evidence from Tanganyika District Council”** In Partial fulfillment of the requirement for the Award of Degree of Master in Human Resource Management.



Dr. Juma Matonya  
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30/04/2024

.....

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I, **Alphonse Patrick**, do hereby declare that, this dissertation is my own original work. It has never been presented to any other University or Institution. Where other people's works have been used, references have been provided. It is in this regard that I declare this work as originally mine. It is hereby presented in partial fulfilment of requirement for the Degree of Masters of Human Resource Management (MHRM).



Signature

21.04.2024

Date

**DEDICATION**

I dedicate this work in memory of Reverend Alfred Mwakyusa (1944- 2004) my lovely Father may his soul rest in peace, Lucia Msiku my lovely mother and my lovely wife Rahel J. Gwivaha for their love and support. Thank you so much.

## **ACKNOWLEDGEMENT**

First, I would like to give my special thanks to Almighty God for providing me life, chance and health to fulfill this carrier development which was my eager and great desire for long time.

Second I would like to express my special thanks to my supervisor Dr. Juma Matonya for his tireless support and guidance provided which helped me in writing this dissertation. Finally, I would like to send my special thanks to my family; My lovely wife Rahel Joctan Gwivaha, my children Prince, Promise, Pravin and Precious for their tireless prayer, moral, material support and encouragement they offered to me despite of the tight schedules and timetable they have. My brother Asajile Mwakyusa, who became a true leader and showed me how to dedicate efforts in work without compromise.

My humble thanks should be to the District Executive Director (DED) of Tanganyika District Council (TDC) and all staff for heartfelt cooperation and understanding during the time of data collection.

## ABSTRACT

This explanatory study aimed at assessing the effects of human resources management practices on employee's performance. Specifically, it aimed at determining the influence of training and development on employee's job performance, determining the influence of selection and recruitment on employee's job performance, determining the influence of reward and compensation on employee's performance and to determine the influence of communication and information sharing on employee's performance in Tanganyika district council (TDC). Random sampling was used to obtain a sample size of 150 research participants. The data were analyzed by using descriptive and multiple regression analysis with the help of Statistical Package for Social Sciences (SPSS) version 23. The findings of this study revealed that training and development, selection and recruitment, reward and compensation, communication and information sharing had positive and significant influence on employee's performance in TDC. It is concluded that the studied HRM practices influence employee's performance. The study recommends that TDC should offer more training programs, improve pay systems, attract high quality employees through proper recruitment and selection procedures and improve organization communication so as to attain better employee's performance. However, the researcher suggested further studies on the similar research area of study in other institutions. Other researchers can expand the scope of work in order to cover all district councils since the research based only on one district council in Tanzania Mainland (i.e. TDC).

**Keywords:** *Training, Compensation, Human Resource Management, Communication.*

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**LIST OF ABBREVIATION**

AMO	Ability-Motivation-Opportunity
ANOVA	Analysis of Variance
DED	District Executive Director
GPHA	Ghana Ports and Harbors Authority
HR	Human Resource
HRM	Human Resource Management
HOD	Head of Department
HOS	Head of Section
LGAs	Local Government Authorities
PLS	Partial Least Square
SEM	Structural Equation Modeling
SPSS	Statistical Package for the Social Sciences
Tanga UWASA	Tanga Urban Water Supply and Sewerage Authority
TDC	Tanganyika District Council
UK	United Kingdom
VEO	Village Executive Officer
VIF	Variable Inflation Factor
WAEO	Ward Academic Education Officer
WEO	Ward Executive Officer

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Overview**

Human resources management (HRM) is the most cherished asset in an organization although it creates a better bottom line only for a small number of organizations. Organizations that invest in “best” HRM practices guarantees employees satisfaction, increase organization productivity and performance and enhance clear competitive edge (Salodkar, Bahad, Sonkusare, Gumgaonkar & Khobragade, 2020). On the one hand, organizations without a well-tailored and structured HRM practices attract poor performance of employees (Khan, Raziq, & Ghouri, 2019). Hence, it is important that organizations invest more on implementing better HRM practices which in turn increases employee’s performance.

HRM practices are also important in restructuring different sectors for the sake of improving their efficiency and productivity. In the developing countries such as Tanzania, improving the public sector particularly the local governments, does not only encompass providing financial capital, good infrastructures and labor force but it also includes paying attention on how the available human resource is being utilized. However, many reforms meant for improving the efficiency and performance of public servants in Tanzania have concentrated more on other things while ignoring the HR practices (Munuo, 2016).

#### **1.2 Background of the Problem**

It is important that the present local government workers are properly nurtured by use of good HRM practices among other things to enhance their good performance.

However, for many decades, HRM scholars have sought to elucidate the relationship between (the bundles) HRM practice and performance (Meijerink, Beijer & Bos-Nehle, 2021). Whereas HRM-performance linkages were originally studied on the organizational level, a growing body of studies has shifted the emphasis to the employee level (Alansari & Javed, 2021; Kalogiannidis, 2020; Nassary, 2020; Siyum, 2020). Recent studies on the linkages between HRM practices and employee's performance have generated inconsistency and debatable findings. Some scholars have found positive relationship between (some bundles) of HRM practices and employee's performance (Mahmood, Hamid & Badlishah, 2021) whereas some authors have found insignificant relationships (Hee & Jing, 2018; Shariff, Salihi, Muhammad, Adamu & Ukashatu, 2019).

In addition, some authors have found negative relationships between (some bundles) the HRM practices and employee's performance (Afriyie, Twumasi, Sarpong & Darko, 2020; Munuo, 2016). This creates a research gap that needs to be filled by conducting other studies to ascertain the linkages between these variables. Thus, the current study aims at determining the influence of selected HRM practices on employee's performance in Tanzania particularly at Tanganyika district council. The Ability-Motivation-Opportunity (AMO) theory was utilized by this study. The theory proposes that, in order to attain good performance, professed as individual productivity, creativity, and discretionary effort, firms should concentrate on improving the ability and motivation of employees while generating opportunities by giving them the necessary autonomy, tools, and power to make decisions (Kaufman, 2015).



### **1.3 Statement of the Research Problem**

Human resource is one of the most important assets in an organization; therefore, firms are capitalizing in enhancing the competitiveness of this asset. Unlike the traditional approach that assessed the performance of the organization on financial aspects, modern practices also measure the performance grounded on human resource practices and employee performance (Chashmi & Fadaee, 2016). Investing in HR practices and their link to employee's performance in a firm is highly needed to reveal whether public and private organizations should leverage this practice to continue surviving in the ever-growing competitive business world.

However, majority of studies regarding HR practices and their connection to employee's performance have been done out of Africa (Silvia, 2021). In addition, most of these studies have been conducted in the private sector leaving the effect of HR practices in the public sector such as local government authority unknown (Bernecker, Klie, & Stern, 2015). Studies show that different from the private, the public sector performance is low because of failure to utilize effective HR strategies (Bernecker et al., 2015).

In the case of Tanzania, studies linked to HR practices are scant. Few of these studies include that of Rutaiwa (2013); Lebashari et al. (2008); Lubuva (2008). However, it is worth noting that none of these studies considered the link between HR practices and employee performance. Therefore, a gap exists in Tanzania and particularly in its district councils in the knowledge and evidence on the influence of HR practices on employee performance. To the best of the researcher's knowledge none of the study has been conducted in district council of Tanzania regarding the

influence of HR practices on employee job performance. This inspired the researcher on the need for yet another study on the influence of HR practices on employee job performance in local government authority to bridge the existing gap. This research paid special attention towards the four most important HRM practices which are training, selection and recruitment, compensation as well as communication.

#### **1.4 Research Objectives**

This study comprised of main objective and specific objectives.

##### **1.4.1 Main Objective**

To assess the effects of HRM practices on employee performance at Tanganyika District Council.

##### **1.4.2 Specific Objectives**

- i) To determine the influence of training and development on employee's job performance
- ii) To determine the influence of selection and recruitment on employee job performance
- iii) To determine the influence of compensation on employee performance
- iv) To determine the influence of communication and information sharing on employee performance

#### **1.5 Significance of the Study**

This study gave insight to the LGAs on the influence of various HRM practices had on employee's performance, hence suggesting whether LGAs can give more emphasis on these HRM practices to improve individual employee performance

which in turn increases the overall organization performance. This study had shown policy implications particularly on issues related to public employee's performance. The study will also be important as it will give some insights on where administrative and managerial decisions allocated critical resources when it came to leveraging HR in improving employees' performance in LGAs. The findings generated from this study will be useful for academia.

### **1.6 Organization of the Study**

This study was organized into six chapters. The chapters were divided into chapter one which has the background of the research problem, statement of the problem and research objectives. As a general introductory chapter to the research study, chapter one also outlined the significant of the study and organization of the study. In chapter two the researcher reviewed the literature which were related to the research study. Chapter three outlined the research methodology. It indicated research philosophy, research approach, survey population and area of study. The chapter also included sampling design and procedures and sample size.

Also presented in chapter three were method of data collection, method of data processing and analysis, validity and reliability test and ethical consideration. Chapter four discussed research findings. It included data analysis, presentation and interpretations through Analysis of Variance, Multiple regression assumptions, regression coefficients and hypothesis testing. Chapter five has shown discussion of findings. Chapter six presented summary of the findings, conclusions and recommendations for action based on the study findings. It also presented limitations and areas of further research.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Overview**

This chapter has presented definition of key terms. It also comprised of the theoretical and empirical literature review, the research gap and the conceptual framework of the study.

#### **2.2 Conceptual Definitions**

##### **2.2.1 Employees Performance**

Employees performance is something or outcome produced by the employees in the organization (Adewale, Abodunde, Folorunso, 2014). It encompasses the accomplishment of each employee in accordance with the firm's regulations, requirements and expectation (Hee, Qin, Kowang, Husin & Ping, 2019). Employee performance is also defined as the outcome of ability, effort and perception of task from the employees (Ping, Ahmad, & Hee, 2016). This study was guided by the definition of Hee, Qin, Kowang, Husin, and Ping (2019) as it was current and fits the current conceptualization of the study as far as employee performance was concerned.

##### **2.2.2 Human Resource Management Practices**

A Human Resource Management (HRM) practice refers to the process of procuring, sustaining and generating competent workforce to accomplish firm's goals in an effective and efficient manner (Addis, 2019). HRM practices relate to specific practices, formal policies, and philosophies that were designed to attract, develop, motivate, and retain employees who ensure the effective functioning and survival of

the organization. Moreover, Armstrong (2012) regard HRM practices as approaches used to manage people in a firm and firms are supposed to execute best practices that suit how it operates. However, there are some practices that form the core of the various practices proposed. These include training and development, performance management and reward scheme, recruitment and selection and communication. This study adopted the definition by Armstrong (2012) as it suited for the study.

### **2.2.3 Training**

Training is defined as the process of altering what employees know, how they work, their attitude towards work, or their interaction with their co-workers or supervisor (Landa, 2018). It is regarded as the program intended to assist employees gain specific skills and knowledge (Halawi, & Haydar, 2018). The definition by Landa (2018) was adopted by this study.

