

**EFFECT OF ASSETS MANAGEMENT IN BANKING SECTOR ON
ORGANISATION PERFORMANCE: A CASE OF ABSA BANK TANZANIA
LIMITED**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE
REQUIREMENTS FOR THE DEGREE OF MASTER OF BUSINESS
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2025

CERTIFICATION

The undersigned certifies that he has read and hereby recommends for acceptance by the Open University of Tanzania, a dissertation entitled: **“Effect of Assets Management in Banking Sector on Organisation Performance: A Case of ABSA Bank Tanzania Limited”**, in partial fulfilment of the requirements for the degree of Master of Business Administration (General Management), of the Open University of Tanzania.


.....

Dr. France Sahyo

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.....

Date

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DECLARATION

I, **Asha Salum Motto**, declare that, the work presented in this dissertation is original. It has never been presented to any other University or Institution. Where other people's works have been used, references have been provided. It is in this regard that I declare this work as originally mine. It is in this regard that I declare this work as originally mine. It is hereby presented in partial fulfillment of the requirements for the Degree of Master of business Administration

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Signature

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Date

DEDICATION

I dedicated this work to my relatives particularly Nairaty Shaibu Mohamed, Alvin, Ethan, Salama Motto and Michael S Motto my father, Salum Motto and my Late Mother

ACKNOWLEDGEMENTS

In every manner, I am grateful to a magnificent God, whose beauty and grandeur enabled me to undertake this vital work. Throughout this research, I am grateful to my supervisor, Dr France Shayo for his willingness, reassurance, tenacity, empathy, understanding, and viewpoint supervision.

While I was gathering evidence, I recall my ABSA Bank for their willingness to share their information which facilitated to develop the data that moulded this study.

Being an OUT-student meant learning to be self-reliant and an autonomous learner, i.e., accepting responsibility for my own learning with the aid of the staff. Critical and creative thinking, analysis and analytical abilities, reasoning, communication, decision making, strategic management and policy analysis and execution, to name a few, have all been developed as a result of student autonomy. As previously indicated, several people contributed to this endeavour, none of whom I can recognize individually. I'd want to thank everyone for their help.

ABSTRACT

This study determined the impact of strategic assets management on organizational performance with ABSA Tanzania Ltd being its case study. Three objectives guided this study. To examine the effect of the competencies of Bank staff on the performance of the organization at ABSA Bank Tanzania Ltd, to examine the effect of internal control systems on the performance of the organization at ABSA Bank Tanzania Ltd and to determine the effect of the lifecycle management on the performance of the organization at Absa Tanzania Ltd. The resource based view was utilised. Postivism research philosophy was used. With quantitative approach and explanatory research design a sample of 40 was used. Structured questionnaires were used as data collection tool. Descriptive statistics and multiple regression analysis were used as data analysis tools. The study found that all independent variables competencies of Bank staff, internal control systems and lifecycle management were positive and significantly related to ABSA Bank performance. The study conclude that effective asset management plays a crucial role in enhancing organizational performance in the banking sector, as evidenced by ABSA Bank Tanzania Limited, where strategic asset allocation, risk mitigation, and regulatory compliance contribute to financial stability, operational efficiency, and overall institutional growth. Based on the findings it recommended that ABSA Bank Tanzania Limited enhance its asset management strategies by adopting advanced financial technologies, strengthening risk management frameworks, and continuously aligning asset allocation with regulatory requirements and market dynamics to optimize organizational performance.

Keywords: *Assets Management in Banking Sector, Competencies of Bank Staff, Internal Control Systems and Lifecycle Management, Bank Organizational Performance*

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LIST OF ABBREVIATIONS

ABSA	-	African Bank of Southern Africa.
ICT	-	Information and Communication Technology
OUT	-	Open University of Tanzania
PEs	-	Procurement entities
PO	-	Procurement Organization
SPSS	-	Statistical Package for Social Sciences

CHAPTER ONE

BACKGROUND OF THE STUDY

1.1 Overview

This chapter outlines an introductory and general review or summary of the study topic. It aims to highlight the background information, problem statement, objectives, research questions and study justification. The chapter ends with a summary of the organization of the report to guide the systematic flow of information.

1.2 Background of the Study

In the international Banking industry, asset management is a core function that involves the intelligent distribution and application of capital assets to maximize efficiency and guarantee long-term viability (Singhal et al., 2023). To reduce risks, increase profitability, and adhere to regulatory requirements, Banks all over the world understand how crucial it is to manage assets, including cash reserves, investments, loans, and other financial instruments (Al Ali, 2021). To maximize profits while upholding prudent levels of liquidity and capital adequacy, asset management methods in the global Banking sector frequently involve utilizing sophisticated financial instruments, technology-driven solutions, and strong risk management frameworks (Choudhry, 2022).

Organizational performance for Banks across the world is critical since it determines their competitiveness, profitability, and long-term sustainability (Kurdi & Alshurideh, 2020). Driving organizational performance requires a well-executed

asset management strategy. This enables Banks to maximize revenue-generating opportunities, optimize resource allocation, and reduce expenses (Lebdaoui & Chetoui, 2020). However, these Banks manage their assets against a multitude of obstacles. These range from market volatility and regulatory compliance to technological changes and changing client preferences (Hızıroğlu, 2020).

In Africa, the performance of Banks has a major impact on the stability and prosperity of local economies (Koskei, 2020). For African Banks, strategic asset management is especially important as they work to achieve sustainable development and profitability while navigating distinct obstacles such as restricted access to capital markets, currency instability, and regulatory restrictions (Orobia et al., 2020). Moreover, additional difficulties that make asset management more difficult, such as poor infrastructure, unstable political environments, and a shortage of qualified personnel (Siwela & Njaya, 2021). These difficulties do, however, also offer chances for innovation and uniqueness, especially when it comes to utilizing digital technologies to boost operational effectiveness, extend financial services to marginalized communities, and create new sources of income (Wewege et al., 2020). Innovative asset management strategies can enhance financial inclusion and sustainable development.

In Tanzania, recent legislative changes implemented were intended to improve transparency and foster financial stability (Mbowe et al., 2020). These have in turn forced Banks to fortify their risk management procedures and implement cutting-edge asset management techniques to adjust to changing market conditions (Magoma

et al., 2022). However, the industry is still plagued by several challenges. Local experience demonstrates that failure to adequately manage assets leads to poor organizational performance manifested by violations of legal and institutional frameworks and undercapitalization of the organisations (Gupta, 2020).

Five Banks i.e. Njombe Community Bank Limited, Tanzania Women Bank Limited, Meru Community Bank Limited, Efatha Bank Limited, and Kagera Farmers Cooperative Bank Limited were all closed in 2018 following undercapitalization and violations of the Banking and Financial Institutions Act (2006) and Regulation (2014) in Tanzania (Magoma *et al.*, 2022). Consequently, the Central Bank of Tanzania took ownership of the aforementioned five Banks as required by the relevant Act and Regulation. This indicates that if Banks can sufficiently perform their assets and liabilities management, their profitability and performance are likely to generally improve despite existing challenges and competition in the market (Nicodem, 2020).

Several empirical studies have demonstrated that both leadership and commitment of the organisations tend to influence positively financial management and performance. For example, this has been studied and clearly shown to be true in Banggai Islands in Asia (Halim, 2012). Similarly, studying the fixed asset management of district governments, Erizul and Yuliani (2014) showed that human resource and information management systems all influence positively the fixed assets management at Lombok in Indonesia. Another factor which may often affect asset management is internal control as also attested by Juliadi (2017).

In another study, it was also yet reported that internal controls protect organizational resources and safeguard compliance with institutional and legal requirements (Hermiyeti, 2010). This made the respective study venture into a journey analysing the impact of strategic assets management on the performance of the organization. As a result of this, the study focused on ABSA Bank Tanzania Ltd as the case study.

1.3 Statement of the Problem

The research problem in the study titled Effect of Assets Management in the Banking Sector on Organizational Performance: A Case of ABSA Bank Tanzania Limited centers on understanding how asset management practices influence the performance metrics of the bank. Effective asset management is crucial for banks, as it impacts profitability, liquidity, and overall financial stability. In Tanzania, challenges such as deteriorating asset quality, evidenced by rising non-performing loans (NPLs), have raised concerns about the efficacy of asset management strategies. For instance, the Bank of Tanzania reported an increase in NPLs from 6.8% in 2006 to 12.44% in 2017, before a slight decline to 9.8% in 2019, still above the 5% threshold. This trend underscores the need for banks like ABSA Bank Tanzania Limited to assess and enhance their asset management practices to ensure optimal organizational performance.

To address challenges in asset management affecting organizational performance, Absa Bank Tanzania has implemented several strategic initiatives. The bank has adopted a "One Absa" mindset, focusing on integration and efficiency to enhance customer delivery. This approach involves streamlining operating models, systems,

and processes, ensuring they are customer-centric and cost-effective. Additionally, Absa emphasizes balancing risk and reward, optimizing liquidity, and capital management by deploying capital where it yields the best returns. The bank also prioritizes attracting and retaining talented, motivated staff to deliver exceptional customer service. These measures aim to strengthen asset management practices, thereby improving the bank's overall performance.

Recent studies have consistently highlighted the critical role of asset management in enhancing organizational performance within the banking sector. Effective asset and liability management (ALM) practices are essential for banks to minimize exposure to market and liquidity risks, thereby optimizing financial stability and profitability. The importance of robust financial risk management has been underscored, particularly in the aftermath of the 2007-2008 financial crisis, with banks increasingly focusing on comprehensive risk assessment and mitigation strategies to safeguard their operations.

Furthermore, the global trend of consolidation among asset managers, as evidenced by DNB's acquisition of Carnegie, reflects a strategic move to enhance asset management capabilities and achieve greater efficiency in operations. These developments underscore the pivotal role of effective asset management in bolstering organizational performance within the banking industry. As a result of this, the study focused on ABSA Bank Tanzania Ltd as the case study.

1.4 Objectives of the Study

1.4.1 General Objective

The main objective of this study is to evaluate the impact of strategic assets management on the organizational performance of ABSA Bank Tanzania Ltd.

1.4.2 Specific Objectives

- i. To evaluate the impact of the competencies of Bank staff on the performance of the organization at ABSA Bank Tanzania Ltd.
- ii. To examine the internal control systems on the performance of the organization at ABSA Bank Tanzania Ltd.
- iii. To assess the effect of the lifecycle management on the performance of the organization at Absa Tanzania Ltd.

1.5 Research Questions

1.5.1 General Question

What is the impact of strategic assets management on the performance of ABSA Bank Tanzania Ltd?

1.5.2 Specific Questions

- i. What is the impact of the competencies of Bank staff on the performance of the organization?
- ii. What is the impact of internal control systems on the performance of the organization?
- iii. What is the impact of lifecycle management on the performance of the organization?

1.6 Significance of the Study

Generated findings will assist the Bank in identifying whether asset management is effectively applied in the Banking sector, especially in ABSA Bank Tanzania Bank Ltd and its effects on the organization. This will help the organization(s) be aware of measures to take to maintain sustainable assets management and realize organisational objectives. By using the information collected, the government may take the necessary steps to solve the identified problems to ensure smooth asset management in the public sector and therefore improve asset management systems for present and future benefits. It is also possible that some of the generated information may be used to feed into policy development processes.

1.7 Organization of the Study

This report is organized into three main chapters. Chapter One introduces the study topic by providing the background information, problem statement, objectives of the study, research questions and significance of the proposed study. A literature review is provided in Chapter Two where key terminologies and concepts are explained, as well as literature reviews both theoretical and empirical. Chapter two includes also the research gap, conceptual framework and details of collected variables operationalization. Chapter three highlights details on methodology in which different aspects including research design, sampling, measurements, and data collection and analysis methods are provided. Chapter four highlighted on the key findings as well as interpretations of these findings. Lastly, chapter five included the conclusions and recommendations as well as areas for future researchers to pursue research in.