### **2.2.4 Compensation**

Compensation is the payment received by an employee in return for their contribution to the firm (Reddy, 2020). Martocchio (2017) defines compensation as an intrinsic and extrinsic reward that employees obtain for doing their work and for their membership as employees. The definition by Martocchio (2017) was adopted by this study as it suited well with the current study.

### **2.2.5 Recruitment and Selection**

According to Rivai 2014 defined recruitment as the process of seeking, finding, inviting and assigning a number of people from within and from outside the company as prospective workers with certain characteristics as determined in human

resource planning to occupy a position or job in a company. The purpose of recruitment is, first, to obtain a potential source of labor, namely applicants who are in accordance with the expected number and quality (Kasmir 2013). The Rivai (2014) definition was adopted by this study.

Also, Kasmir, (2016) defined selection as a process of selecting prospective employees who are in accordance with the requirements or standards that have been set. With the selection of employees after going through the selection process, prospective employees will be obtained who are able to work according to their abilities. According to Sunyoto, (2012) Selection is an activity to decide whether applicants are accepted or rejected after undergoing a series of tests carried out. Kasmir, (2016) definition was adopted by this study.

### **2.2.6 Communication**

Ince and Gül (2011) defined communication as the exchange of ideas, emotions and views through words, letters and symbols among two or more people. It is the process of sharing emotions, thoughts and information between two or more parties and thus, uncovering common meanings (Karakütük, 2011). The Ince and Gül (2011) definition was adopted by this study.

### **2.3 Theoretical Literature Review**

Ability, Motivation and Opportunity (AMO) theory has been adopted extensively to potentially explain the complex relationship between how people are managed and subsequent performance outcomes. Specifically, the theory suggests some combination of an individuals which combine of ability (A), motivation (M) and

opportunities (O) can give us a measure of an individuals' performance (P) (expressed as  $AMO = P$ ). AMO theory is concerned with individual characteristics as independent variables (Ashlea, Kenneth & Keith Townsend, 2019). This study utilized the view of Ability-Motivation-Opportunity (AMO) theory in studying the effect of HRM practices on employee's performance. The AMO model originated from the basis of continuous scientific discourse between industrial psychologists, who believe that performance is a function of hiring and training, and social psychologists, who believe that motivation is indispensable to guarantee performance (MacInnis & Jaworski, 1989). In fact, the origins of AMO can be found in Vroom's (1964) study, where the author posited that performance is a function of both ability and motivation.

However, this view neglected the external environmental influence and focuses only on individual characteristics. This model was augmented by Blumberg and Pringle (1982) by the opportunity element reflecting working conditions, tools, materials, leader behaviors, procedures and time. These scholars contended that individual performance is a function of capacity (C, i.e. abilities), willingness (W, i.e. motivation), and opportunity (O). The three elements are altogether needed to enhance performance, if we assume that  $P = f(O \times C \times W)$ . On the other hand, a low level of any of these elements (ability, motivation and opportunity) would strongly, negatively affect levels of individual performance.

In the same vein, Kaufman (2015) claimed that in order to attain better performance, affirmed as individual productivity, creativity, and discretionary effort, business firms should give more emphasis on boosting the ability and motivation of

employees while generating opportunities by offering them the needed autonomy, tools, and power to make decisions. The AMO theory was originally suggested 11 years after Blumberg and Pringle's (1982) work by Bailey (1993), and later developed by Appelbaum, Bailey, Berg and Kalleberg (2000). Ability – motivation – opportunity (AMO) theory, as proposed by Applebaum et al. (2000) gave more emphasis on helping to choose from HRM practices that foster individual performance. According to Hutchinson (2013) opportunity comprises of involvement in initiatives, team working, autonomy, communication, and job design and job rotation.

The HRM practices which influence the ability to perform include selection, training (Schmitt, 2014) whereas those which influence foster motivation to perform include performance management, compensation, incentive and reward practices (Jiang, Lepak, Han, Hong, Kim, & Winkler, 2012). On the other hand, a HRM practice which influences opportunity to perform includes employee autonomy, participation of employees into the decision-making processes, increasing the responsibility of the employees, and feedback mechanisms (Mathieu, Gilson, & Ruddy, 2006).

On the other hand, some scholars contend that the employee based viewpoint embraced by the AMO model could be better elucidated from a managerial perspective (Bos-Nehles, Van Riemsdijk & Looise, 2013). This view postulates that well-designed HR packages of practices do not guarantee an effective implementation, and concentrates on line manager's abilities to implement HR practices (A), their motivation to enable them (M), and the organizational support for undertaking the changes needed (O) (Bainbridge, 2015). Despite its criticism, the



AMO model has been extensively applied by various scholars in expounding the relationship between HRM practices and performance (Marin-Garcia & Tomas, 2016). It was an excellent and structured framework that offers a better understanding of the linkage between HRM and performance.

On the other hand, it can be found from the literature that AMO refers to and involved various elements, including recruitment and selection, communication, training, compensation and incentives, commitment, job design and satisfaction, decision-making, performance management, teamwork and responsibility to mention the few. Thus, it would be enormously difficult to study all the elements of AMO in one study. However, researchers studied the elements that seemed to have great impact on the employees' performance. Therefore, this study utilized the four elements namely recruitment and selection, training and development, reward and compensation and communication to examine their effect on employee's performance.

## **2.4 Empirical Literature Review**

This empirical literature review concentrated on prior work that determined the influence of HRM practices (training and development, Selection and recruitment, reward and compensation and communication) on employee's performance.

### **2.4.1 The Effect of Training and Development on Employee's Performance**

A number of studies have been done to establish the link between training and development and employee's performance. Among these studies include that of Mahmood, Hamid and Badlishah (2021) that was conducted in Pakistan to determine

the influence of training and development on employee's performance. The study used a sample size of 368 police officers in Punjab Pakistan. The data were collected by using stratified random sampling. Data was analyzed by using Smart PLS-SEM version 3.0. The findings indicated that, training and development has positive and significant effect on employee's performance.

Another study was done by Treshalin (2022) who explored the effect of training and career development on the employee's performance in private banks in the Colombo Sri Lanka. The study used the sample size of 150 executives of private banks in the Colombo. The researcher collected data by using stratified random sampling. The hierarchical regression analysis was used to analyze the data. In this research, the result showed that training and career development have a significant positive impact on employee performance. Also, Muhammad, et al., (2020) conducted a study to find out the impact of training and development on employee's performance in Foundation Colleges Pakistan. The study used the sample of 450 respondents. Data was collected using random sampling method and the collected data was analyzed by using multiple regression analysis. The results showed that there were the positive influences of training and development on employee's performance.

Another study by Nassary (2020) in Arusha Tanzania examined the link between training and development on employee's performance. The researcher used the sample size of 80 respondents from Arusha Municipality. Random sampling was used to collect data. Correlation analysis was used to analyze data. The result revealed that training and development has strong effect on employee's performance. On the other hand, a study by Landa (2018) in Tanga Tanzania studied the link

between training and development on employee's job performance at Tanga Urban Water Supply and Sewerage Authority (Tanga UWASA). The sample size used was 71 respondents. Stratified Random sampling and purposive sampling techniques were used to collect data.

The data collected were analyzed using descriptive analysis. The findings unveiled that training and development has positive and significant influence on employee's performance. However, the sample size was relatively low and more studies were needed unveil the link between training and employee's performance. Also, another study was done by Mohammed (2022) in Bahir Dar University Ethiopia on the impact of training and development on employee's performance. The study used the sample size of 316 respondents and collected data by simple random sampling the data on this study were analyzed using multiple regression analysis. Results have shown that training and development has positive and significant effect on employees' performance.

Hence, this study hypothesized that H1: Training and development had a positive and significant effect of employee's job performance.

#### **2.4.2 The Effect of Recruitment and Selection on Employee's Performance**

A study by Markos (2019) in Ethiopia studied the relationship between recruitment and selection on employee's performance. The researcher used a sample size of 270 respondents using a simple random sampling to obtain those respondents. Data was analyzed by correlation and regression analysis. The results indicated that recruitment and selection has positive and significant relationship with employee's

performance. However, the sample size was also relatively low to have a full picture of the relationship between recruitment and selection and employee's performance.

Wairimu and Kamaara (2018) also conducted a study to determine the impact of recruitment and selection on employee's performance at Kenya's life insurance companies. The sample size of this study was 263 employees. Stratified random sampling was employed as a way of selecting the size of the sample. Descriptive and regression analysis was used to analyze the data. The result of the study found that recruitment and selection had positive and significant effect to employee's performance. Another study by Chege, and Nasiek (2018) examined the effect of recruitment and selection on employee's performance in the public hospitals of Kenya.

The authors used a total of 366 respondents. Random sampling used to obtain the sample size. Data was analyzed by using descriptive and multiple regression analysis. The findings indicated that recruitment and selection had positive and significant effect on employee's performance. However, other study might include the private hospitals to see how recruitment and selection impacts employee's performance. Also, Sisna, et al., (2022) in Indonesia determined the importance of the recruitment and selection on employee's performance. The study used the sample size of 44 respondents. Simple random sampling technique was used to collect data. Regression analysis was used to analysis the data. The results showed that recruitment and selection had positive and significant effect on employee performance. Moreover, Pshdar et al, (2021) did a study to determine the effect of the recruitment and selection on employee's performance in Erbil-Kurdistan Iraq.

The study used the sample size of 220 respondents. Simple random sampling was applied to get a size of the respondents. Regression analysis was used to analyse data. The results of the study showed that recruitment and selection had positive and significant effect on employee performance. Another study by Nurhayana et al (2022) aimed to determine the effect of the recruitment and selection process on employee performance in Indonesia. The study had a sample size of 64 respondents. The data was analysed by using multiple regression analysis. The result of the study indicated that there were significant positive effects of recruitment and selection variable on employee's performance.

Notwithstanding, Ranthy (2023) performed a study on the effect of recruitment and selection on employee's performance in Indonesia. The researcher used a sample size of 56 respondents. The sampling technique used to obtain the size of respondents was a saturated sample. The analytical technique used in this research was Partial Least Square (PLS) The results of the study explained that the recruitment and selection had positive and significant effect on employee performance, Thus, this study hypothesized that H<sub>2</sub>: Recruitment and selection had positive and significant effect on employee's job performance.

### **2.2.3 The Effect of Reward and Compensation on Employee's Performance**

Studies have been conducted in regarding with the link between reward and compensation and employee's job performance. Among these studies include that of Hee and Jing (2018) in the manufacturing sector of Malaysia. The study used simple random sampling to obtain 161 research participants and analyzed the collected data by descriptive and multiple regression analysis. The findings revealed that

compensation and benefits had a non-significant relationship with employee's job performance. However, the study focused exclusively on manufacturing firms in the southern region of the country. Thus, the findings might not be generalized to the overall manufacturing industry in Malaysia as other firms might have different types of HRM practices and working conditions.

Also, Adaora et al., (2023) investigated the effect of reward and compensation system on employee's productivity in Enugu Nigeria. The study used a sample size of 378 respondents. Random sampling technique was used to select required sample size during data collection. Data were analyzed through regression analysis. The study revealed that reward and compensation system has significant effect on employee quality of service delivery in hospitality industry in Enugu, hence the study concluded that there was positive and significant effect of reward system on employee's performance.

Another study by Fadekemi (2020) did a study to assess the impact of reward and compensation system on employee's performance in Nigeria. The study used a sample size of 100 employees in KPMG Company. Random sampling technique was used to select 100 respondents for data collection. The collected data were analyzed by using regression analysis. The study concluded that reward and compensation system had significantly impacts on employee's performance. Moreover, Siyum (2020) in Tigray, Ethiopia explored the link between reward and compensation systems and employee's performance. The author used a sample size of 379 employees of private and public hospitals which were obtained through simple random sampling technique. The data was collected using structured questionnaire

and analyzed using multiple regression analysis. The findings revealed that reward and compensation system had positive and significant impact on employee's performance. However, the researcher insisted that there was a need to conduct similar studies in other sectors such as banking sectors, airline and manufacturing sector.

Also, Obiaga (2021) examined the effect of reward and compensation system on employee's performance in the Oil and Gas Industry in Rivers State in Nigeria. This study used a sample size of 243 respondents that were obtained through random sampling technique. The collected data were analyzed through multiple regression analysis and Pearson's correlation analysis. The results of the study indicated that there was a positive and significant relationship between bonuses and productivity, compensation and productivity hence the study concluded that reward and compensation system influence employee's performance.

On the one hand, Omuya (2018) assessed the effect of compensation and reward system on employees' performance. The author selected a total sample size of 125 respondents from public universities in Kenya. Simple random sampling technique was used to select the sample size for data collection. The data collected was analyzed by regression analysis. The findings reveal that reward and compensation system has positive and significant effect on employee's job performance. However, the study emphasized that the sample size used was relatively low and that the study focused on public universities only hence other studies may be conducted to focus on private universities and other sectors of the economy on reward and compensation in relation to employee's performance.

Notwithstanding, Nurul, et al., (2021) investigated the effects of reward and compensation system on employees' performance in Malaysia. The study used a sample size of 132 respondents. The study aimed to investigate the effects of a reward and compensation system on employee's performance. The data collected were analyzed through correlations analysis and regression analysis. The results showed that had reward and compensation had a positive and significant impact on employees' performance.

Moreover, a study by Alansari and Javed (2021) examined the effect of reward and compensation system on employee's job performance in Saudi Arabia. The authors selected 100 employees from five small and medium size firms. Data were collected using mobile data survey and analysed through regression analysis. The findings indicated that reward and compensation system had positive correlation with employee's performance. Thus, this study hypothesized that H<sub>3</sub>: Reward and compensation had positive and significant effect on employee's performance.

#### **2.4.4 The Effect of Communication and Information Sharing on Employee's Performance**

Communication is something that can never be detached from individual's life. Thus a number of studies have been done to search for the relationship between communication and employee's performance. For example, a study by Kalogiannidis (2020) in Greece examined the effect of communication effectiveness of employee's performance. The study used a total of 110 respondents from banking institutions. Random sampling technique was utilized to collect data and was analyzed using multiple regression analysis. The findings revealed that effective communication



influences employee's performance. However, the study has shown that the sample size was relatively low and hence more studies needed to establish the correlation between communication and employee's performance in other sectors in Greece.

Also, Kalogiannidis (2020) examined the impact of effective business communication on employee performance in Macedonia, Greece. The study used a sample size of 110 participants. Random sampling was used to obtain a sample size used in data collection. The collected data were analysed using regression analysis. The result of the study confirmed that effective communication has a great influence in employee's performance. Moreover, Sulaiman, et al., (2023) assessed the effect of effective communication on employee's performance in Malaysia. The study used a sample size of 250 respondents. The random sampling was incorporated in the study to obtain a required sample size for data collection. Regression analysis used to analysed the collected data. The result of this study stated that communication effectiveness has positive and significant effects on employee's performance.

Another study by Hee et al., (2019) examined the correlation between communication effectiveness and the employee's performance. The study used a sample study of 120 employees of a property development company in Malaysia. The online questionnaire was applied to collect data from respondents who were selected through random sampling. The collected data were analyzed using multiple regression analysis. The findings of the study indicated that effective communication has positive and significant impact employee's performance. However, the researcher showed that a study was done to only one company. This requires more studies on the same title of study.

Notwithstanding, Akosua (2021) investigated the impact of effective internal communication on employee's performance in Ghana. The study used a sample size of 44 respondents. This study examined the impact of effective internal communication on employee's performance. Random sampling technique were used to select a sample size to be used in data collection. Regression analysis method was used to analyze the collected data. The findings of the study found that effective internal communication has positive and significant role on employees' performance. Similarly, Shariff (2019) examined the link between effective communication and employee's performance in Kano state, Nigeria. This study used a sample size of 136 employees and analyzed data using multiple regression analysis. The findings showed that upward and horizontal communication exerted influence of employee's performance whereas insignificant relationship was found between downward communication and employee's performance.

Moreover, Rizka, et al., (2022) assessed the effect of effective communication on employee's performance through job satisfaction at The Medan District Court in Indonesia. The study used a sample size of 146 respondents. The proportional random sampling method was used to obtain a sample size used in data collection. The collected data were analysed by using path analysis. This findings of the study found that effective communication has a direct positive and significant effect on employee's performance the researcher insisted unveiled that direct communication has a positive and significant effect on employee performance.

On the other hand, Rukmana and Nora (2018) also studied the effect of organizational communication on employee's performance in Indonesia. The

researcher used 72 respondents. The study used simple random sampling to get the required sample size used to collect data. The data were analysed by using path analysis. The result indicated that effective communication has positive and significant influence on employee's performance. However, similar studies of this kind were needed in Indonesia as the sample size used was relatively low to have full picture of the result hence, this study hypothesized that: H<sub>4</sub>: Organizational communication has positive and significant effect on employee's performance.

## **2.5 Research Gap**

The human resources crisis in the public sector in low and middle-income countries is receiving increased global attention. Policy makers and planners had realized that it was simply not possible to achieve the millennium development goals if worker's availability and performance are not addressed more effectively (Dieleman, Gerretsen, & Wilt, 2009). Poor performance leads to unsuitable care, which contributes to reduced public outcomes, as people do not use services or are mistreated when they do. Despite this, reforms in the public sectors in many countries in the 1990s concentrated on structural change, cost containment, the introduction of market mechanisms and consumer choice (Cassels, 1995) but with little direct attempt to address HR aspects in relation to employee performance including Tanzania. On the other hand, the reviewed HRM practices studies have also concentrated in other sectors while little attention has been given to LGAs.

However, it should be noted that the HRM practices are different and the working conditions of LGAs differs from one sector to another sector. Hence, there was a need to conduct a study in LGAs such as TDC to fill this gap. In addition, the

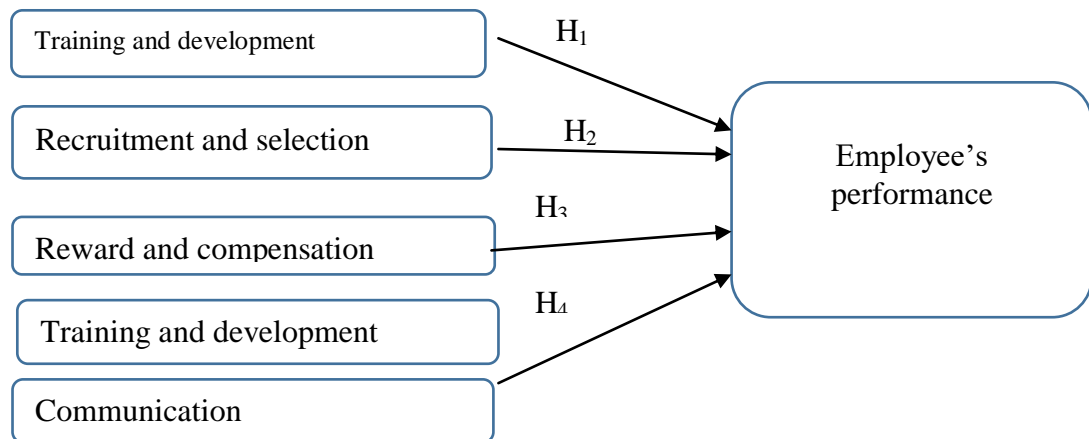
findings regarding the effects of HRM practices on employee's performance are equivocal. For example, there are scholars that found positive relationship between communication and employee's performance (Kalogiannidis, 2020) whereas other scholars have found insignificant relationship between downward communication and employee's performance (Shariff, Salihi, Muhammad, Adamu and Ukashatu (2019).

On the other hand, Siyum (2020) and Omuya (2018) found positive relationship between compensation and employee's performance while Hee and Jing (2018) found insignificant relationships whereas Munuo (2016) found that compensation has negative effect on employee's performance. This disagreement among scholars creates a research gap that need to be filled by conducting yet another study to ascertain the relationship between these variables.

## **2.6 Conceptual Framework of the Study**

Figure 2.1 presents the relationship between independent variables (training, recruitment and selection, compensation and communication) and dependent variable (employee's performance). It suggests that employee performance is enhanced by appropriate exploitation of the HRM practices. It proposes that presence of strong recruitment and selection practices leads to employee's performance. It is suggesting also that an employee will become more efficient and productive if trained well. In other words, organizations can improve and enhance the quality of employees by offering comprehensive training and development. Moreover, compensation is the most basic elements that affect employee performance. Figure 2.1 also connote that effective organizational communication enhances employee's

performance.



**Figure 2.1: A conceptual Framework**

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Overview**

This chapter presents the methodology that was utilized in the study. It points out the research philosophy and research approach that was used, the population, area where the study was conducted and the techniques and methods of sampling design and procedures. It also explained the variables and measurement procedures, data collection procedures, processing and analysis as well as the ethical issues that were observed before, and after data collection.

#### **3.2 Research Philosophy**

Research philosophy refers to as a system of beliefs and assumptions on knowledge development (Saunders, Lewis & Thornhill, 2012). The authors postulated that scholars produce knowledge to their field even if they have a relatively modest ambition of answering specific organizational problems. Similarly, this study generated knowledge in human resource management literature. Hence, positivism research philosophy was utilized by this and enabled the researcher to establish causal relationship and make generalizations.

#### **3.3 Research Approach**

The current study utilized a deductive approach as the study starts with theoretical understanding of the relationship between the selected human resource practices and employee's performance and tests it on the field.

#### **3.4 Survey Population**

Population is all elements, individuals or units that meet the selection criteria for a

group to be studied and from which the representative sample is drawn for detailed investigation. The population of this study included 1273 employees of TDC.

### **3.5 Area of Study**

This study was conducted at Katavi region specifically TDC. This District Council was selected as the case study area for this research because of its largest size exceeding other five Councils found in Katavi Region since it has 16,911 Square KMs. Also it is the oldest Council in Katavi region since it started in 1982 while Mpanda Municipal started in 2006 and the other two councils Nsimbo and Mlele in 2012 and last one Mpimbwe 2014. Furthermore, the number of employees were higher than other District Councils, TDC had 1273 while other had below that. This site has been chosen because of the connection the researcher had with the area. Moreover, the researcher was familiar with the site hence easy to conduct reflexive analysis of the population.