CHAPTER TWO

REVIEW OF LITERATURE

2.1 Introduction

Chapter two consists of definitions of key terms and concepts, theoretical literature review, empirical literature review, and conceptual framework and shows also the operationalization of the selected variables for this study.

2.2 Definition of Key Terms and Concepts

2.2.1 Assets

Assets can be tangible or intangible and include a variety of assets, including financial assets, plant and apparatus, infrastructural assets, equipment and property assets (Yusof, 2010). According to this study, an asset is anything that has value or is owned by a company, institution, or other entity and is used for both short- and long-term activities.

2.2.2 Management of Assets

Asset management is a systematic process for operating, upgrading and maintaining real estate at a fair price according to Kusnawati *et al.* (2018). Asset management may also combine business principles with engineering ideas. Asset management entails in addition the act of seeking and obtaining advice to provide services for managing risks and costs throughout the asset's lifetime (Suprianto, 2015).

2.2.3 Public Assets Management

According to Kaganova and Amoils (2020), public asset management is the process of making and putting into action decisions on the acquisition, use of, and disposal of

capital assets that a government owns, uses, and controls. The decision regarding public sector assets management aims to achieve the objectives and goals of public assets management, which are determined by the purpose of an asset (Magee *et al.*, 2017). Public assets management classifies major activities of public assets including purchasing, construction, leasing and inventorying to support the development and delivery of public services.

2.2.4 Performance of Organizations

There are several metrics which are used to evaluate the performance of organisations but each organisation has its criteria based on its focus and goal. Also, financial and non-financial aspects are considered in an organisation it is known as corporate performance. Corporate performance is used to indicate the overall implementation of the organisation's strategy and facilitates the identification of areas of success and failure (Abiola *et al.*, 2021). In addition, return on assets has also been used for the evaluation of organisation performance. Return on assets is a financial ratio that indicates how profitable a company is relative to its total assets.

2.3 Theoretical Literature Review

2.3.1 Principal-Agent Theory

Economists first developed this hypothesis to describe a split resulting from the agent and principle having divergent interests (Farasoo, 2021). Agents are typically those who are tasked with managing organisations' or enterprises' affairs on behalf of the principals (Yan & Hyman, 2024). Building a stronger relationship between the parties is the primary goal of theory. Principals are encouraged to accomplish this by

building enduring relationships in a way that will positively influence the agent's conduct (Moloi et *al.*, 2020).

From a practical point of view, the theory considers the human resources from management to first-line levels to be agents representing the interests of the shareholders (Schillemans & Bjurstrøm, 2020). The theory recommends inclusion in the overall ownership of the organization as part of the strategy that incentivises the existing resources (Ozili, 2020). The theory believes that members of the organization who are also among shareholders appear to be committed to protecting organizational assets (Olaoye & Ayodele, 2019). This is contrary to management and first-line members who are purely, workers of the organization.

2.3.2 Resource Based Theory

The management paradigm known as resource-based theory (RBT), which was created in the 1980s and 1990s, aims to explain how businesses obtain and maintain a competitive edge (Barney et *al.*, 2021). RBT turns attention inward, emphasizing the importance of internal resources and talents, in contrast to earlier theories that focused on external factors like industry positioning and market structure (Freeman et *al.*, 2021).

RBT argues that firms gain a competitive advantage by leveraging resources and capabilities that are valuable, rare, inimitable, and non-substitutable (Barney, 2021). It emphasizes that these resources must not only be valuable but also difficult for competitors to replicate or substitute (Miller, 2019). RBT posits that firms with

superior internal resources and capabilities can outperform their rivals and achieve sustained competitive advantage over time (Freeman et *al.*, 2021).

From the perspective of asset management, the management of every organization has a default sworn duty of making sure that current assets are duly recognized and accounted for (Nworie et *al.*, 2023). They are moreover responsible for making sure that the respective assets are increased in terms of their value and count. Another perspective draws in the aspect of hiring the right people and moulding them towards becoming better workers as a secret for sustainable competitive advantage (Collins, 2021). These people would be able to perform different tasks, assets management included, to a very high extent (Gerhart & Feng, 2021).

2.4 Empirical Literature Review

2.4.1 Foreign Studies

Adobe (2022) in his study that was done Between 2014 and 2018, a total of 106 microfinance institutions (MFIs) from Sub-Saharan Africa. These organizations were subjected to the cost accounting approach to investigate the connection between asset-liability management and financial performance. According to the results, there are both positive and negative effects on the returns of the MFIs from the assets and liabilities composition.

The net loan portfolio, other current financial liabilities, and MFI size have a strong and positive relationship with the return on assets of listed MFIs. Contrarily, there is a strong and unfavourable correlation between financial performance and liabilities

such as deposits, borrowings, and other liabilities. The overall finding is that improving financial performance requires paying enough attention to asset-liability management.

Syaifudin *et al.* (2020), conducted a dedicated Analysis of asset management effectiveness and its effects on the fairness of the presentation of assets in the local government was carried out between 2019 and 2020. During the study, a total of 27 local government organizations were engaged through a questionnaire survey involving 172 respondents. The outcomes showed that the leadership commitment, the employees' skill in managing assets, internal controls, and the use of regional asset management information systems can all affect how effectively asset management is performed by an organisation.

Negash and Veni (2019) conducted a study on the impact of assets and liability management on Banks' profitability in 11 Banks for the years 2010 to 2017. it was reported that all assets aside from fixed assets have a favourable and significant impact on the profitability of commercial Banks. Deposits, placements in other Banks, loans, advances, and short-term investments all have positive and significant effects.

The impact of long-term investments and other assets was minimal. However, it turns out that fixed assets had negative and significant effects. Demand deposits trail saving and long-term deposits as the primary sources of funding, according to the study's findings, which also show that demand deposits have high costs for

commercial Banks. The study's unexpected finding was that the profitability of the nation's commercial Banks is significantly and favourably impacted by non-interest-bearing liabilities. It is advised that the nation's Banks improve their asset and liability management, particularly for fixed assets.

Kusnawati *et al.* (2018) investigated how well regional asset management was performed in terms of asset management, public accountability, monitoring, and evaluation. The findings showed that asset management effectiveness is influenced by how it is implemented. Good management practices including important elements like monitoring and evaluation were recommended to be maintained. Consequently, they were an essential component of the management of an organisation to ensure effectiveness and better organisational performance. This was also attested by another research which looked at the association between asset disposal practices and the performance of 187 state-owned enterprises (Njeru and Moronge, 2018). This research recommended the use of assets as a measure of customer satisfaction and return on investment. To calculate the effect of activities on the highest possible value for the properties being sold, they should use the income approach (Njeru and Moronge, 2018).

2.4.2 Local Studies

Obicci *et al.* (2020) whose study had the goal of this article is to better understand public purchasers' perspectives of sustainable procurement practices by analysing the factors that lead to the successful disposal of public assets. Three critical success factors: strategic asset management, strategic planning for asset disposal, and assets

disposal mechanisms, are discovered through a cross-sectional survey of important players in the public procurement process. Their impact on successful asset disposal is then investigated. The findings suggest that the three major variables under investigation are all crucial components of an efficient asset disposal strategy.

However, they have varying effects on how well the process of disposing of public assets goes. We find that strategic asset planning is arguably the most important component for a successful asset disposal process and holds the greatest promise for sustainable procurement in public organisations based on the statistical significance of the three criteria. This study demonstrates that strategic asset management, strategic asset disposal planning, and the selection of asset disposal methods are all necessary preconditions for sustainable procurement practices and are essential to the successful disposal of public assets in public organisations. Disposal planning, however, is by far the most important micro-level facilitator of successful asset disposal and, as such, a direct promoter of sustainable procurement practices.

In addition, Bwire (2020) carried out a study to determine the elements influencing the practice of asset disposal in 5 public procurement entities (PEs) in Mwanza City. The study aimed to evaluate whether disposal policies are followed, the impact of depending on a higher approving authority on disposal activities, as well as the difficulties PEs face when choosing disposal methods and the risks and actions that procuring entities should take for efficient disposal. Findings showed that, despite being encouraged by the Public Procurement Act (2011) and its implementation tools, PEs have never used the tender method to dispose of assets.

The study also showed that relying on higher approving authorities results in delays and drawn-out procedures, and the absence of clear policies for disposal contributes significantly to the issues affecting effective disposal. The results of the study also showed that risks associated with disposal and difficulties in choosing disposal methods had an impact on asset disposal. As a result, the findings suggested that to achieve effective asset disposal, the PEs should have enough budgeted funds, clear policies and procedures to reduce needless interference with disposal, and records should be kept for effective asset disposal.

Mbugi & Lutego (2022) conducted a study examining the impact of inventory control management systems on the performance of organizations in Tanzania's manufacturing sector. The study used a case study of a Mwanza City-based company that produces food and beverages. The method of qualitative approach was used to achieve the goals. Five employees from the production and inventory departments were chosen and interviewed using purposive sampling. Nvivo Qualitative Analysis software was used to assist in the content analysis of the data. The study's findings showed that to cut costs and improve production efficiency, the food and beverage manufacturing company had evidence of several types of inventories, including raw materials, work-in-progress, and finished goods managed under the first-in-first-out system. It was also clear that the business used a perpetual inventory system for periodic inventory control management.

This system is coupled with a computerized database of inventory quantities at different locations, which allows stores and warehouses to update inventory

quantities in real time using barcode scanners. Additionally, it was discovered that the use of the Economic Order Quantity principles in inventory control management systems has an impact on the cost-effectiveness, flexibility, and profitability of organizations. The study suggested introducing novel procedures and concepts, like vendor-managed inventory.

Nicodem (2020) conducted a study which evaluated the effects of assets and liability management on the profitability of 6 commercial Banks for the period 2016 to 2019 in Tanzania. The results of this research revealed that capital adequacy, asset quality and liquidity management were major factors affecting positively Banks' profitability. This study concluded by recommending commercial Banks to embed these factors to foster profitability in Tanzania.

The purpose of this study was to look at how ABSA BANK's performance is impacted by asset disposal. This study's descriptive and exploratory designs were employed in conjunction with a variety of instruments and/or data-gathering techniques, including questionnaires and interviews. The study also made use of secondary data collection techniques, such as recording different reports related to asset disposal. The data for the study were analysed using SPSS V23, and descriptive statistics including frequency, mean, and standard deviation were computed. The typical asset life lifetime to be disposed of in an ABSA BANK is 5 years, according to the report, compared to 8 years for cars, 3 ½ years for ICT equipment, and 4 years for furniture. It was also discovered that the length of time an asset has been operational, its functioning, its market price, its replacement cost, and its

maintenance costs all contribute to its worth when it is disposed of. The analysis revealed that, as a result of undervaluation procedures and the asset's brief lifespan, some money was lost when the asset was disposed of. Regarding the processes followed when disposing of assets, the study made the case that ABSA BANK has effective processes in place that have increased service offering efficiency, helped the company take control of inventory, saved money and labour that would have been expended on using outdated assets, increased the value of money, reduced incremental risks, and facilitated the adoption of new technology.

Finally, other than asset undervaluation for disposal purposes, the obstacles encountered during the disposal process were determined to be extremely minimal in ABSA BANK. The recommendation and conclusion were that ABSA BANK's performance has improved as a result of asset disposal. Thus, the study recommended that the process of disposing of assets should constantly be made explicit to preserve good asset disposal.

2.5 Research Gap

While existing literature underscores the importance of asset quality and liquidity in banking performance, there is a paucity of studies integrating contemporary theories such as the Resource-Based View (RBV) to explain how internal resources and capabilities in asset management contribute to sustained competitive advantage in banks(Yakub,2023). Although studies have assessed asset quality's impact on financial performance, there is limited research focusing on the specific mechanisms through which asset management practices influence organizational outcomes in

Tanzanian banks, especially considering the unique economic and regulatory environment (Temba, Kasoga, & Keregero,2023). Many existing studies rely on traditional financial metrics to evaluate performance, often neglecting qualitative aspects such as managerial practices and employee competencies in asset management. This highlights the need for mixed-method approaches that encompass both quantitative data and qualitative insights to provide a holistic understanding.

Contextual Gap: Research on asset management's impact has predominantly focused on developed economies, with limited attention to the Tanzanian banking sector. Given the distinct economic, cultural, and regulatory contexts in Tanzania, there is a critical need for localized studies to inform context-specific strategies and policies. Addressing these gaps is essential for developing a comprehensive understanding of how asset management practices affect organizational performance in Tanzanian banks, thereby informing more effective management strategies and policy formulations.

2.6 Conceptual Framework

The conceptual model presented in Figure 2.1 reflects the independent and dependent variables. On the left side are three dimensions that make up strategic asset management. These three dimensions were the independent variables. Since each of these dimensions is a latent variable, varying numbers of measured indicators were used to measure and record responses. On the right is Organization performance which is the dependent variable of the study. This variable is also latent and will be measured using 5 measured indicators. The relationship between the dependent

variables and the independent variables is shown using arrows drawn from each strategic asset management dimension pointing to organisation performance.

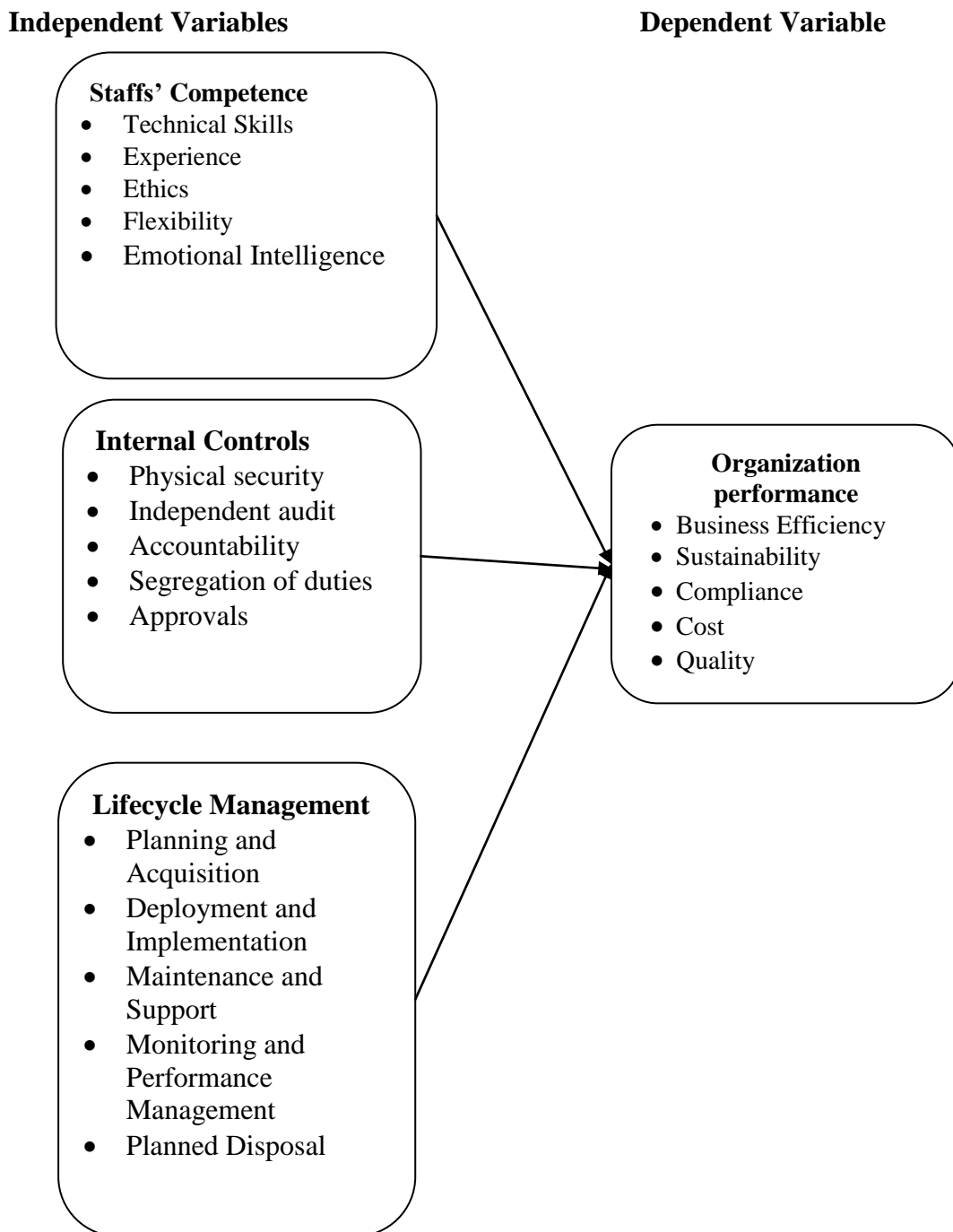


Figure 2.1: Conceptual Framework

Source: Research Own Construction, 2024

2.7 Operationalization of Variables

2.7.1 Staff Competence and Organizational Performance

Several studies reveal a positive correlation between staff competence and overall proficiency when executing operations in different areas (Salman et *al.*, 2020). In different circumstances, professionally moulded workers are seen to show their useful skills in managing inventory properly (Hashmi et *al.*, 2021). Competence can be greatly improved through different ways such as well-crafted training and awareness (Panagiotakopoulos, 2020).

2.7.2 Internal Control and Organizational Performance

Any organization's ability to manage and govern itself effectively depends on understanding the underlying relationship between internal control and organizational performance (Alawaqleh, 2021). Internal controls help highlight areas of improvement and recommend the way forward (Mahadeen et al, 2018). To ensure their best performance, internal controls have to be evaluated now and then and any weaknesses improved (Abiodun, 2020).

2.7.3 Life Cycle Management and Organizational Performance

Assets have to be maintained with the view of retaining their quality throughout the life cycle (Ferrari et *al.*, 2021). This is also supposed to incorporate their useful lifetimes and adequacy of quantities in a way that assures supply (Hashmi et *al.*, 2021). Furthermore, a comprehensive assessment also includes consideration of the overall environmental impact of assets management initiatives (Hauschild et *al.*, 2020).

CHAPTER THREE

METHODOLOGY

3.1 Overview

A present section introduces the methodological aspects of the research including study focal area, research design and methods of data collection and analysis.

3.2 Research Philosophy

Positivism philosophy was employed in the study on Strategic Assets Management in the Banking Sector and Its Effect on Organizational Performance: A Case of ABSA Bank Tanzania Limited because it emphasizes objective reality, quantifiable data, and empirical analysis, which are essential for assessing asset management strategies and their impact on performance. Positivism allows for the use of structured methodologies such as surveys and statistical analysis, ensuring that findings are reliable, replicable, and generalizable to similar banking institutions (Saunders et al., 2019). Given the banking sector's reliance on measurable financial performance indicators, a positivist approach enables the study to establish causal relationships between strategic asset management and organizational performance, enhancing the robustness of conclusions drawn (Collis & Hussey, 2021).

3.3 Research Approach

Quantitative research was employed in the study on Strategic Assets Management in the Banking Sector and Its Effect on Organizational Performance: A Case of ABSA Bank Tanzania Limited because it enables the systematic measurement and analysis

of numerical data related to asset management and organizational performance. This approach allows for the identification of patterns, trends, and relationships between strategic asset management practices and key performance indicators such as profitability, efficiency, and return on assets (Creswell & Creswell, 2018). By using structured tools like surveys and financial data analysis, quantitative research ensures objectivity, reliability, and the ability to generalize findings to other banking institutions (Bryman, 2016). Moreover, it supports hypothesis testing and statistical validation, enhancing the credibility and accuracy of conclusions drawn from the study (Saunders et al., 2019).

3.4 Research Design

An explanatory research design was employed in the study on Strategic Assets Management in the Banking Sector and Its Effect on Organizational Performance: A Case of ABSA Bank Tanzania Limited because it aims to establish causal relationships between strategic asset management practices and organizational performance. This design is suitable for analyzing how and why certain asset management strategies influence key performance indicators such as financial efficiency, risk management, and profitability (Saunders et al., 2019). Explanatory research enables the use of statistical techniques such as regression analysis and hypothesis testing to determine the extent to which strategic asset management affects performance outcomes (Creswell & Creswell, 2018). By focusing on cause-and-effect relationships, this approach provides empirical evidence that can inform decision-making and strategy development in the banking sector (Bell et al., 2022).

3.5 Area of the Study

ABSA Bank Tanzania Limited was selected as the area of study for Strategic Assets Management in the Banking Sector and Its Effect on Organizational Performance due to its significant presence in Tanzania's financial sector and its well-established asset management strategies. As a leading commercial bank, ABSA plays a crucial role in managing strategic assets such as financial portfolios, technological infrastructure, and human resources to enhance operational efficiency and profitability. Studying ABSA allows for an in-depth analysis of how a major banking institution optimizes asset utilization to drive organizational performance, offering insights applicable to other banks in the region. Additionally, ABSA's transition from Barclays to ABSA provides a unique opportunity to assess the impact of strategic asset management during corporate restructuring and rebranding efforts, making it a relevant case for understanding best practices and challenges in the banking sector.

3.6 Population

A population is generally a collection of all individuals to be studied from an organization or a society (Igwenagu, 2016). At ABSA there are 67 employees who including those from Procurement Management Unit (PMU), Information Communication and Technology (ICT), Human Resources, Administration, Finance, Store, Top management, and other user departments (ABSA Bank 2023; Table 3.1). These will be interviewed to obtain data related to asset management and organizational performance.

Table 3.1: Target Population Structure at ABSA Bank Tanzania Ltd

S/N	Department	Population
1	Procurement Management Unit	10
2	Information Communication and Technology	16
3	Human Resource	5
4	Administration	6
5	Store	7
6	Finance	9
7	Top management	8
8	Other user departments	6
Total		67

Source: Field Data (2024)

3.7 Sample Size and Sampling Technique

3.7.1 Sample Size

A sample is a set of observations drawn from a population using a certain procedure (Kumar *et al.*, 2019). The sample represents a subset of manageable size is collected and statistically analysed to draw main findings from the population. Information generated from the sample is a representative of population if the sample size used is adequate.

Determination of sample size is an important part of any research as it helps obtain a reasonable sample to reach to acceptable statistical analysis and conclusions of the findings. It also helps to ensure that resources in terms of funds and time are optimally utilized. In this research, Yamane (1967) was used to compute the correct sample size for undertaking the research using a confidence level of 95% and e value of 0.05 as follows:

$n = N / (1 + N(e)^2)$: whereby n = Sample Size, N= population size i.e. 67, Sampling Error e = 0.05

$$n = 67 / (1 + 67(0.1)^2)$$

$$67 / 1 + 67(0.01)$$

$$67 / 1 + (67 \times 0.01)$$

$$67 / 1 + 0.67$$

$$67 / 1.67$$

$$n = 40$$

Therefore, the sample size for this study is expected to be 40 (Table 3.2)

Table 3.2 Population and Sample Size

S/N	Specific Department	Population	Sample size	Percent (%)
1	Procurement Management Unit	10	5	7
2	ICT	16	5	7
3	HR	5	3	4
4	Administration	6	5	7
5	Store	7	5	7
6	Finance	9	5	7
7	Top Management	8	6	9
8	Other user departments	6	6	9
		67	40	60
Total				

Source: Field Data (2024)

3.7.2 Probability Sampling Techniques

The stratified sampling technique, a form of probability sampling, was employed in the study on Strategic Assets Management in the Banking Sector and Its Effect on Organizational Performance: A Case of ABSA Bank Tanzania Limited to ensure a representative and unbiased selection of respondents from different organizational levels and departments. This technique was used because it improves the precision of results by dividing the population into distinct subgroups (strata) based on relevant characteristics such as job roles, experience, and departmental functions (Saunders et

al., 2019). By applying stratified sampling, the study ensured that key stakeholders involved in strategic asset management—such as finance officers, risk managers, and senior executives—were adequately represented, leading to more accurate and generalizable findings (Creswell & Creswell, 2018). The sampling process involved identifying the key strata within ABSA Bank, determining proportional representation from each stratum, and randomly selecting participants within each group to minimize selection bias and enhance the reliability of the study outcomes (Bryman, 2016).