### **3.6 Sampling Design and Procedures**

A sample is a subset of a population that was obtained through sampling techniques. Purposive sampling was used to select TDC headquarter, and three wards nearby namely Mpandandogo, Tongwe and Kabungu. Simple random sampling was used to obtain research participants. Respondents were picked from the list of TDC using the table of random numbers. According to the geographical location of staff in the council, only staff based at headquarters of the council was involved in the study for close follow up.

#### **3.6.1 Sample Size**

The sample size of this study was obtained using Yamane (1967) formula as follows:

$n = N/1 + N (e)^2$  where  $n$  = Sample size,  $N$  = the population size,  $e$  is the level of precision and 95% confidence level. Using this formula:

$$n = 1273/ (1+1273 (0.5 \times 0.5)) = 304.$$

Thus, the sample size for the study was 304. However, due to financial and time constraints, this study used a total of 150 respondents. The researcher made reference on the study done by Akosua (2021) to investigate the impact of effective internal communication on employee's performance in Ghana. The study used a sample size of 44 respondents. Also referred Treshalin (2022) who explored the effect of training and career development on the employee's performance in private banks in the Colombo Sri Lanka. The study used the sample size of 150 executives of private banks in the Colombo. The researcher was satisfied that the sample used was enough for data analysis.

### 3.7 Variables and Measurement Procedures

The variables of this study included independent variables (training, recruitment and selection, compensation and communication) and dependent variable (employee's performance). In measuring perceived HRM practices, the study adopted the measurement scales from previous scholars. Table 3.1 indicates the measurable variables, number of scale items and their sources.

**Table 3.1: Variables and Measurements**

Variable to be measured	Number of scale items	Source
Training	9	Alsafadi1 & Altahat (2021)
Recruitment and selection	8	AlShaikhly (2017)
Compensation	8	Alsafadi1 & Altahat (2021)
Communication	22 (horizontal=7, Upward =9, downward=6)	Kalogiannidis (2020)
Employee's performance	10	Alsafadil & Altahat (2021)

**Source:** Research findings (2023).



### **3.8 Methods of Data Collection**

The primary data was collected by administering a survey questionnaire on the employees of Tanganyika district council. The questionnaires comprised of adequate instructions to the research participants on how to rate oneself against each statement. The researcher visited different departments and distributed the questionnaire to the staff that were willing to participate in the study. The researcher took mobile phone number and email of all staff that received the questionnaire for easy follow up. A close follow up was made daily to enhance higher response rate.

### **3.9 Data Processing and Analysis**

#### **3.9.1 Data Processing**

The data collected were inspected to check completeness of the research instrument to identify and reduce as far as possible errors, incompleteness, misclassification and the gaps in the information collected from research participants. After inspection, the researcher created a code book, pre-test the code book, code the data and lastly verifying the coded data. To arrive at one score of the variable per research participant, the mean of items for training, recruitment and selection, compensation, communication and employee performance were calculated.

#### **3.9.2 Data Analysis**

##### **3.9.2.1 Descriptive Analysis**

Descriptive analysis was used to summarize the findings of demographic variables. The analysis changed the raw data into a form that easier to comprehend, interpret and finally make decision based on the data attained. Tables were used to indicate gender, age, marital status, the level of education and total years of experience with

the council.

### **3.9.2.2 Inferential Analysis**

Multiple regression analysis was applied to establish the causal relationship amongst the variables. The multiple regression model used was:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

Where

Y = Employee's performance

$\alpha$  = Constant

$\beta_1 - \beta_4$  = Coefficients of independent variables  $X_1 - X_4$

$X_1$  = Training

$X_2$  = Recruitment and selection

$X_3$  = Compensation

$X_4$  = Communication

$\epsilon$  = Error term

#### **3.9.2.2.1 Multiple Regression Assumptions**

The current study tested the multiple regression assumptions including normality, homoscedasticity, absence of outliers, multicollinearity and whether the variables were linearly related. The Q-Q plots were used to test whether the data collected were approximately normal whereas the scatter plots were used to test for linearity assumption (Brough, 2019; George & Mallery, 2019). Multicollinearity problem was checked using Variable Inflation Factor (VIF). Kim (2019) posits that the multicollinearity problem occurs when the VIF and tolerance are greater than 5 to 10

and lower than 0.1 to 0.2, respectively ( $R^2 = 0.8$  to  $0.9$ ).

Homoscedasticity was tested by Goldfeld-Quandt test. This was a test used in regression analysis to test for homoscedasticity. It compared variances of two subgroups; one set of high values and one set of low values. When the variances differ, the test rejects the null hypothesis that the variances of the errors are not constant. On the other hand, Outliers were spotted by case-wise diagnostic and when realized were deleted to ensure good findings (George & Mallery, 2019).

### **3.10 Validity and Reliability Test**

#### **3.10.1 Validity Testing**

The validity of the research instrument was checked by consulting experts in the field of HRM so as to give their opinions regarding the instruments used. The questionnaires were adjusted accordingly to accommodate suggestions from experts. The questionnaires were comprehensive sufficient to gather all the data needed to address the objectives of the study.

#### **3.10.2 Reliability Test**

Reliability was checked by using Cronbach's coefficient alpha to determine the extent to which the scales were free from random error and able to generate consistent findings. Zikmund, Babin, Carr, and Griffin (2010), pointed out that coefficient alpha could be categorized as follows: 0.80–0.95 very good reliability, 0.70–0.80 good reliability, 0.60–0.70 fair reliability and below 0.60 poor reliability. It is worth noting that the research instrument attained the required internal

consistency as indicated by Table 3.2 results.

**Table 3.2: Reliability Test**

<b>Variable tested</b>	<b>Cronbach's Alpha</b>	<b>N of Items</b>
Training and development	0.70	6
Reward and compensation	0.78	8
Recruitment and selection	0.82	6
Communication	0.81	12

**Source:** Research findings (2023).

### **3.11 Ethical Consideration**

This study considered ethical issues including confidentiality, misrepresentation of data, plagiarism (Cronk, 2016), free consent, integrity and none disclosing identities of respondents (Kumar, 2019). Respondents were informed on their rights and purpose of the study and requested to respond willingly and with free consent. The researcher was also inquired a research clearance letter from the Open University of Tanzania.

## **CHAPTER FOUR**

### **RESEARCH FINDINGS**

#### **4.1 Overview**

This section presents the research findings obtained from the field following study objectives which were to: - determine the influence of training and development on employee's job performance; determine the influence of selection and recruitment on employee's job performance, determine the influence of compensation on employee's performance and determine the influence of communication and information sharing on employee's performance at Tanganyika district council (TDC).

#### **4.2 Response Rate**

This study covered a total number of 150 respondents working with TDC. 150 questionnaires were distributed to respondents and 138 questionnaires were completed and given back to the researcher giving a 92% reply rate. Hence, with a 92 per cent research reply rate, the results were excellent for statistical reporting.

#### **4.3 Respondents' Demographic Data**

Respondents' information such as age, gender, marital status, level of education, working experiences with TDC and respondents' distribution by designation was assessed. Results are as follows;

##### **4.3.1 Age of Respondents**

Age is defined as the time that a person has lived from birth to date. This data was so important because it provided the researcher an opportunity to interact with all type

of age of respondents. Demographic statistics (Table 4.1) illustrates that the majority of respondents working with TDC belonged to 26 – 33, 34 – 41 and 42-49 age groups (28%, 38.6 and 22.7% respectively). This means that about 89.3% of all respondents aged 26 to 49. Only 6% of all respondents were above 50 years old while 4.7% were aged 18 to 25 years.

**Table 3.1: Respondents' Age**

<b>Age</b>	<b>Frequency</b>	<b>Percent</b>
18 – 25	7	5.1
26 – 33	42	30.4
34 – 41	58	42
42 – 49	22	16
50 and Above	9	6.5
<b>Total</b>	<b>138</b>	<b>100</b>

**Source:** Research findings (2023).

#### **4.3.2 Respondents' Gender**

It was very necessary to assess the gender characteristic of respondents because the researcher thought that gender disparities could have relationship with the effects of Human Resource Management practices on employee's performance at TDC. The purpose of using this variable is to attain different responses from different gender on the effects of Human Resource Management practices on employee's performance at TDC.

Research findings show that the number of male respondents at TDC was relatively higher than the number of female respondents by 10.6%. The male respondents

amounted to 55.3% of the sample size and the female respondents constituted 44.7% of the sample size (Table 4.2). This may imply that majority of the employees at TDC are males compared to females.

**Table 4.2: Respondents' Gender**

<b>Gender</b>	<b>Frequency</b>	<b>Percent</b>
Male	109	79.1
Female	29	20.9
<b>Total</b>	<b>138</b>	<b>100</b>

**Source:** Research findings (2023)

#### 4.3.3 Respondents' Marital Status Distribution

The findings from Table 4.3 shows that 67.6 % of respondents at TDC were married, followed by single respondents for 32.4% of the sample study used. This may imply that majority of the employees at TDC are married compared to who are single.

Research findings have been illustrated in Table 4.3

**Table 5.3: Respondents' Marital Status**

<b>Marital Status</b>	<b>Frequency</b>	<b>Percent</b>
Married	93	67.6
Single	45	32.4
<b>Total</b>	<b>138</b>	<b>100.0</b>

**Source:** Research findings (2023).

#### 4.3.4 Level of Education of Respondents

Table 4.4 shows the distribution of research respondents regarding of their education level at TDC. Information in the Table 4.4 indicated that the majority of TDC had possessed diploma level of education by having 20% of the sample study. However,

19.6% of the total respondents were graduate and possessed bachelor degree, 17.9 % of the total respondents at TDC had certificate level of education and the few participants of 4 % of the total respondents were graduates with master’s degree.

These showed that TDC had majority of educated personnel with education from Diploma up to Bachelor Degree. The findings showed that most of respondents are educated, therefore for the case of their level of education might have enough knowledge. It therefore implied that the respondents possessed sufficient education to deal with their profession since many respondents fall from diploma to bachelor degrees. This finding suggested that respondents qualified to make valid judgments about the study.

**Table 6.4: Respondents’ Level of Education**

<b>Education level</b>	<b>Frequency</b>	<b>Percent</b>
Certificate	43	17.9
Diploma	48	20
Degree	46	19.6
Masters	1	4
<b>Total</b>	<b>138</b>	<b>100.0</b>

**Source:** Research findings (2023).

#### **4.3.5 Respondents’ Working Experience with TDC**

Table 4.5 shows the working experience of respondents with TDC. It indicated that 56 (40.6%) of respondents worked with TDC from 1-5 years, while 47 (34.1%) of all respondents had experience of working with TDC between 6 to 10 years. Also, it showed that 25 (18.1 %) of all respondents had 11 to 15 years of experience and 10 (7.2%) had worked with TDC for 16 years and above. These findings showed that



the majority of respondents had enough experience concerning TDC.