3.8 Data Collection

3.8.1 Primary Data

Primary data are those data collected directly by the researcher from first-hand sources, in this case, the respondents. Usually, primary data are unprocessed raw data sets which are then expected to provide research findings after the analysis. They are obtained from primary sources including for examples respondents or stakeholders through various methods e.g. interviews guided by either checklists or questionnaires or through participant observation.

3.8.2 Data Collection Instrument

Structured questionnaires were used as data collection instruments in the study on Strategic Assets Management in the Banking Sector and Its Effect on Organizational Performance: A Case of ABSA Bank Tanzania Limited because they provide a standardized and efficient way to gather quantifiable data from a large number of respondents. Structured questionnaires were chosen as they ensure consistency in

responses, reduce researcher bias, and facilitate statistical analysis, making them ideal for studying relationships between strategic asset management and organizational performance (Saunders et al., 2019). The questionnaires were designed with closed-ended questions using a Likert scale to capture respondents' perceptions on key variables such as asset utilization, financial performance, and operational efficiency (Creswell & Creswell, 2018). They were distributed to relevant stakeholders, including finance officers, asset managers, and senior executives at ABSA Bank, either physically or electronically, ensuring broad participation and reliable data collection (Bell et al., 2022)

3.9 Data Processing

Data processing in the study on Strategic Assets Management in the Banking Sector and Its Effect on Organizational Performance: A Case of ABSA Bank Tanzania Limited involved several steps, including data cleaning, missing variable treatment, and error checking to ensure accuracy and reliability. First, raw data collected through structured questionnaires were checked for completeness, and missing values were treated using methods such as mean imputation or deletion, depending on the extent of the missing data (Hair et al., 2020).

Error checking was performed by identifying inconsistencies, outliers, and data entry mistakes through frequency analysis and cross-tabulation (Saunders et al., 2019). The cleaned data were then coded and entered into statistical software such as SPSS or STATA for further processing, including normality checks, reliability tests, and transformation where necessary to meet statistical assumptions (Field, 2018). This

rigorous data processing ensured that the findings were accurate, valid, and suitable for meaningful analysis and interpretation.

3.10 Data Analysis

Multiple regression analysis and descriptive statistics were employed in the study on Strategic Assets Management in the Banking Sector and Its Effect on Organizational Performance: A Case of ABSA Bank Tanzania Limited to analyze relationships between key variables and provide a comprehensive understanding of the data. Descriptive statistics, including measures such as mean, standard deviation, and frequency distributions, were used to summarize and interpret the central tendencies and variations in strategic asset management practices and organizational performance indicators (Saunders et al., 2019).

Multiple regression analysis was then conducted to assess the extent to which independent variables, such as asset utilization, risk management, and technological investment, influenced organizational performance outcomes like profitability and efficiency (Hair et al., 2020). This statistical technique was crucial for determining the significance and strength of these relationships while controlling for other factors, ensuring robust and reliable conclusions (Field, 2018). By combining both methods, the study provided empirical evidence on how strategic asset management contributes to performance improvements in the banking sector.

In general, the study will use the formula below:

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

Where: -

Y= Organizational Performance

β_0 = Regression Constant

X1=Competence

X2= Internal Controls

X3= Life Cycle Management

β_1 = Coefficient of X1

β_2 =Coefficient of X2

β_3 =Coefficient of X3

ϵ = Error term

3.11 Regression Assumptions

Ensuring regression assumptions in the study on Strategic Assets Management in the Banking Sector and Its Effect on Organizational Performance: A Case of ABSA Bank Tanzania Limited was crucial for obtaining valid and reliable results. Multiple regression analysis relies on key assumptions, including linearity, multicollinearity, normality, homoscedasticity, and independence of errors (Hair et al., 2020). Linearity was checked using scatter plots to confirm a straight-line relationship between independent and dependent variables. Multicollinearity was assessed using the Variance Inflation Factor (VIF) to ensure no high correlation among predictors (Field, 2018). Normality was tested using the Shapiro-Wilk test and histograms, ensuring that residuals followed a normal distribution. Homoscedasticity, the assumption that residuals have constant variance, was verified using the Breusch-Pagan test. Lastly, independence of errors was checked using the Durbin-Watson

statistic to detect autocorrelation. Addressing these assumptions minimized bias, enhanced model accuracy, and ensured the robustness of statistical inferences (Saunders et al., 2019).

3.12 Validity

Validity in the study on the Effect of Assets Management in the Banking Sector on Organizational Performance: A Case of ABSA Bank Tanzania Limited refers to the extent to which the research accurately measures what it intends to measure (Creswell & Creswell, 2018). To ensure validity, the study employed both content and construct validity. Content validity was achieved by designing research instruments based on established theories and expert reviews to confirm their relevance to asset management and organizational performance (Saunders et al., 2019). Construct validity was maintained by aligning survey questions and key variables with existing literature and banking sector frameworks (Bryman, 2016). Additionally, a pilot study was conducted to refine the questionnaire and eliminate ambiguities, ensuring that responses accurately reflected the intended concepts (Kothari, 2004). These measures strengthened the validity of the findings, making them more reliable for understanding the relationship between asset management and bank performance.

3.13 Reliability

Reliability in the study on the Effect of Assets Management in the Banking Sector on Organizational Performance: A Case of ABSA Bank Tanzania Limited was ensured using Cronbach's alpha, a statistical test that measures the internal consistency of

research instruments (Tavakol & Dennick, 2011). Cronbach's alpha was applied to assess whether multiple items measuring the same construct produced consistent results, with a threshold of 0.7 or higher considered acceptable for reliability (Hair et al., 2019). The study computed Cronbach's alpha for key variables such as asset management strategies, risk management, and organizational performance, ensuring that the survey items effectively measured the intended concepts without random errors (Saunders et al., 2019). A high Cronbach's alpha value indicated strong inter-item reliability, confirming that the questionnaire was well-structured and that respondents' answers were consistent, thereby enhancing the credibility and dependability of the study's findings (Field, 2018).

3.14 Ethical Clearance and Data Quality Management

The study was carried out with the approval of OUT after which data collection was systematically conducted at ABSA Bank Tanzania Ltd. Consent was sought from all the respondents and management before engaging them in the research, and in case one was not interested they were free not to participate. There was confidentiality throughout the study period and names of respondents were kept anonymous to meet national and international standards for research involving people. The researcher respected the right of institutions and individuals to provide information with confidence. The researcher adhered to ABSA policies, rules, and regulations on ethics and conduct. The researcher at all times followed standard procedures for carrying out the research including storing data and information on hard and soft copies to ensure quality. The researcher conducted a pre-data collection exercise to familiarize with the tools and the environment.

CHAPTER FOUR

RESEARCH FINDINGS ANALYSIS AND DISCUSSION

4.1 Overview

This chapter contains all of the data that was only obtained during the course of gathering data for that particular study. These originate from the specific and general questions that asked respondents to answer important questions in order to obtain overall results.

4.2 Respondents Profile

This sub-section includes the general related questions pertaining several aspects of their bio-data. These include the following:

4.2.1 Response Rate

Response rate is referred to as the percentage of participants in the sample size who completed the offered questionnaires. Out of the 40 respondents targeted by the data collecting process, 36 completed and returned the questionnaires, as indicated by the findings displayed in table 4.1 below. This indicates that 90% of all surveys distributed met this threshold. Four respondents did not return the surveys that were sent out. That makes up 10% of the total. More details can be found in table 4.2 below: With a minimum count of questionnaires not being submitted, a high response rate of 90% indicates a high degree of engagement, representativeness, and data correctness and is indicative of a high-quality and effective survey administration procedure (Pielsticker & Hiebl, 2020).

Table 4.1: Response Rate

Expected respondents	Actual respondents	Response rate
40	36	90%

Source: Field Data (2024)

4.2.2 Gender of the Respondents

The question prompted the respondents to reveal feedbacks and respondents on their gender. Their responses revealed that 15 (41.7%) of them were female while the remaining 21 (58.3%) of them were males. This indicates that the group of staff is a women majority one. More details can be found in the table 4.2 below: According to Handley et al. (2020), this signifies that the organisation has a deliberately designed environment that guarantees safety, justice, and is thought to be inclusive of the natural diversities of natural group. This ultimately has a favourable effect on the organization's overall performance (Martinez et al., 2020).

Table 4.2: Gender of the Respondents

		Frequency	Percent
Valid	Male	15	41.7
	Female	21	58.3
	Total	36	100.0

Source: Field Data (2024)

4.2.3 Age of the Respondents

This general question wanted to prompt respondents to reveal details of their age based on the age ranges provided on the supplied questionnaires. The results have revealed that, out of 36 respondents, 19 (52.8%) of them belonged in a cluster of “28-37” age range. This was then followed by 11 (30.6%) respondents within the age

range of “38-47”. Then there were 4 (11.1%) of them within the age range of above 48 years. Lastly, 2 (5.6%) of them resided within the age range of “18-27” years respectively. More details are revealed in table 4.3 below: Although this has not been shown to have an impact on the organization's overall performance, it is strongly correlated with positive attitudes toward work, the speed at which tasks are completed, and workplace absenteeism, particularly among young and middle-aged people (Warr, 2020). As a result, it appears that the company has a fairly well-balanced combination that guarantees an improvement in organizational performance (Matagi et al., 2022).

Table 4.3: Age of the Respondents

		Frequency	Percent
Valid	18-27	2	5.6
	28-37	19	52.8
	38-47	11	30.6
	48 and above	4	11.1
	Total	36	100.0

Source: Field Data (2024)

4.2.4 Educational Level of the Respondents

This was a question that was keen in getting details of the respondents concerning their level of education. The results hinted that, out of 36 respondents, 20(55.6%) of them had Bachelor Degree, 14(38.9%) of the respondents had a Master Degree level of education. Lastly, 2(5.6%) of the respondents have a level that is above the previously highlighted one. This generally indicates that the entity has a carefully selected mixture of people from different levels, in a way that would substantially impact overall performance of the organization. More details can be found in table

4.4 below: This implies that the organization has higher chances of utilizing the skills that it has in ensuring that overall performance of the organization is elevated (Sumiati, 2020).

Table 4.4: Educational Level of the Respondents

		Frequency	Percent
Valid	Bachelor Degree	20	55.6
	Master's Degree	14	38.9
	Above	2	5.6
	Total	36	100.0

Source: Field Data (2024)

4.2.5 Experience of the Respondents

This question sought information about the respondents' experience in the industry. It was the final one in the preliminary question sub-section. This involved asking individuals to complete the experience bands that were pre-determined and most appropriate for them. The results revealed that out of 36 respondents, the results showed that 14 (38.9%) had “7-12 years” of experience, 10 (27.8%) had 1-6 years, 11 (30.6%) had less than 1 year and 1 (2.8%) respondent had an experience of more 13 years respectively. More details can be found in table 4.5 below: Aside from highlighting possible areas for talent development and management, the distribution of answers depending on experience levels offers insightful information about the makeup of the organization's personnel (Ani & Un nisa, 2023).

Table 4.5: Experience of the Respondents

		Frequency	Percent
Valid	Less than 1 year	11	30.6
	1-6 years	10	27.8
	7-12 years	14	38.9
	More than 13 years	1	2.8
	Total	36	100.0

Source: Field Data (2024)

4.3 Fact Findings

As stated earlier in the study. The researcher used a quantitative and specifically, inferential means of analysing the collected data. This was specifically directed toward getting the impact that independent variables (staff competence, internal controls and life cycle management) have on the overall performance of the independent variable (Organizational performance). The collected data was specifically analysed through correlation analysis as well as regression analysis.