**Table 7.5: Respondents' Working Experience with TDC**

<b>Respondents' working experience with TDC</b>	<b>Frequency</b>	<b>Percentage</b>
1 - 5 years	56	40.6
6 – 10 years	47	34.1
11 – 15 years	25	18.1
16 and above	10	7.2
<b>Total</b>	<b>138</b>	<b>100</b>

**Source:** Research findings (2023).

#### 4.3.6 Respondents Distribution by Designation

In this case a researcher identified eight levels of designation in Table 4.6. Respondents were asked to identify their designation and the results were as follows, 9 (6.5%) Heads of Departments, 6(4.3%) Head of sections, 48 (34.8%) other staffs from departments and sections, 3 (2.2%) Ward Executive Officers, 3 (2.2%) Ward Education Officers, 11 (7.9%) Village Executive Officers, 43 (31.2%) teachers of primary schools, 15 (10.9%) teachers of secondary schools.

**Table 8.6: Respondents Distribution by Designation**

<b>Respondents</b>	<b>Total survey population</b>	<b>Percent</b>
HOD	9	6.5%
HOS	6	4.3%
Other staffs one from 12 Departments and 6 Sections	48	34.8%
Teachers from 3 secondary schools	15	10.9%
Teachers from among 9 primary schools	43	31.2%
WEO	3	2.2%
WAEO	3	2.2%
VEO	11	7.9%
<b>Total</b>	<b>138</b>	<b>100</b>

**Source:** Research findings (2023).

### 4.3.7 Regression Model Summary

Table 4.7 presents the regression model summary. It shows the R Square ( $R^2$ ) which is the coefficient of multiple determinations, which represent the proportion of variation of dependent variable accounted for by independent variable in the regression model. Table 4.7 indicates that the value of  $R^2$  was 0.522 which means independent variables explained 52% of the variability of the dependent variable and the remaining 48% was explained by other variables not included in the model.

**Table 9.7: Regression Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.723 <sup>a</sup>	.522	.511	0.2789

a. Predictors: (Constant), Human resource practices ( Training and development, recruitment and selection, reward and compensation and communication),

b. Dependent Variable: Employee's performance

**Source:** Research findings, (2023).

### 4.3.8 ANOVA Table

This study interpreted results from the processed data in ANOVA. The Analysis of Variance (ANOVA) is a statistical tool used to spot alterations between experimental group means (Sawyer, 2009). In this research, the ANOVA outcomes indicated that the overall model was significant because the p-value of 0.000 which was less than 0.05 approved that the overall model was significant. Table 4.8 illustrates the ANOVA test results. The study revealed that  $F$  (Regression df (4), Residual df (145)) = 13.207,  $P = 0.000^b$ . Since results indicate a P-Value of 0.000, less than 0.05, this details that the regression model used was suitable for data. Therefore, the independent variables were positive predictors of the dependent variable.

**Table 10.8: ANOVAa Test**

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	13648.880	4	3412.220	13.207	.000 <sup>b</sup>
Residual	37461.713	145	258.357		
Total	51110.593	149			

a. Dependent variable: Employee's job performance

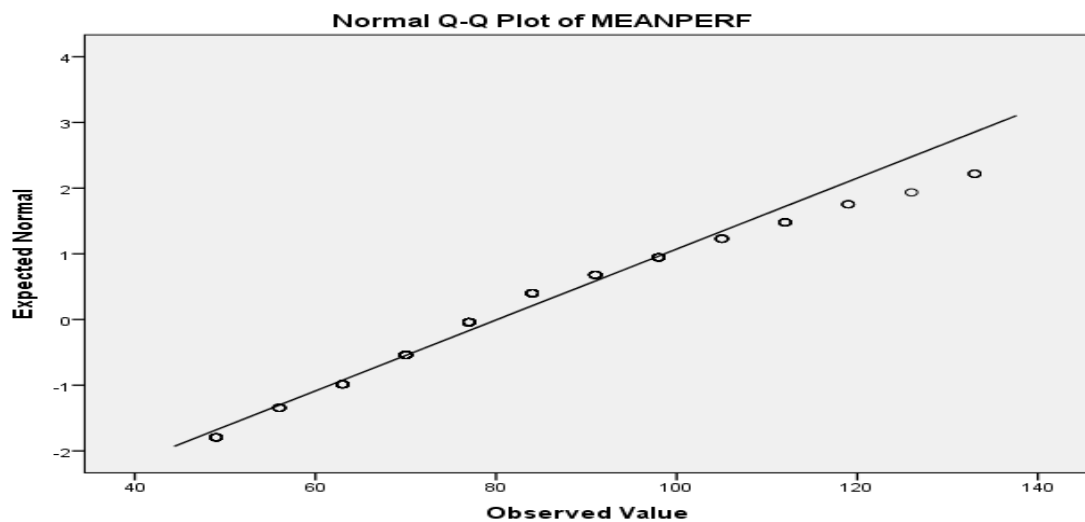
b. Predictors: (Constant), Training and development, Recruitment and selection, Reward and compensation and Communication effectiveness.

Source: Research findings, 2023

### 4.3.9 Multiple Regression Analysis

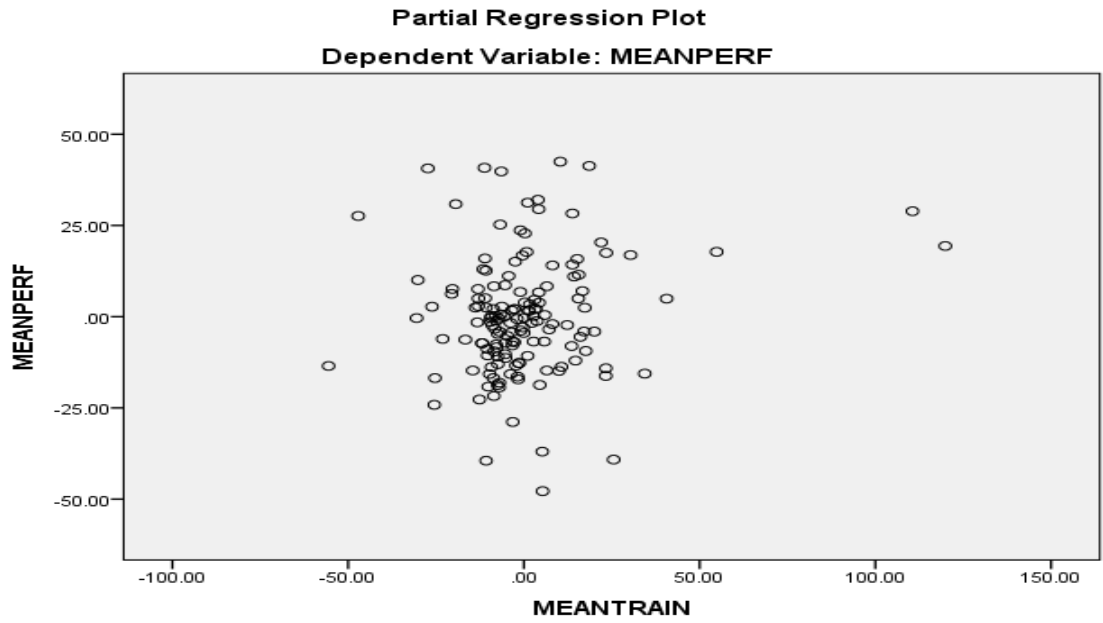
#### 4.3.9.1 Multiple Regression Assumptions

Multiple regression analysis was conducted to do inferential data analysis. However, before doing so, the researcher checked the multiple regression assumptions. This study tested whether the data were approximately normally distributed. Figure 4.1 indicates that the data were approximately normally distributed.

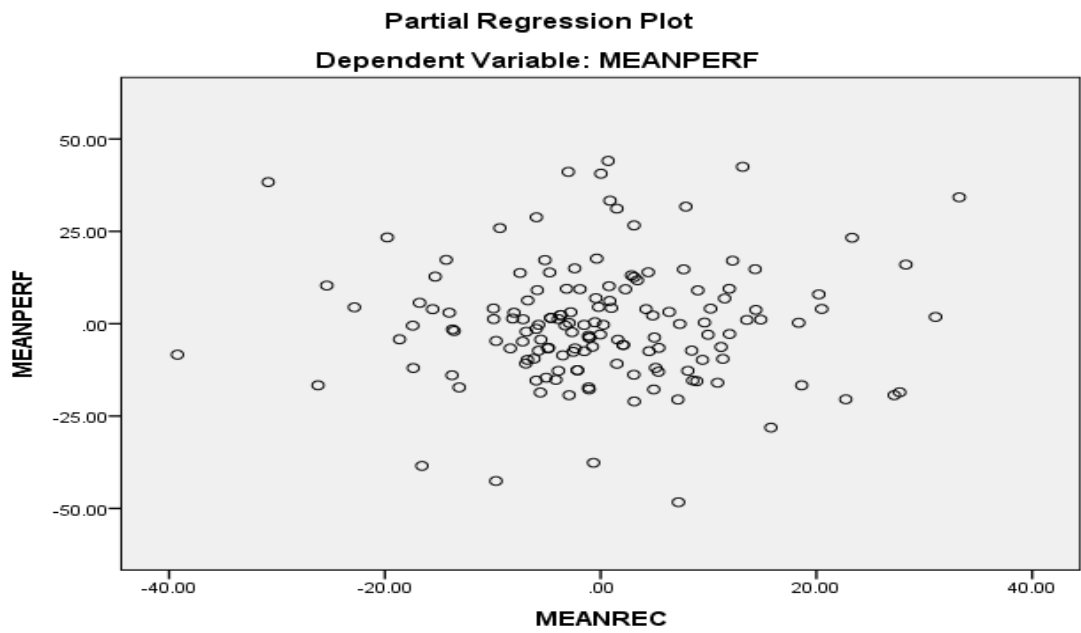


**Figure 2.1: Nature of the Distribution on the Q-Q plots**

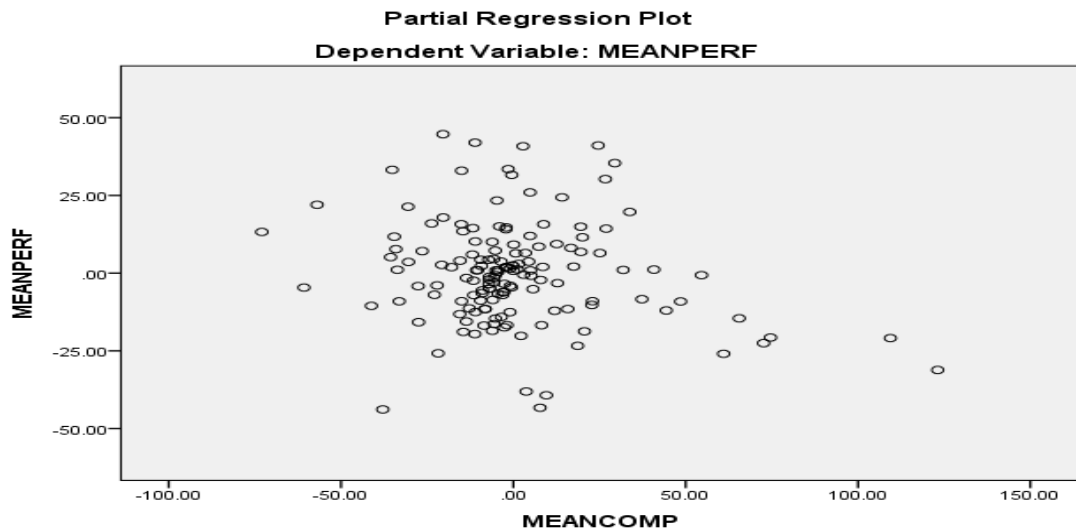
Moreover, this study tested whether the variables were linearly related. Figure 4.2-4.5 indicates random scatter plots. This suggests that the linearity assumption was met.