Correlation analysis enabled the researcher to establish the strength and direction of the relationship between the two variables. Regression analysis on the other hand was very pivotal in ensuring as to what extent, the independent variables have managed to predict the affairs of the dependent variable. The results of the analysis can be found in detail in the coming sections.

4.4 Findings Analysis and Interpretation

This sub-section entails data that was collected from the respondents concerning the specific objectives of the study. These include the following:

4.4.1 Descriptive Analysis on Impact of the Competencies of Bank Staff on Performance of the Organization

4.4.1.1 Skills Adequacy

This was a question that prompted respondents to reveal details on whether the existing human resources was fully equipped especially in the area of managing the company's assets. The results of this question are revealed in table 4.6 below: As per the results presented in table 4.6, they show that respondents' levels of agreement or disagreement on a particular topic varied. Of the 36 legitimate responses, disagreement seems to be the most common reaction, as 22 respondents (or 61.1% of the valid responses) expressed this opinion.

In addition, 10 respondents, or 27.8% of the valid responses, indicated that they agreed with the survey's statement or question. Just one respondent, or 2.8% of the valid responses, strongly agreed with the statement, making up a smaller fraction. On the other hand, a significant minority, three respondents, or 8.3% of the responses expressed strong disagreement. This is in line with what was observed by Changalima et al., (2021). In their study, the noted public entities as well are face with with this threat in a way that impairs performance of procurement activities.

Table 4.6: Skills Adequacy

		Frequency	Percent
Valid	Strongly agree	1	2.8
	Agree	10	27.8
	Disagree	22	61.1
	Strongly disagree	3	8.3
	Total	36	100.0

Source: Field Data (2024)

4.4.1.2 Level of Experience

This question in a particular stand as the second sub-variable where the study wanted to analyze the level of experience among the staff in handling the assets of the organization. The results can be found in table 4.7 below: Results revealed in table 4.7 have shown that majority of respondents, or 63.9%, disagreed with the statement or question posed in the survey out of a total of 36 valid responses. However, 11 respondents representing 30.6% of the valid responses said they somewhat agreed with the statement. Furthermore, a tiny percentage of respondents, two people, or 5.6% of the valid responses strongly disagreed with the assertion. This implies that even while the majority of participants didn't agree, some of them did have quite strong disagreements. To guarantee that procurement plans are suitably produced, which is essential for enhancing procurement performance, procurement practitioners must possess the necessary training, experience, and appropriate skills (Changalima & Mdee, 2023).

Table 4.7: Level of Experience

		Frequency	Percent
Valid	Agree	11	30.6
	Disagree	23	63.9
	Strongly disagree	2	5.6
	Total	36	100.0

Source: Field Data (2024)

4.4.1.3 Level of Ethics

This is a third variable whose role was to analyze the whether staffs involved in handling assets of the organization were ethical. As revealed in table 4.8, responses seem to be split into four different categories among the 36 valid replies. A

significant proportion, including 30.6% of the valid replies, indicated agreement with the proposition or query posed in the survey. Remarkably, just one respondent, that is equivalent to 2.8% of the valid responses kept a neutral position, indicating that a small percentage of individuals refrained from having strong responses on either side. In the meantime, 24 respondents or 33.3% of the total expressed dissent and strong disagreement with the assertion. According to the study's findings, public institutions will be unable to tolerate procurement corruption or fraud in the absence of strengthened ethical standards and compliance with laws and regulations (Essilfie-Baiden, 2020).

Table 4.8: Level of Ethics

		Frequency	Percent
Valid	Agree	11	30.6
	Neutral	1	2.8
	Disagree	12	33.3
	Strongly disagree	12	33.3
	Total	36	100.0

Source: Field Data (2024)

4.4.1.4 Flexibility

The question looked at whether staff tasked with the entire aspects of handling assets of the organization had a reasonable degree of flexibility in performing their duties. The results can be found in table 4.9 below: As hinted by table 4.9, the results portray that within the 36 valid responses, diverse viewpoints are evident across four distinct categories. A significant portion, constituting 30.6% of the valid responses, expressed agreement with the statement or question posed in the survey. Interestingly, a small fraction, comprising 5.6% of the valid responses, remained

neutral, indicating a minimal number of participants withholding strong opinions. However, a larger contingent, representing 50.0% of the valid responses, disagreed with the statement, suggesting a notable portion of respondents holding contrasting views. Furthermore, 13.9% of the valid responses strongly disagreed with the statement, demonstrating another subset of participants expressing strong opposition. Flexibility appears to be betted by a number of factors. These do usually originate from within the organization as well as at the industry levels. As a result it poses ripple effect across the entire supply chain (Chirra et al., 2021).

Table 4.9: Flexibility

		Frequency	Percent
Valid	Agree	11	30.6
	Neutral	2	5.6
	Disagree	18	50.0
	Strongly disagree	5	13.9
	Total	36	100.0

Source: Field Data (2024)

4.4.1.5 Emotional Intelligence among Staff

This sub-variable the study focused on assessing the level of emotional intelligence of the staff as they respond to different challenges in performing their duties. The results are as per table 4.10 below: The study results as displayed in table 4.10, a significant proportion, including 30.6% of the valid replies, indicated agreement with the proposition or query posed in the survey. Remarkably, just one respondent, that is, 2.8% of the valid responses kept a neutral position, indicating that a small percentage of individuals refrained from having strong opinions on either side. In the meantime, 24 respondents, or 33.3% of the total expressed strong disagreement with

the assertion. Fewer respondents—2.8% of the valid responses expressed a "Strongly Agree" position, signifying high agreement with the survey's statement or question. Most respondents, or 75.0% of those who provided valid responses, agreed with the statement, indicating a sizable majority of people share this opinion. Similarly, having control over the emotions of workers also appears to improve their overall performance, hence contributing towards the attainment of objectives of the respective organization in procurement or otherwise, non-procurement perspectives (Sandi et al., 2021).

Table 4.10: Emotional Intelligence among Staff

		Frequency	Percent
Valid	Strongly agree	1	2.8
	Agree	27	75.0
	Neutral	1	2.8
	Disagree	5	13.9
	Strongly disagree	2	5.6
	Total	36	100.0

Source: Field Data (2024)

4.4.2 Descriptive Analysis on impact of the Internal Controls on Performance of the Organization

4.4.2.1 Level of Security

In this section, the study was focused at assessing as to whether assets were being held at a reasonable high security within the organization. The results can be found in table 4.11 below: The results revealed in table 4.11 hinted that 5.6% of valid responses were from a small percentage of respondents who indicated significant alignment with the study's statement or question by expressing a "Strongly Agree" viewpoint. Furthermore, agreement with the statement was indicated by 47.2% of the

valid responses, indicating a sizable proportion of participants. It's interesting to note that 5.6% of the legitimate responses, or a smaller minority, also disagreed with the assertion. On the other hand, a sizable portion of respondents 41.7% of the valid responses strongly disagreed with the statement, demonstrating a notable difference in viewpoints.

Table 4.11: Level of Security

		Frequency	Percent
Valid	Strongly agree	2	5.6
	Agree	17	47.2
	Disagree	2	5.6
	Strongly disagree	15	41.7
	Total	36	100.0

Source: Field Data (2024)

4.4.2.2 Regular Audits

In this variable, the researcher was keen assessing whether there was a degree of audits in the organization at fixed intervals. The results can be found in table 4.12 below: As per table 4.12, A small percentage of participants, 2.8% of the valid responses, indicated that they "Strongly Agree" with the statement or question that was asked in the poll. In addition, a moderate proportion of participants agreed with the statement, as demonstrated by 30.6% of the valid responses. However, a greater contingent 41.7% of the valid responses expressed dissatisfaction with the statement, indicating that a significant number of respondents had opposing opinions.

Furthermore, another subset of participants expressed significant disagreement to the assertion, as seen by the 25.0% of valid responses that strongly disagreed with it.

This appears to be in line with a study done by Anin et al., (2024). Their study also hinted on insufficient audits on assets with the inclusion of stocktaking. This hampered overall performance by jeopardizing their security.

Table 4.12: Regular Audits

		Frequency	Percent
Valid	Strongly agree	1	2.8
	Agree	11	30.6
	Disagree	15	41.7
	Strongly disagree	9	25.0
	Total	36	100.0

Source: Field Data (2024)

4.4.2.3 Accountability for Malpractice

In this sub-variable, the study shifted its focus towards assessing whether there was a mechanism for holding individuals accountable for their actions. The results can be found in table 4.13 below: As per Table 4.13 results, 5.6% of the valid responses were from a minority of respondents who indicated significant alignment with the survey's statement or question by expressing a "Strongly Agree" viewpoint. Furthermore, a significant proportion of participants appeared to agree with the statement, as demonstrated by 33.3% of the valid responses. a small percentage of respondents, 2.8% of the valid responses maintained a neutral position, indicating that there weren't many strong viewpoints expressed. Conversely, a greater contingent 50.0% of the valid responses expressed disapproval of the remark, suggesting that a sizable number of respondents have opposing opinions. Moreover, a further fraction of participants expressed strong disagreement, as 8.3% of the valid responses indicated that they strongly disagreed with the statement.

Accountability plays a crucial role through ensuring a deterrence to corrupt and malpractice acts. Accountability also promotes transparency because it makes people want to follow the laws and guidelines that have been set forth, which lessens the possibility that illegal or covert activity would go unreported (Kohler & Dimancesco, 2020).

Table 4.13: Accountability for Malpractice

		Frequency	Percent
Valid	Strongly agree	2	5.6
	Agree	12	33.3
	Neutral	1	2.8
	Disagree	18	50.0
	Strongly disagree	3	8.3
	Total	36	100.0

Source: Field Data (2024)

4.4.2.4 Segregation of Duties

The question was designed to capture details of whether duties of the organization, especially the one that deal with assets management, were dully segregated based in different predetermined parameters. The results can be found in table 4.14 below: As per the results of Table 4.14, 5.6% of the valid replies were from a minority of respondents who indicated significant alignment with the survey's statement or question by expressing a "Strongly Agree" viewpoint. Furthermore, a significant proportion of participants appeared to agree with the statement, as seen by the 27.8% of valid responses that agreed. 2.8% of the valid responses maintained a neutral position, indicating that there weren't many strong viewpoints expressed. On the other hand, a bigger contingent 55.6% of the valid responses expressed dissatisfaction with the statement, suggesting that a sizable number of respondents

have opposing opinions. Moreover, a further fraction of participants expressed strong disagreement, as 8.3% of the valid responses indicated that they strongly disagreed with the statement.

Segregation of duties appeared to pose a positive impact on overall performance of the organization. It helps prevent fraud and errors by requiring multiple individuals to be involved in critical processes, thereby reducing the risk of any single person having too much control or opportunity to manipulate transactions (Nduhura et al., 2022).

Table 4.14: Segregation of Duties

		Frequency	Percent
Valid	Strongly agree	2	5.6
	Agree	10	27.8
	Neutral	1	2.8
	Disagree	20	55.6
	Strongly disagree	3	8.3
	Total	36	100.0

Source: Field Data (2024)

4.4.2.5 Asset-Related Approvals

This study analyzed whether asset movements were warranted by prior approvals of the relevant decision-making bodies. The results can be found in table 4.15 below: The results portrayed in Table 4.15, 2.8% of valid replies were from a minority of respondents who indicated significant alignment with the survey's statement or question by expressing a "Strongly Agree" viewpoint. Furthermore, a significant proportion of participants seemed to agree with the statement, as demonstrated by 30.6% of the valid responses. On the other hand, a bigger contingent 58.3% of the

valid responses expressed dissatisfaction with the statement, suggesting that a sizable number of respondents have opposing opinions.