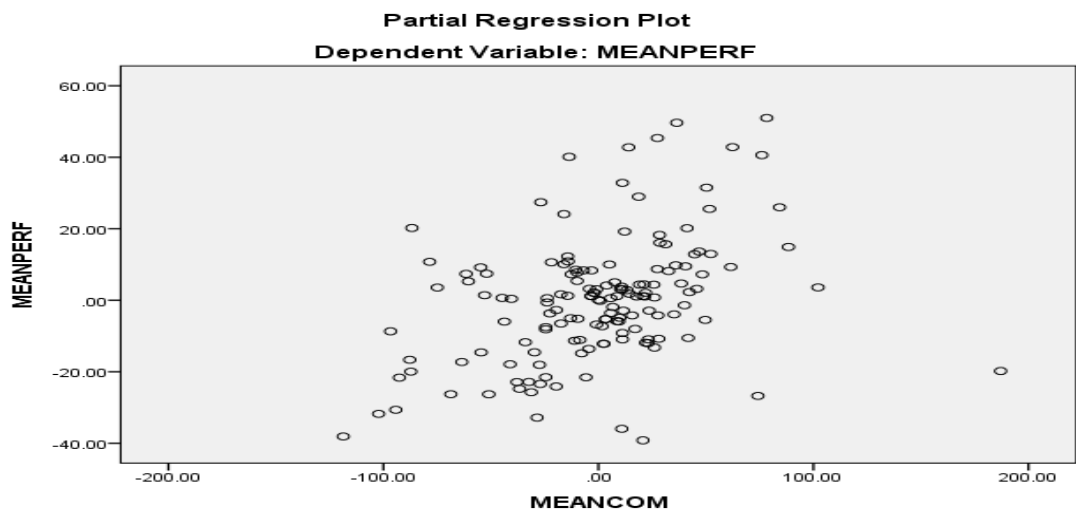
**Figure 3.2: Scatter Plot Which Indicate Random Distribution of Residues on Training and Development**



**Figure 4.3: Scatterplot which Indicate Random Distribution Of Residues On Recruitment and Selection**

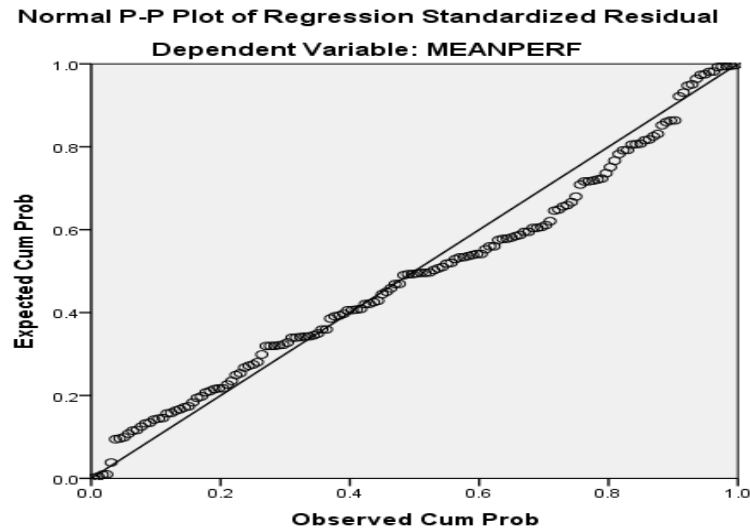


**Figure 5.4: Scatterplot Which Indicate Random Distribution of Residues on Reward and Compensation**



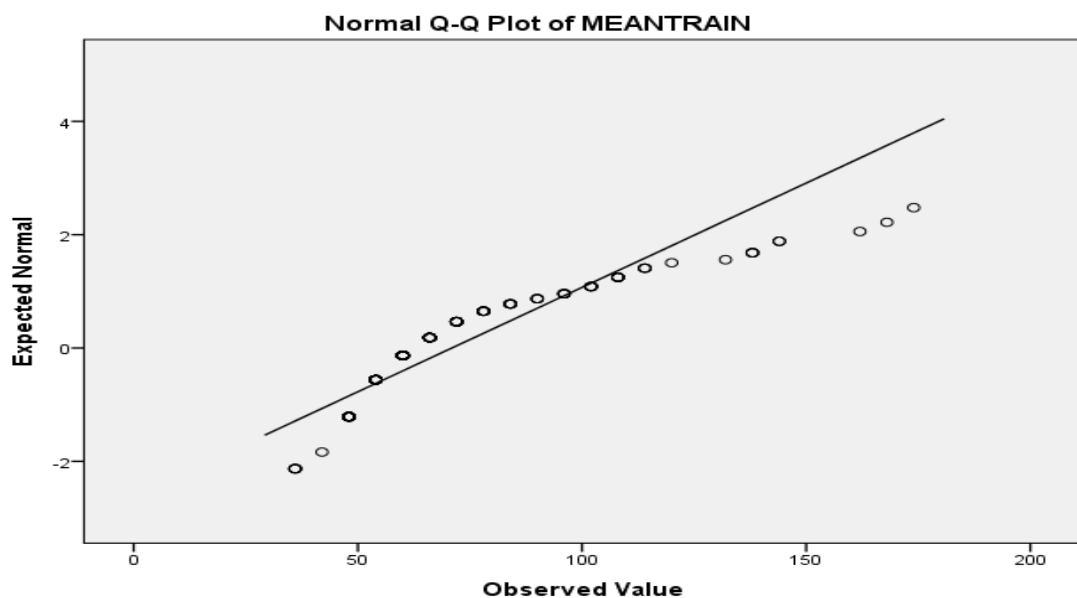
**Figure 6.5: Scatterplot which Indicate Random Distribution of Residues on Communication**

Not only that, but also research data fall under normal distribution line as Figure 4.6 (Normal P-P plots) which indicated the homoscedasticity (i.e. variance of the residuals was the same across all levels) hence no heteroscedasticity. Absence of heteroscedasticity was one of the assumptions met before applying multiple regression analysis.



**Figure 7.6: Probability – Plot (P-P) Plots Which Indicate Absence of Heteroscedasticity Using Residuals**

Also, before going further steps, the researcher checked also whether there were outliers on data using Box plots and Q-Q plots and results from Figure 4.7 to Fig 4.10 indicate that there were no outliers on all field data collected. This results and fact bring again confidence to continue with other steps of multiple regression analysis.