Moreover, a further fraction of participants expressed strong disagreement, as 8.3% of the valid responses indicated that they strongly disagreed with the statement. This is in line with what was highlighted by Tang & Qu (2023) with their reservations being insufficient approvals relating asset management. These were inclusive of acquisition and disposal in the entire lifecycle.

Table 4.15: Asset Related Approvals

		Frequency	Percent
Valid	Strongly agree	1	2.8
	Agree	11	30.6
	Disagree	21	58.3
	Strongly disagree	3	8.3
	Total	36	100.0

Source: Field Data (2024)

4.4.3 Descriptive Analysis on the impact of the Lifecycle Management on Performance of the Organization

4.4.3.1 Planning before Acquisition

The question looked at whether the organization tended to plan upfront before acquiring the targeted assets. The results can be found in Table 4.16 below: Table 4.16 shows a "Strongly Agree" comments indicate strong agreement with the statement or question asked in the poll, and they represent a significant majority of respondents, accounting for 58.3% of the valid responses. Further evidence that a sizable proportion of participants shared this opinion came from the fact that 27.8%

of the valid replies expressed agreement with the statement. Conversely, a tiny percentage of respondents 5.6% of the valid responses voiced disagreement with the statement, suggesting that some respondents have opposing opinions. To add to the group of participants who expressed strong disagreement, 8.3% of the valid responses strongly disagreed with the assertion. The absence of asset management plans is also an issue that has been highlighted by Abu-Samra et al., (2020). This in turn caused cost overruns through emergence purchases done by the procuring entities.

Table 4.16: Planning before Acquisition

		Frequency	Percent
Valid	Strongly agree	21	58.3
	Agree	10	27.8
	Disagree	2	5.6
	Strongly disagree	3	8.3
	Total	36	100.0

Source: Field Data (2024)

4.4.3.2 Systematic Deployment of Assets

The question prompted researchers to give details on whether the organization deploys assets through the use of systematic means. The results can be found in Table 4.17 Table 4.17 results show that majority of respondents, or 58.3% of the valid replies, indicated strong alignment with the statement or issue given in the survey by expressing a "Strongly Agree" viewpoint. Furthermore, a significant proportion of participants appeared to agree with the statement, as seen by the 27.8% of valid responses that expressed agreement. On the contrary, just one respondent representing 2.8% of the valid responses voiced disagreement with the statement,

suggesting that there aren't many respondents who have opposing opinions. Moreover, another subset of participants expressing significant opposition to the assertion was represented by 11.1% of the valid responses, which strongly disagreed with it.

Table 4.17: Systematic Deployment of Assets

		Frequency	Percent
Valid	Strongly agree	21	58.3
	Agree	10	27.8
	Disagree	1	2.8
	Strongly disagree	4	11.1
	Total	36	100.0

Source: Field Data (2024)

4.4.3.3 Maintenance and Support the existing Assets

The question wanted to get details of whether the entity maintains and supports the existing assets to ensure that they maintain the quality and value as per the expectations. The results can be found in Table 4.18 below:

Table 4.18: Maintenance and Support the existing Assets

		Frequency	Percent
Valid	Strongly agree	2	5.6
	Agree	11	30.6
	Disagree	21	58.3
	Strongly disagree	2	5.6
	Total	36	100.0

Source: Field Data (2024)

4.4.3.4 Evaluation of Assets

The fourth sub-variable wanted to look at analyzing as to whether the organization evaluates its assets in a systematic manner. The results can be found in Table 4.19

below A small percentage of respondents, 5.6% of the valid responses expressed a "Strongly Agree" opinion, signifying a strong agreement with the statement or question posed in the survey. In addition, a significant proportion of participants agreed with the statement, as indicated by 30.6% of the valid responses. In contrast, a higher majority of respondents 58.3% of the valid responses disagreed of the statement, indicating a sizable minority of respondents who held different opinions. 5.6% of the valid responses also expressed a "Strongly Disagree" stance, indicating a portion of individuals who were strongly opposed.

This has also been flagged by the study done by Zonta et al., (2020). In their study, they highlighted that most of the organizations lacked preventive maintenance of the existing assets. This in turn cause unnecessary costs through frequent breakdowns causing delays or otherwise stoppage of services. Table 4.19's results indicate that 5.6% of valid responses, or a small percentage of respondents, took the "Strongly Agree" position, indicating strong agreement with the statement or issue that was asked in the survey. Moreover, a significant proportion of participants agreed with the statement, as indicated by 30.6% of the valid responses. However, a higher portion of respondents, 55.6% of the valid responses disagreed with the statement, showing a sizable number of people who had different opinions. Furthermore, a subgroup of participants expressing significant resistance was shown by the 8.3% of valid responses that expressed a "Strongly Disagree" stance. The study by Dinar & Malainine, (2023) hinted that the assets management framework face a number of challenges stemming from within the organization as well as from the outside the respective organization.

Table 4.19: Evaluation of Assets

		Frequency	Percent
Valid	Strongly agree	2	5.6
	Agree	11	30.6
	Disagree	20	55.6
	Strongly disagree	3	8.3
	Total	36	100.0

Source: Field Data (2024)

4.4.4 Descriptive Analysis of Impact Strategic Assets Management on Overall Performance of the Organization

4.4.4.1 Impact of Strategic Assets Management on Business Efficiency

As per the results of Table 4.20, 75.0% of the 36 valid responses indicated that strategic assets management had a "Highly Positive Impact" on business efficiency. This indicates that a considerable proportion of participants believe that Strategic Assets Management improves overall business productivity. Still, there are also signs of less desirable results. A lesser percentage of respondents, 11.1% reported a "Negative Impact," indicating that some people don't think strategic asset management would improve company efficiency. Furthermore, 13.9% of participants indicated a "Highly Negative Impact," underscoring additional apprehensions about the effectiveness of solutions for strategic asset management.

Table 4.20: Business Efficiency

		Frequency	Percent
Valid	Highly Positive Impact	27	75.0
	Negative Impact	4	11.1
	Highly Negative Impact	5	13.9
	Total	36	100.0

Source: Field Data (2024)

4.4.4.2 Impact of Strategic Assets Management on Sustainability

Out of the 36 valid responses, half (50.0%) indicated that strategic asset management had a "highly positive impact" on sustainability. This indicates that a sizable percentage of participants think that overall sustainability has increased significantly as a result of strategic asset management. Furthermore, 25.0% of participants indicated a "Positive Impact," but a lesser percentage (5.6%) indicated a "Positive Impact" but did not include the adjective "Highly." This suggests that people's perceptions are still positive, even though they are less so than those who had a "Highly Positive Impact". Still, there are also signs of less desirable results. Strategic Assets Management was cited by 19.4% of respondents as having a "Highly Negative Impact" on sustainability.

Table 4.21: Impact of Strategic Assets Management on Sustainability

		Frequency	Percent
Valid	Highly Positive Impact	18	50.0
	Positive Impact	9	25.0
	Positive Impact	2	5.6
	Highly Negative Impact	7	19.4
	Total	36	100.0

Source: Field Data (2024)

4.4.4.3 Impact of Strategic Assets Management on Compliance

Table 4.22 indicates that, out of the 36 valid responses, most of them (66.7%) indicated that Strategic Assets Management had a "Highly Positive Impact" on Compliance. This suggests that a sizable percentage of respondents believe that Strategic Assets Management has a major positive impact on compliance in their companies. Furthermore, 8.3% of participants expressed a "Positive Impact," while

an additional 8.3% indicated a "Positive Impact" but did not include the adjective "Highly." This indicates a persistently positive perception, albeit to a lesser degree than in the case of individuals who reported a "Highly Positive Impact." On the other hand, there are signs of less desirable results. Strategic Assets Management has a "Highly Negative Impact" on Compliance, according to 16.7% of respondents.

Table 4.22: Impact of Strategic Assets Management on Compliance

		Frequency	Percent
Valid	Highly Positive Impact	24	66.7
	Positive Impact	3	8.3
	Positive Impact	3	8.3
	Highly Negative Impact	6	16.7
	Total	36	100.0

Source: Field Data (2024)

4.4.4.4 Impact of Strategic Assets Management on Cost

As per the results of table 4.23, a substantial majority (66.7%) of the 36 valid replies stated that strategic assets management had a "Highly Positive Impact" on cost. This suggests that a considerable proportion of participants believe that Strategic Assets Management improves the control over cost in their companies. Furthermore, 8.3% of the respondents, a lesser percentage, indicated a "Positive Impact." Furthermore, 11.1% of respondents stated "Positive Impact" without adding "Highly." Though not as much as those who reported a "Highly Positive Impact," these responses nonetheless point to a good perspective. On the other hand, there are signs of less desirable results. A "Highly Negative Impact" on operational costs was indicated by 13.9% of respondents as a result of strategic asset management.

Table 4.23: Impact of Strategic Assets Management on Cost

		Frequency	Percent
Valid	Highly Positive Impact	24	66.7
	Positive Impact	3	8.3
	Positive Impact	4	11.1
	Highly Negative Impact	5	13.9
	Total	36	100.0

Source: Field Data (2024)

4.4.4.5 Impact of Strategic Assets Management on Quality

Results from table 4.24 above indicate a substantial majority (63.9%) of the 36 valid responses stated that strategic assets management had a "Highly Positive Impact" on quality. This implies that a considerable proportion of participants believe that Strategic Asset Management improves the quality of their organizations in a major way. Furthermore, 13.9% of participants indicated a "Positive Impact," suggesting that they had a favorable opinion of the impact of strategic asset management on quality. Furthermore, 5.6% of respondents indicated "Positive Impact" without adding "Highly," indicating a somewhat positive view. On the other hand, there are signs of less desirable results. A "Highly Negative Impact" on quality was indicated by 16.7% of respondents as a result of strategic asset management. This indicates that a small percentage of participants believe that strategic assets management lowers the caliber of their organizations.

Table 4.24: Impact of Strategic Assets Management on Quality

		Frequency	Percent
Valid	Highly Positive Impact	23	63.9
	Positive Impact	5	13.9
	Positive Impact	2	5.6
	Highly Negative Impact	6	16.7
	Total	36	100.0

Source: Field Data (2024)

4.4.5 Correlation Analysis

Correlation analysis is a statistical method for determining the direction and degree of a relationship between two or more variables. During the course of the study, the researcher used a specific test known as correlation analysis in measuring the link between the independent variables (staff competence, internal controls and life cycle management) and dependent variables (organizational performance). Additionally, the test was conducted in order to determine the direction and degree of the interactions between the variables.

Two variables, the dependent and independent variables, or more than two variables, as this is also referred to as the multivariate statistical correlation analysis, have been included in the explanation of correlation analysis. emphasizes that using the correlation coefficient is one of the finest methods for figuring out this kind of link. There are two primary types of correlation coefficients: Pearson's correlation coefficient and Spearman's correlation coefficient.

The correlation coefficients can be understood using signs and absolute values between -1 and +1, according to Chen & Shen (2020). A connection is completely positive when the value is +1, and completely negative when it is -1. Additionally, the precise band ranges of Pearson's correlation coefficients were revealed by Peren (2022), along with their recommendations. They are: 0.7 to 0.9 for a strong correlation; 0.4 to 0.6 for a moderate association; 0.1 to 0.3 for a weak association; and finally, 0 for no association at all. Given this, the researcher used a trustworthy Pearson's correlation coefficient to determine the degree of relationship between the

variables. IBM SPSS statistics v25 was used to make this happen. The test's outcomes are shown in table 4.6 below: The correlation analysis in the given table shows that "Organization Performance" and each of the following variables has a strong positive relationship: "Staff Competence," "Internal Controls," and "Lifecycle Management." These characteristics and organisational success appear to be positively correlated, as indicated by the correlation coefficients of 0.517, 0.655, and 0.861, respectively. This implies that organisational performance tends to improve together with improvements in staff competency, internal control effectiveness, and asset lifecycle management. These correlations' statistical significance, all at the 2-tailed 0.01 level, highlights how trustworthy these connections are.

Table 4.25: Correlation Analysis

Staff Competence	Pearson Correlation	1			
Internal Controls	Pearson Correlation	.673**	1		
Lifecycle Management	Pearson Correlation	.679**	.749**	1	
Organization Performance	Pearson Correlation	.517**	.655**	.861**	1

Source: Field Data (2024)

4.4.6 Multiple Regression Analysis

4.4.6.1 Model Summary

Model Summary in statistical modelling usually refers to an overview of the outcomes that come from fitting a model to a dataset. Usually, this summary contains a range of metrics and data that provide light on the features and functionality of the model. The study used this method, especially the adjusted R square in determining the initial insight in to how the variables interlink with one another. More details can

be found in table 4.7 below: As per the results shown in table 4.7 above, they indicate the value of adjusted R square of 0.729. this implies looking at things from the 100% point of view, the highlighted independent variables in this study (staff competence, internal controls and life cycle management) have been able to place their mark on the dependent variable (Organizational performance) by only a margin of 72.9%. the remaining 27.1% is observed to be duly represented by other variables respectively. Moreover, through the observed stander error of 0.2 results indicate a better fit hence hinting that the values forming the figure are in close proximity to the regression line.

Table 4.246: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.867 ^a	.752	.729	.26520
a. Predictors: (Constant), Lifecycle Management, Staff Competence, Internal Controls				

Source: Field Data (2024)

4.4.6.2 ANOVA

The regression model's significance and efficacy in explaining the variance in Organisation Performance are compellingly demonstrated by the statistical study that was done on it. Assuming that there is no correlation between the predictors (Lifecycle Management, Staff Competence, Internal Controls) and the dependent variable (Organisation Performance), the obtained p-value, which is less than .001, indicates an extremely low probability of observing the obtained F-statistic or more extreme results. This seems to indicate that the regression model has strong statistical significance. Further highlighting the predictors' combined influence on explaining

the variability in Organisation Performance is the significant F-statistic of 32.398. This suggests that the prediction of Organisation Performance is greatly aided by the combined effects of Lifecycle Management, Staff Competence, and Internal Controls.

Table 4.257: ANOVA

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	90.548	3	30.183	32.398	.000 ^b
	Residual	29.812	32	.932		
	Total	120.360	35			
a. Dependent Variable: Organization Performance						
b. Predictors: (Constant), Lifecycle Management, Staff Competence, Internal Controls						

Source: Field Data (2024)

4.4.6.3 Regression Coefficient

The coefficients for the regression model are shown in the table along with t-values, significance levels (Sig.), unstandardized coefficients (B), standard errors (Std. Error), and standardised coefficients (Beta). These coefficients shed light on the connections between the dependent variable (organisation performance) and the predictors (staff competency, internal controls, and lifecycle management).

The regression analysis results reveal significant relationships between the predictors (Staff Competence, Internal Controls, and Lifecycle Management) and the dependent variable (Organization Performance) at p-value= .000. Lifecycle Management emerges as the most influential predictor (B=0.897), demonstrating a strong positive

effect on Organization Performance. Staff Competence ($B=0.687$) and Internal Controls ($B=0.869$) also show positive relationships with Organization Performance, although their effects are relatively smaller compared to Lifecycle Management. All predictors exhibit statistically significant associations with organizational performance, indicating their importance in predicting organizational success.

In this sense, the regression equation will be as follows:

$$Y=0.571+0.6987X_1+0.869X_2+0.897X_3$$

This is in line with the findings from a study done by Salma et al., (2020). In their study, they noted a significantly positive relationship between employee competence and overall organizational performance. The results are also in line with Alawaqleh (2021) whose study as well indicated a positive relationship between internal controls and overall performance of the organization. Positive and significant relationship between lifecycle management of assets and organizational performance was also highlighted by the study done by Wang et al., (2020)

Table 4.268: Regression Coefficient

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.571	.278		.690	.000
	Staff Competence	.687	.578	.151	.188	.000
	Internal Controls	.869	.654	.080	.565	.000
	Lifecycle Management	.897	.283	.904	6.360	.000

a. Dependent Variable: Organization Performance

Source: Field Data (2024)

4.5 Discussion of Study Findings

This sub-section includes an analysis of all the findings revealed from the study conducted. These include the following:

4.5.1 Descriptive Analysis of The Impact of Staff Competence on Organizational Performance

The results in the first variable that measured adequacy of skills for existing human resources especially in the area of managing the company's assets, the results observed to be dispersed throughout the spectrum. However, majority of the respondents were skeptical with regards to the respective matter. Hence highlight skills-related gaps in the existing human resources within the organization.

In the second sub-variable where the study wanted to analyze the level of experience among the staff in handling the assets of the organization, the study came around with a number of reservations. Majority of the people probably disagree strongly because they have strong beliefs or concerns about the statement, which calls for more research to determine the underlying causes of their strong opinions. Resolving these issues may be crucial to bringing disparate viewpoints together and promoting a more fruitful discussion of the subject.

The third variable whose role was to analyze whether staffs involved in handling assets of the organization were ethical. In this case, majority of the respondents disagreed with the notion highlighting insufficient levels of integrity. This implies that the staff employees in charge of asset management lack appropriate integrity.

This study highlights the possible dangers of unethical errors in asset management procedures, including resource mismanagement, fraud, and theft. Maintaining confidence, protecting organisational resources, and keeping ethical norms within the organization all depend on resolving this challenge.

In the fourth variable where the researcher assessed whether staff tasked with the entire aspects of handling assets of the organization had a reasonable degree of flexibility in performing their duties, the results revealed several outcomes. The results generally indicate a disagreement hinting at limited levels of flexibility.

In the fifth and last sub-variable the study focused on assessing the level of emotional intelligence of the staff as they respond to different challenges in performing their duties. The results support the notion indicating that staff had the necessary skills that would enable them to respond to pressures of different kinds while performing their day-to-day activities.

4.5.2 Descriptive Analysis on The Impact of Internal Controls on Organizational Performance

4.5.2.1 Descriptive Analysis Results

Here, the study was focused at assessing as to whether assets were being held at a reasonable high security within the organization. The largest percentage of respondents who strongly disagreed with the statement indicates a considerable degree of disagreement or opposition, whereas the large percentage of respondents who agreed highlights a widespread degree of agreement or support.

In the second sub-variable, the researcher was keen assessing whether there was a degree of audits in the organization at fixed intervals. Results hinted that majority of the respondents stood at a disagree stance highlighting in adequate levels of audits, perhaps resulting in deficiencies in risk management, accountability, and supervision.

In the respective sub-variable where the study shifted its focus towards assessing whether there was a mechanism for holding individuals accountable for their actions. The study took note of insufficient degrees of accountability for staff involved in handling assets within the organization. Lack of strong accountability systems can have detrimental effects on the company, raising the possibility of fraud, asset misuse, and poor management. People may be less motivated to uphold moral principles and follow organisational regulations and procedures if there are unclear expectations and repercussions for inappropriate behavior.

The sub-variable was designed to capture details of whether duties of the organization, especially the one that deal with assets management, were dully segregated based in different predetermined parameters. The results hinted on unclear line of demarcation between and tittles of staff within the hierarchy. There may be a lack of accountability and monitoring if different people or departments aren't given clear duties and responsibilities, which raises the possibility of mistakes, fraud, and asset misuse.

In the last question and sub-variable, the researcher analyzed whether asset movements were warranted by prior approvals of the relevant decision-making

bodies. The results indicate insufficient or otherwise, absence of approvals for the movement of assets throughout their lifecycle. This may indicate improper supervision and control over asset management procedures, which could result in asset loss, misuse, or unauthorized transfers.

4.5.3 Descriptive Analysis of The Impact of Life Cycle Management on Organizational Performance

The first question looked at whether the organization tended to plan upfront before acquiring the targeted assets. The results have revealed support for the notion. this highlights that the organization performs strategic planning early on before the actual process of acquiring the respective asset. This result demonstrates the organization's dedication to careful planning and forward-thinking in its asset purchase activities.

The second question and sub-variable prompted researchers to give details on whether the organization deploys assets through the use of systematic means. The results indicate support of the notion. This suggests that the company uses methodical approaches to allocate its resources. This finding highlights the organization's methodical approach to asset deployment, suggesting that it uses defined practices or guidelines to guarantee the effective and efficient use of its resources.

The third question wanted to get details of whether the entity maintains and supports the existing assets to ensure that they maintain the quality and value as per the expectations. The results indicate a disagreement with the notion. Disagreement with

the idea of sustaining and preserving current assets suggests possible dangers and difficulties with asset management inside the company. Assets may gradually lose quality without proper care and support, which could result in lower value, more downtime, and more operating expenses.

The fourth sub-variable wanted to look at analyzing as to whether the organization evaluates its assets in a systematic manner. The results have hinted a disagreement with the notion. Disagreement with the idea of systematic asset appraisal suggests possible problems or weaknesses in the assessment procedures used by the company. Organizations may find it difficult to collect precise and thorough data on the performance, condition, and worth of their assets if they do not have regular evaluation procedures in place.

4.5.4 Correlation Analysis Results

The results indicate a considerable association between the staff competence and the overall success of the organization, as indicated by the moderately positive correlation ($r=0.517$) between "Organization Performance" and "Staff Competence". This suggests that companies with more skilled employees typically do better in terms of accomplishing their aims and objectives. This is in line with what was observed by Moustaghfir et al., (2020), who acknowledged the role of human resources among them being the skills in asset management.

Moreover, there appears to be a significant association between the efficacy of internal controls and organisational performance, as indicated by the even stronger

positive correlation ($r=0.655$) between "Internal Controls" and "Organization Performance". This suggests that companies that have strong internal control systems in place typically perform better and are more efficient. This has been supported by the study done by Abiodun (2020).

Furthermore, there is a very substantial positive correlation ($r=0.861$) between "Lifecycle Management" and "Organization Performance". suggests a very close connection between organisational success and asset management throughout the asset's existence. This implies that companies with higher overall performance typically manage their assets well from acquisition to disposal. This reservation has also been backed up by a study done by Abdelgadir & Mohammad (2022).

4.5.5 Regression Analysis Results

The findings of the regression analysis shed important light on the connections between the dependent variable (organization performance) and the predictors (staff competency, internal controls, and lifecycle management). All of the variables and organisational performance had significant associations, according to the data, and p-values of .000 imply great statistical significance. With a coefficient (B) of 0.897, Lifecycle Management stands out as the most significant predictor among the others. This suggests that the performance of an organization can be significantly improved by the efficient management of assets over the course of their existence. This research emphasizes how crucial it is to put in place thorough asset management procedures, from procurement to disposal, in order to maximize organisational success.

Internal controls and staff competency both show favorable correlations with organisational performance, with coefficients (B) of 0.869 and 0.687, respectively. Even though these effects are not as strong as those of lifecycle management, they are nevertheless quite important in determining the likelihood of organisational success. This emphasizes how crucial it is to fund employee training and development programmes to raise competency standards and how crucial it is to set up strong internal control systems to protect organisational resources and functions.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Overview

The study's synthesised interpretations, derived from its findings, are presented in this chapter. By providing recommendations along with components and subjects that it is suggested future researchers look into further, the chapter broadens its purview. In summary, the chapter offers conclusions, suggestions, and concepts for further study.

5.2 Summary of the Findings

The main goal of this fascinating study was to determine the impact of strategic assets management on organizational performance with ABSA Tanzania Ltd being its case sole case study. In pursuing the course of the study, the researcher read a lot of the literature as specified in the literature view section as they became more acquainted with the research topic.