**Figure 8.7: Q-Q Plots for Training**

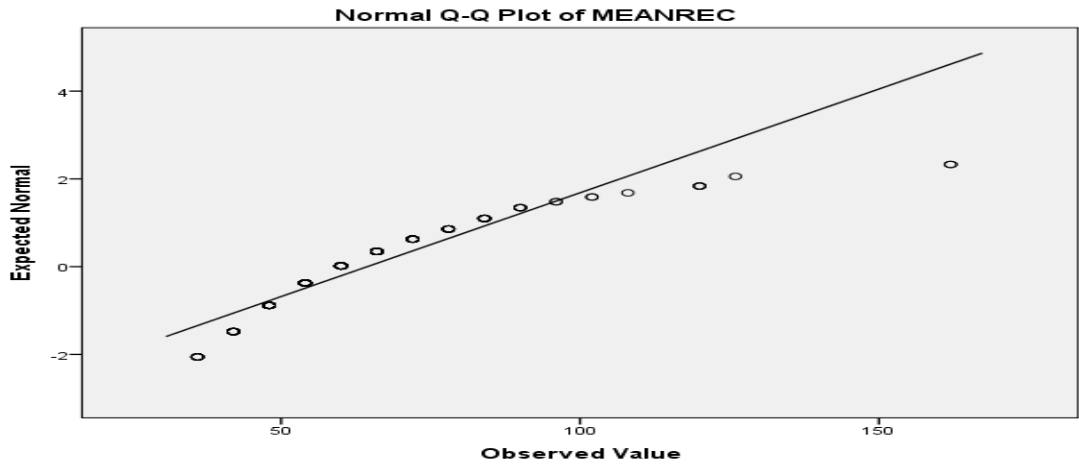


Figure 9.8: Q-Q Plots for Recruitment

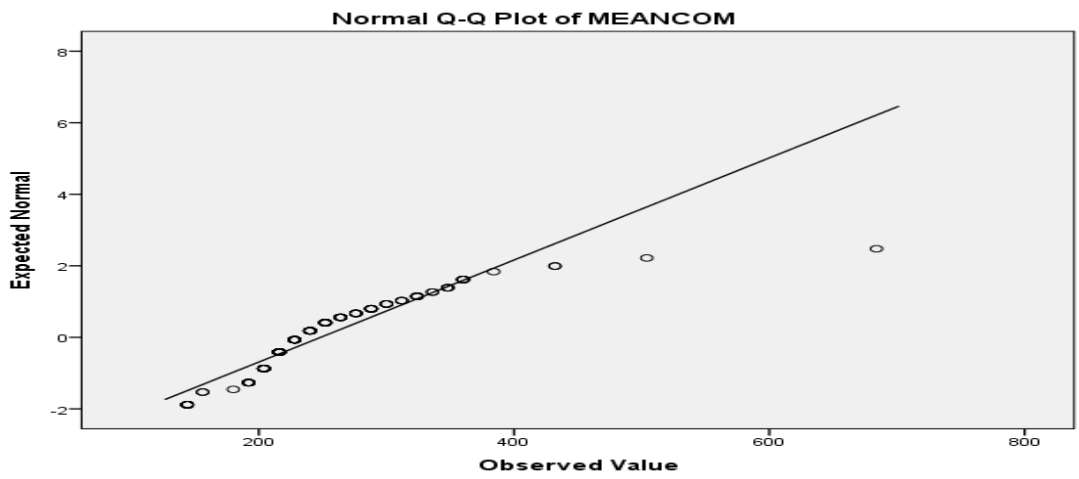


Figure 10.9: Box Plots for Communication

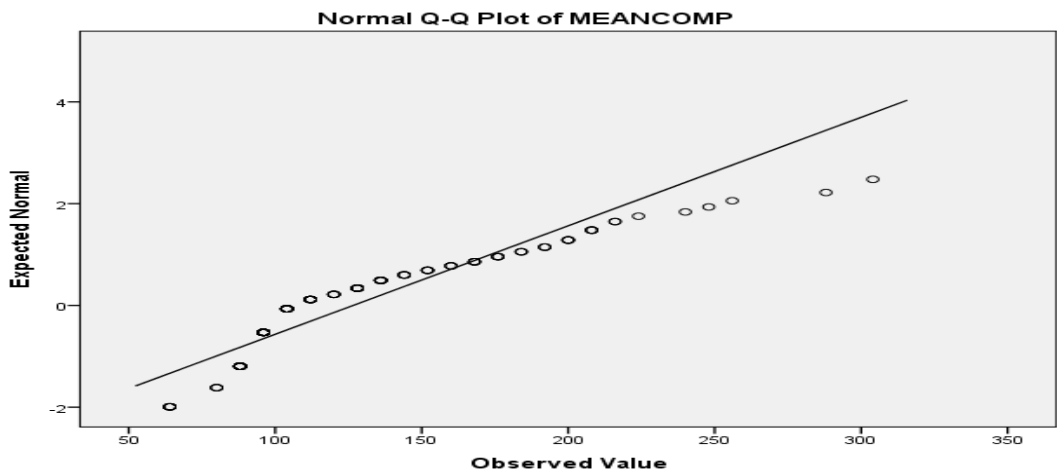


Figure 11.10: Box Plots for Reward and Compensation

#### **4.3.10 Regressions Coefficients: Findings**

The results from Table 4.9 reveal that training and development had a positive and significant effect influence on the employee's job performance at TDC ( $\beta = 0.125$ ,  $t = 1.875$ ,  $\text{Sig} = 0.001$ ). This implied that when the council management increase training and development it also had a positive impact on the employee's job performance at TDC. Thus, training and development was a relevant variable to the employee's job performance at TDC. Table 4.9 also reveals that recruitment and selection had a positive and significant effect on employee's job performance at TDC ( $\beta = 0.021$ ,  $t = 0.189$ ,  $\text{Sig} = 0.000$ ). This means that when recruitment and selection was done well and the organization has attracted high quality employees will also increase the job performance at TDC. Therefore, recruitment and selection was an important variable that influenced the job performance at TDC.

Moreover, Table 4.9 indicates that reward and compensation has a positive and significant impact on employee's job performance at TDC ( $\beta = 0.122$ ,  $t = 2.430$ ,  $\text{Sig} = 0.000$ ). This means that when the council management follow reward and compensation system also influence good employee's job performance at TDC. Therefore, reward and compensation had positive and significant relationship with the employee's job performance at TDC.

Moreover, Table 4.9 indicates that organizational communication has a positive and significant impact on employee's job performance at TDC ( $\beta = 0.153$ ,  $t = 5.013$ ,  $\text{Sig} = 0.002$ ). This means that when the council management maintain good communication also influence good employee's job performance at TDC. Therefore,



communication and information sharing had positive impact on the employee's performance at TDC.

**Table 11.9: Regressions Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	47.235	4.974		9.496	.000
Training and development	.125	.067	.184	1.875	.001
Recruitment and selection	.021	.114	.024	.189	.000
Reward and compensation	.122	.050	.309	2.430	.000
Communication	.153	.031	.580	5.013	.002

a. Dependent Variable: Employee's job Performance

**Source:** Research findings, (2023).

#### 4.3.11 Hypothesis Testing

Table 4.9 shows a positive relationship between training and employee's performance ( $\beta=0.125$ ,  $p<0.05$ ,  $t=1.875$ ). Hence, hypothesis H<sub>1</sub>: Training and development has positive and significant effect on employee's performance was accepted. Table 4.9 also reveals a significant positive relationship between recruitment and selection and employee's performance ( $\beta=0.021$ ,  $p<0.05$ ,  $t=189$ ). Therefore, hypothesis H<sub>2</sub>: Recruitment and selection has positive and significant effect on employee's performance was accepted.

Moreover, the regression analysis has revealed that reward and compensation has positive and significant relationship with employee's performance ( $\beta=0.122$ ,  $p<0.05$ ,  $t=2.430$ ) (Table 4.9). Consequently, hypothesis H<sub>3</sub>: Reward and compensation has positive and significant effect on employee's performance was accepted. The regression analysis also indicated that organizational communication effectiveness has a significant positive effect with employee's performance ( $\beta = 0.153$ ,  $p<0.05$ ,  $t$

=5.013) (Table 4.9). Hence, hypothesis H<sub>4</sub>: Organizational communication has positive and significant effect on employee's performance was accepted.

**Table 12.10: Summary of Hypotheses Testing Findings**

<b>Hypotheses</b>	<b>Remarks</b>
H <sub>1</sub> : Training and development has a positive and significant effect on employee's performance.	Accepted
H <sub>2</sub> : Recruitment and selection has positive and significant effect on employee's performance.	Accepted
H <sub>3</sub> : Reward and compensation has positive and significant effect on employee's performance.	Accepted
H <sub>4</sub> : Organizational communication has positive and significant effect on employee's performance.	Accepted

**Source:** Research findings, (2023).

## **CHAPTER FIVE**

### **DISCUSSION OF THE FINDINGS**

#### **5.1 Overview**

This section contains discussion of the answers relating with the specific aims of the research study. The discussion put up the results of the research. This literature aimed at looking the effects of human resource management practices on employee's performance. However, this part deals with a discussion of the research findings from chapter four, those with positive, negative, significant and insignificant relationship between variables from the past findings.

#### **5.2 The Effects of Training and Development on Employee's Performance**

The implications of training on employee's performance were investigated in this research study. The Table 4.9 has shown the results of the research findings, regression analysis shows that training and development has positive and significant effect on performance ( $\beta = 0.125$ ,  $p < 0.05$ ,  $t = 1.875$ ). This implies that when employees are more exposed to training and development their performance will increase. In other words, if TDC would practice various training and developing to its employees, they would acquire human resource management skills which in return will lead to high employee's performance.

These kinds of results are consistent with the findings of various researches undertaken in relevant field of study. Treshalin (2022) investigated the effect of training and development on employee performance in Colombo area in Sri Lanka and found that training and development has positive and significant effect on employee's performance. Similarly, Muhammad, et al, (2020) determined the impact

of training and development on employee's performance on their respective jobs in foundation colleges in Pakistan. The results revealed the positive influence of training and development on individual employee's performance. Also, Nassary (2020) in Arusha Tanzania examined the link which exists between training and employee's performance.

The findings revealed that training has strong effect on employee's performance. Moreover, a study conducted by Mohammed (2022) in Bahir Dar University in Ethiopia on the impact of training on employee's performance. Results has shown that training has positive and significant effect on employees' performance. However, Giday and Elantheraiyan (2023) in their study on effect of training on employee's performance in Mekelle City, Tigray, Ethiopia negated the hypothesis that training has positive and significant effect on employee's performance. It was found out that training was not the major determinant of employee's performance.

### **5.3 The Effects of Recruitment and Selection on Employee's Performance**

The influence of recruitment and selection on employee's performance was also investigated in this study. Table 4.9 shows that recruitment and selection has positive relationship with employee's performance ( $\beta = 0.021$ ,  $p < 0.05$ ,  $t = 0.189$ ). These findings suggest that, appropriate recruitment and selection increases performance of employees. These kinds of results are consistent with the findings of previous scholars. For example, Sisna and Setiasih (2022) explored the importance of the recruitment and selection on employee's performance in Indonesia. The results showed that recruitment and selection has positive and significant impact on employee's performance.

Also, Pshdar, et al., (2021) conducted a study in Eebil-Kurdistan Iraq on the influence of recruitment and selection on employee's performance. The results showed that recruitment and selection has positive effect on employee's performance. Moreover, Nurhayana et al (2022) conducted a study to determine the effect of the recruitment process on employee performance at PT Pos in Indonesia. The results were recruitment and selection had positive and significant influence on employee performance.

Furthermore, Ranthy (2023) performed a study on the effect of recruitment and selection on the performance of technician employees in Indonesia. The results indicated that recruitment and selection has influence on employee's performance. Moreover, Rosita et al., (2023) explored the effect of recruitment and selection on employee performance in Indonesia. The results of this study indicated that recruitment and selection has a significant effect on employee performance. However, Schuster (2004) his study negated the hypothesis that recruitment and selection has positive and significant effect on employee's performance. It was found out that selection was not positively associated with employee's performance.

#### **5.4 The Effects of Reward and Compensation on Employee's Performance**

This study examined the influence of reward and compensation on employee's performance. The results in Table 4.9 revealed that reward and compensation positively and significantly exert influence on employee's performance ( $\beta = 0.122$ ,  $p < 0.05$ ,  $t = 2.340$ ). More specifically, the findings suggest that the higher the reward and compensation the higher the performance of employees. Similarly, Adaora et al., (2023) determined the effect of reward and compensation system on employee's

productivity in Enugu Nigeria and found that reward and compensation has significant and positive effect on employee's performance. Also Fadekemi (2020) assessed the impact of reward and compensation system on employee's performance in Nigeria.

The study concluded that reward and compensation is positively and significantly impacted on employee's performance. Moreover, Siyum (2020) in Tigray, Ethiopia examined the link between reward and compensation systems on employee's performance. The findings revealed that reward and compensation had positive and significant impact on employee's performance. Furthermore, Obiaga (2021) examined the influence of reward and compensation system on employee's performance in the Oil and Gas Industry in Rivers State in Nigeria. The results indicated that there was a significant relationship between reward and compensation with employee's performance. Notwithstanding, Nurul et al., (2021) examined the effects of reward and compensation system on employees' performance in Malaysia.

The results showed that rewards and compensation system had significant impact on employees' performance. Moreover, Alansari and Javed (2021) investigated the effect of reward and compensation system on employee's job performance in Saudi Arabia. The findings indicated that reward and compensation system had positive influence on employee's performance. All these researches have brought the same results. However, other researchers such as Gbolahan (2012), came with findings that negate the hypothesis that showed that reward and compensation system has negative and insignificant effect on employee's performance. Incentives were found to be not associated with employee's performance.

### **5.5 The Effects of Communication Effectiveness on Employee's Performance**

The research study investigated the effects of good communication to employee's performance. The results in table 4.9 shown that good communication has a positive and significant relationship with employee's performance ( $\beta = 0.153$ ,  $p < 0.05$ ,  $t = 5.013$ ). This study implies that effective communication plays a role in influence employee performance. This result is consistent with the findings of various researches done in relevant field of study.

Other scholars like Kalogiannidis (2020) in Macedonia Greece did a study to assess the impact of communication on employee's performance. The results showed that effective communication influences employee's performance. Also, Darwis et al., (2021) investigated the effect of communication on employee's performance in the middle of Pandemic Covid-19. The result explored that communication has positive and significant effect on employee's performance. Notwithstanding, Sulaiman et al., (2023) examined the effects of communication on employee's performance in Malaysia. The result indicated that communication sharing has positive impact on employee's performance. Akosua (2021) investigated the impact of internal communication on employee performance in Ghana.

The study indicated that internal communication plays an important role in employees' performance. Rizka, et al., (2022) assessed the effect of communication on employee performance through job satisfaction at The Medan District Court in Indonesia. This study showed that communication has a positive and significant effect on employee performance. However, other study done by Alsayed, (2012) revealed that communication does not play a key role in supporting job performance.

## **CHAPTER SIX**

### **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

#### **6.1 Summary of Findings**

The study investigated the effect of human resource management practices on employee's performance. The results of the study have shown that training and development have influence on employee's performance. The study has also shown that recruitment and selection has positive and significant impact on employee's performance, Also the result revealed that reward and compensation has positive effect on employee's performance. Moreover, the study found that communication enhances employee's performance. TDC should follow up proper use of HRM activities to serve its employees. The Management Council should focus on training and developing employees.

The study has shown that training enhances employee performance. Employees are influenced and motivated through training. Hence, TDC should offer more training programs because they add value to employees and in turn apply their best efforts to achieve organizational goals, and show high performance on job. Also, TDC need to continue having good working conditions that attract high quality employees through proper recruitment and selection procedures. The study has also shown that reward and compensation has positive effect on employee's performance. This implies that TDC should keep on improving its pay system for better employee's performance.

The research findings confirmed that effective communication has positive and significant effect on employee's performance at TDC. In other words, effective communication plays a big role in maintaining good employee's performance. Easy



flow of information from superiors to subordinates and the vice versa improves employee's performance. The results suggest that TDC should improve organizational communication model in order to increase employee's performance.

## **6.2 Conclusion**

The research study dealt with determining the effects of HRM practices (i.e. training and development, recruitment and selection, reward and compensation and communication and information sharing) on employee's performance. The results have shown that training and development has positive and significant effects on employee's performance at TDC. Hence, this shows that training and development are determinants of employee's performance. On the other hand, the research findings have shown that recruitment and selection has a positive and significant effect on employee's performance. Therefore, this research study uncovers the truth that recruitment and selection are predictors of employee's performance. Moreover, the study has indicated that reward and compensation influence employee's performance. This research work concludes that reward and compensation determine employee's performance.

Furthermore, the research study has shown that communication and information sharing affects employee's performance. Hence, this research work concludes that communication and information sharing plays a vital role in influencing employee's performance at TDC. The results of the study have also revealed that easy flow of information from superiors to subordinates and the vice versa has a positive and significant influence on employee's performance at TDC. Therefore, it is concluded that easy flow of information in an institution influence employee's performance.

### **6.3 Recommendations**

Based on the findings of this study, it is recommended that to enhance higher employee performance at TDC, there should be various training and development, appropriate and well-structured recruitment and selection procedures which will enable the council to select and recruit the best staff. The TDC should maintain an attractive reward and compensation system and ensure effective communication and information sharing between managers and supervisors and subordinates. This will enhance unity and harmony and in-turn increases the performance of employees.

### **6.4 Limitations and Areas of Further Research**

This research study has come up with results worth to be utilized by the government, policy makers, managers, and other stakeholders in public and private sectors. However, it has some limitations that comprises limited research fund which in-turn caused a researcher to use small sample size. Limited funds also caused a researcher to reduce the scope and coverage of the study area. Therefore, the researcher suggests further studies to be done in other district councils to have a broad knowledge of how HRM practices are handled in the local government authorities. Other scholars may decide to include HRM practices that were not part of this study such as motivation, performance management and culture building.

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## APPENDICES

### APPENDIX A: QUESTIONNAIRES

My name is Alphonse Patrick I am carrying out research entitled “*Effects of Human Resource Management Practices on Employee’s Performance: Empirical evidence from Tanganyika District Council*” in partial fulfilment of the award of a Master's degree in Human Resource Management of the Open University of Tanzania. Please note that, the information you provide will be kept confidential and will only be used for this research and that no attempt will be made to disclose your identity.

Thanks in advance.

### SECTION A: General Information

**Instructions: Put a tick (√) in the appropriate box**

1. Sex
  - i. Male [     ]
  - ii. Female [     ]
2. Age
  - i. 18 – 25 [     ]
  - ii. 26 – 33 [     ]
  - iii. 34 – 41 [     ]
  - iv. 42 – 49 [     ]
  - v. 50 and above [     ]
3. Marital status
  - (i) Married [     ]
  - (ii) Single [     ]

- (iii) Divorced [     ]
- (iv) Separated [     ]
4. Education level
- i. Primary Education [     ]
- ii. Secondary Education [     ]
- iii. Certificate [     ]
- iv. Diploma [     ]
- v. Degree [     ]
- vi. Masters [     ]
- vii. PhD [     ]
5. For how long have you been an employee of Tanganyika District Council?
- i. 1 - 5 years [     ]
- ii. 5 – 10 years [     ]
- iii. 11 – 15 years [     ]
- iv. 16 and above [     ]

**SECTION B: Measures of Training, Recruitment and selection, Compensation, Communication and Employee performance variables**

The following statements asks about your thoughts and feelings in a variety of situations. For each item, indicate how well it describes you or the organization by choosing the appropriate number on the scale at the top of the page. Use 1, 2, 3, 4, 5 where 1 = Strongly Agree, 2 = Agree, 3 = Not sure, 4 = Disagree, and 5 = Strongly Disagree when you have decided on your answer, insert a tick (✓) in the item number. Answer as honestly as you can.

S/N	Research Variables	1	2	3	4	5
<b>Measures of Training variable</b>						
5	There are training programs in my council					
6	My council contributes to employee development					
7	Head of departments also train employees					
8	Head of departments have new ideas in training					
9	My council has a comprehensive training system					
10	The council planes ahead for the training programs.					
11	The council provides new employees with an orientation					
12	The council uses advanced technology in training programs.					
13	The council encourages team-work seminars.					
<b>Measures of recruitment and selection</b>						
14	The council attracts high quality employees					
15	The council's website is constantly updated with the latest vacancies					
16	The council's recruitment and selection process is fair and transparent					
17	Appointments in this council is based on merit					
18	Applicants are fully informed about the qualifications required to perform the job before being hired					
19	Selection system selects those having the desired knowledge, skills and attitude					
20	In this organization, line managers and HR managers participate in the selection process					
21	Measurable selection criteria are developed and used while filling up jobs					
<b>Measures of compensation</b>						
22	My council uses fair compensation system					
23	Employee commitment means receiving a reward					
24	My council pay system reflects employees' contribution to the council					
25	My council's compensation system is reviewed periodically					
26	My council provides employees with the type of benefits they need					
27	My council uses non-cash compensation alternatives					
28	My council uses compensation programs based on performance					
29	My council's compensation system is one of the reasons to retain my job at this council					
<b>Measures of Communication Variable</b>						
<b>Downward communication</b>						
30	Easy flow of information from my superior improves my job performance					
31	My views and ideas are given attention by my superior					
32	I derive motivation from communicating with the top management team					
33	I have knowledge on the nature of my tasks as provided by my superior					
34	My superior ensures that I have a continued access to essential information					
35	I access essential information from my superior					
<b>Upward communication</b>						

36	I provide quick feedback to my superior concerning any request for particular explanations						
37	I request information from my superior about different work issues						
38	Top management makes decisions based our request for particular information						
39	Attending to my needs on time improves my performance						
40	I am always appreciated for offering certain information						
41	I discuss with my superiors on what to change in the organization						
42	Superiors encourage us to work better through upward communication						
43	The employees in my organization are able to provide opinions and suggestion to superior on work related issues in the organization						
44	In my organization employees are able to directly communicate with superiors						
	<b>Horizontal communication</b>						
45	I maintain good language when interacting with fellow employees						
46	I normally share knowledge with my colleagues on essential issues						
47	I perform better by discussing with my colleagues on the job requirements						
48	I always listen to the advice from my fellow employees						
49	I always seek essential information from my colleagues in my department						
50	Sharing information keeps employees motivated to perform better						
51	Employees in my organization always share information with each other						
<b>Measurers of Employee's performance Variable</b>							
52	My performance last year was excellent						
53	I achieve my goals regularly						
54	My individual goals directly support the goals of the council						
55	I stay until the job is done						
56	I am able to finish my work on time						
57	I rarely have to repeat a task because it was not done properly						
58	The quality of my output is quite good						
59	Customers have never raised a complaint about my service						
60	I am able to find solutions to the various challenges I encounter in my work						
61	We assist each other in handling tasks that are challenging						

Thank you for cooperation.

## APPENDIX B: RESEARCH CLEARANCE

### THE OPEN UNIVERSITY OF TANZANIA

#### DIRECTORATE OF POSTGRADUATE STUDIES

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**Our Ref: PG201801176**

**14<sup>th</sup> July, 2022**

Regional Administrative Secretary,  
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P.O.Box 235,  
MPANDA.

#### RE: RESEARCH CLEARANCE




The Open University of Tanzania was established by an Act of Parliament No. 17 of 1992, which became operational on the 1<sup>st</sup> 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 1<sup>st</sup> January 2007. In line with the Charter, the Open University of Tanzania mission is to generate and apply knowledge through research.

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 Mr. Alphonse Patrick (Reg No: PG201801176) pursuing Masters of Human Resource Management (MHRM). We here by grant this clearance to conduct a research titled "Effects of Human Resource Management Practices on Employees Performance. A Case Study of Tanganyika District Council". He will collect his data in Tanganyika District council from 18<sup>th</sup> July to 30<sup>th</sup> September 2022.

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,  
**THE OPEN UNIVERSITY OF TANZANIA**

Prof. Magreth S. Bushesha  
**DIRECTOR OF POSTGRADUATE STUDIES.**

	<p><b>UNITED REPUBLIC OF TANZANIA</b>          PRESIDENT'S OFFICE, REGIONAL ADMINISTRATION AND LOCAL          GOVERNMENT  <b>TANGANYIKA DISTRICT COUNCIL</b></p>	
<p>In reply please quote          Ref. No. KTV/ MDC/T.40/28</p>		<p>16.07.2022</p>
<p>Ward Executive Officers          Tanganyika District Council          P.O Box 01,  <b>MPANDA</b></p>		
<p><b>RE: INTRODUCTION OF MR. ALPHONCE PATRICK (REG NO: PG201801176)          FOR DATA COLLECTION</b></p>		
<p>Reference is made to the above subject.</p>		
<p>2.0 The above named person is a student at The Open University of Tanzania Pursuing Masters of Human Resource Management.</p>		
<p>3.0 The purpose of this letter is to introduce to you the named student with the registration number above who is pursuing Masters of Human Resource Management (MHRM). The Student is conducting a research titled "Effects of Human Resource Management Practices on Employees Performance in Tanzania: Empirical evidence from Tanganyika District Council". He will collect his data in Tanganyika District council from 18th July to 30th September 2022.</p>		
<p>4.0 I recommend him to be given plausible assistance and support so that he can accomplish his academic endeavors.</p>		
<p>5.0 Yours sincerely.</p>		
<p>          Dorica D. Chitinde</p>		<p><b>DISTRICT EXECUTIVE DIRECTOR          MPANDA</b></p>
<p><b>For. COUNCIL DIRECTOR,          TANGAYIKA DISTRICT COUNCIL.</b></p>		
<p><b>Copy:</b></p>	<p>Mr. Aphonce Patrick,          P.O Box 01,  <b>MPANDA</b></p>	