Subsequently, a 5-point Likert scale questionnaire with five segments that addressed every aspect of the specified qualities was the sole tool used to collect data. After applying a basic random sampling technique, the study ultimately used a sample size of 40 respondents. The relevant data was then examined using descriptive analysis, which included the inclusion of frequencies and percentages. The purpose of using inferential statistics was to evaluate the direction and strength of the correlations between the variables in the framework. This include the use of correlation as well as multiple regression analysis as it was solely assisted by IBM SPSS statistics v25 was

used to make this happen. This in the end brought about a number of findings these include the following:

5.2.1 Staff Competence and Organizational Performance

The impact of bank staff competencies on organisational performance across multiple dimensions is comprehensively understood thanks to the descriptive analysis. It draws attention to the varied viewpoints expressed by respondents on staff members' competence, experience, ethics, adaptability, and emotional intelligence. Some topics generated more diverse opinions, pointing to areas that could have improvement, while others garnered broad agreement, demonstrating a common understanding of their significance.

First off, there appears to be a perception of insufficiency in the company's asset management given the substantial disagreement among respondents on the adequacy of abilities. This suggests that there may be a talent gap among bank employees, which could affect their capacity to perform their duties in an efficient manner. Second, staff members' disagreements over experience levels suggest that they don't think their present experience level will be enough to adequately fulfil the needs of the position. This points out a possible area for development in terms of bringing in and keeping experienced staff or offering chances for internal skill and knowledge transfer.

Lastly, the study concluded sighting the flexibility related issues limiting the overall response ability to respond to the dynamic parameter that originate from within as

well as outside the organization. Through the results gained from correlation analysis and multiple regression analysis, the study concludes that there is reasonably moderately positive relationship between staffs' competence and the overall performance of the organization.

5.2.2 Internal Controls and Organizational Performance

In this area, the study was focused at gained an insight on the impact of internal controls on organizational performance. The study took note of different aspects through the responses collected from the targeted respondents. The first one was concerning a seemingly limited degree of security of the assets, insufficient number of audits and checks on the existing assets, insufficient levels of accountability for the malpractices that relate to the misuse of assets. The next was on the insufficient level of segregation of duties in a way that would necessitate accountability in case something goes wrong and lastly is the unclear approvals for assets that are managed throughout their entire lifecycle. Through the results from the correlation analysis hinted on a strong and positive relationship at the margin of 0.655, where $p=0.000$. this also give an indication that the relationship was also significant. The result of the results of regression analysis placed the variable at the second in line in terms of the level of prediction and influence. This was observed at a margin of 0.869 and $p=0.000$ respectively.

5.2.3 Life Cycle Management and Organizational Performance

As the third objective, the researcher was motivated to Analyze the impact that Lifecycle management has on overall organizational performance. The findings

include an array of responses. These include unclear means of maintaining and supporting the existing assets. This is complemented by not having a proper means of evaluating whether assets are ready in value and condition to be disposed of as per the pre-determined requirements. This was more detailed by the results from correlation analysis. the results revealed a rather strong and significantly positive relationship between Lifecycle management and organizational performance. The was observed to be at a margin of 0.861, $p=0.000$ respectively. The results from the regression analysis gave a more or less of a similar indication placing it as the most influential variable among the three. This was seen at the coefficient of 0.869 where $p=0.000$.

5.3 Conclusion

This sub-section includes details of the reservations made by the researcher throughout the study. These include the following:

5.3.1 Staff Competence and Organizational Performance

From the study's analysis, the researcher was able to conclude that regardless of its very outstanding role and impact that the entire ideology of staff competence is, to the lifeline of the entire organization, the entity is still troubled by the issue of scarcity assets management skills within the organization. The study concludes that the entity has been fairly inflexible towards dynamics

5.3.2 Internal Controls and Organizational Performance

In this case, where the researcher was keen to Analyze the impact of internal controls of the organization on its overall performance, the study came up with a number of

findings. These include the fact that the internal controls framework of the respective organization was in need of an upgrade in different ways. This in turn, limits the overall performance of the organization through possible cost overruns and tarnished business image.

5.3.3 Life Cycle Management and Organizational Performance

In this objective, the researcher was keen in looking at the impact of life cycle management on organizational performance. The results have lead the researcher to conclude that there is a perceived gap in the initiatives that the organization has in maintaining the value and condition of the assets throughout their life time. This brings about tremendous effects especially provided the fact that the variable is a powerful contributor of organizational performance.

5.4 Recommendations

This subsection includes the researcher's suggestions in many areas with the goal of enhancing all circumstances that were identified as having a degree of weakness throughout the investigation. This encompasses the subsequent items:

5.4.1 To Policy Makers

Banking sector are among the groups to which the study would like to suggest improvements to the public framework. This includes:

To examine the existing regulations in an attempt to bring them into compliance with the issues and circumstances that currently exist. This would include supply chain management-related policies, rules, and regulations as well as the procurement laws.

To publish circulars explaining different aspects of the supply and procurement industry in different places. This would ensure that any ambiguities in the surroundings are suitably filled in.

To combine efforts rather than operate in isolation in order to have greater effects. The reason for this is that everyone needs to pitch in to help create a strong procurement structure.

5.4.2 To ABSA Tanzania Ltd

Through the findings noted during the course of the study, the researcher would like to recommend the following with the view of improving the existing circumstances:

To training its through short term and long-term courses on assets management issues. Putting in place both short- and long-term training programmes is crucial to developing an informed and competent workforce that can protect company resources. While long-term courses offer complete instruction on comprehensive security tactics, short-term courses can offer timely updates on emerging threats and security practices. A variety of subjects should be covered in these seminars, such as risk management strategies, physical security precautions, and cybersecurity regulations. Organizations may strengthen their overall security posture by providing personnel with the training they need to identify and immediately address security threats.

To improve the level of security of the assets of the organization. Enhancing the security of organisational assets necessitates a comprehensive strategy that tackles

weaknesses in both digital and physical domains. To defend digital assets from cyberattacks, this may entail putting in place intrusion detection systems, access controls, and encryption techniques. Improving physical security measures like access badges, surveillance cameras, and security guards can also aid in preventing theft and unwanted access to tangible goods. Through the implementation of strong security measures on all fronts, organizations can greatly lower the risk associated with asset loss or compromise.

Reconfiguring governance structures, especially the ones that deal with assets management. It is essential to reconfigure governance structures, especially those pertaining to asset management, in order to maximize security measures and guarantee responsibility inside the company. To streamline asset oversight, this may entail creating specialized asset management teams, reorganizing reporting lines, or putting new policies and procedures into place. Organizations can improve the efficacy and efficiency of asset protection by centralizing asset management duties and making decision-making procedures clear.

Establishing accountability mechanisms. Creating accountability systems is essential to encouraging an open and accountable culture inside the company. This can be accomplished by defining roles and duties clearly, conducting frequent performance reviews, and imposing penalties for breaking security procedure. Organisations can foster a sense of ownership and diligence in asset protection activities by holding personnel accountable for the security of assets under their scope. Having means of reporting on the status of assets throughout their lifecycle. Control and visibility over

organisational assets depend on the ability to report on the state of such assets at every stage of their life. To keep an eye on the movement, use, and condition of assets, this calls for the implementation of reliable tracking systems and reporting procedures. Organizations can take proactive steps to limit risks by identifying potential vulnerabilities or abnormalities early on and by frequently monitoring asset status and creating thorough reports.

Redefining procedures of the organization in a way that would improve overall internal controls over assets of the respective organization. this entails updating and assessing current procedures to guarantee adherence to security standards and best practices, hence improving internal controls over assets. This could involve putting in place segregation of roles, carrying out routine audits, and improving documentation procedures in order to increase accountability and traceability. Asset loss and misuse can be reduced and internal controls strengthened by standardizing and optimizing asset management procedures.

5.5 Limitations of the Study

The study on the Effect of Asset Management in the Banking Sector on Organizational Performance: A Case of ABSA Bank Tanzania Limited faces several limitations. One key limitation is data accessibility, as financial institutions often restrict access to sensitive financial records and asset management strategies, limiting the depth of analysis. Additionally, the study may be constrained by the dynamic nature of banking regulations in Tanzania, which continuously evolve, potentially affecting the applicability of findings over time. Methodologically, the study might

rely on self-reported data from bank employees, which can be subject to response bias. Furthermore, the research is context-specific, meaning findings may not be easily generalizable to other banks operating under different economic and regulatory environments. Time constraints and resource limitations may also impact the ability to conduct longitudinal studies, restricting insights into long-term asset management effects on organizational performance.

5.6 Suggestions for Further Studies

The current study was focused on assessing the impact of strategic assets management on the overall performance of the organization. In doing this, it was keenly focused on staff competence, internal controls and life cycle management as key independent variables. Therefore, future researchers could be focused on looking at other factors that would possibly influence organizational performance. Moreover, as the study was based on a private sector organization that resides in the banking industry, others can either include a private sector organization belonging to a different industry, or otherwise an organization that belongs to a public sector.

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APPENDICES

Appendix 1: A questionnaire showing data that will be collected during the surveys

I'm conducting research titled “**Assets Management in the Banking Sector and its Effects on performance of ABSA Bank Tanzania Limited**”. All information that will be provided will be kept confidential and no information will be used in any other ways different from the purpose of this research. Thank you in advance for the time that you will spend to complete these few questions.

SECTION A

General information of respondents

Kindly tick the correct answer in every question asked:

1. What is your gender?

A. Male B. Female

2. What is your age?

A. 18 – 27 years B. 28- 37 years C. 38- 47 years D. 48 and above

3. What is your level of Education?

A. Certificate/Diploma B. Bachelor's degree C. Master's degree D. above

4. How long have you worked with ABSA?

A. Less than one year B. 1 year to 6 years
C. 7 years to 12 years D. More than 13 years

SECTION B: SPECIFIC QUESTIONS

This section is comprised of questions that target collecting data from the dependent and independent variables of the study. To respond to the below questions, please

circle the appropriate answer and write explanations where applicable. This will involve the use of a 5-point Likert scale ranging from 1-5 whereby, 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree and 5 = strongly agree. Please provide your candid opinion

THE IMPACT OF STAFF COMPETENCE ON ORGANIZATIONAL PERFORMANCE					
Item	1	2	3	4	5
Staff dealing with asset management are adequately skilled to perform their duties.					
Assets Management Staff have a reasonable experience that enables them to solve complex challenges.					
Staff dealing with assets management within the organization are ethical and committed to their duties					
Staff who are custodians of assets management are flexible in response to changing operational circumstances					
Staff in the assets management function are emotionally intelligence and would respond diligently towards any emotional triggers from clients.					

THE IMPACT OF INTERNAL CONTROLS ON ORGANIZATIONAL PERFORMANCE					
Item	1	2	3	4	5
Assets held within the premises of the organization are guarded with high security					
All aspects of assets management are audited regularly by an independent auditor					
The organization maintains a strict accountability mechanism for any malpractice that involves assets.					
The entity maintains a clear line of duties based on predetermined criteria					
All assets management transactions and decisions within the organization, are subject to approvals					

SECTION D: THE IMPACT OF LIFECYCLE MANAGEMENT ON ORGANIZATIONAL PERFORMANCE					
Items	1	2	3	4	5
The organization maintains a detailed phase of planning in a way that ensures responsible acquisition of its assets.					
The organization has a systematic way of deploying assets in the needed areas based on prior assessment.					
The entity maintains an organized way of conducting maintenance and support for the existing assets.					
The organization conducts a systematic evaluation that reveals assets that are ready for disposal					

In this section, tick (√) on the extent to which every organization's performance indicator would be improved after having improved the overall procurement practices. The 5-points Likert scale is as follows: 5= Highly Positive Impact, 4= Positive Impact, 3=Constant, 2=Negative Impact, 1=Highly Negative Impacts

SECTION E: PROCUREMENT ORGANIZATION PERFORMANCE					
Items	1	2	3	4	5
Business Efficiency					
Sustainability					
Compliance					
Cost					
Quality					

Thank you for your cooperation.

THE UNITED REPUBLIC OF TANZANIA



MINISTRY OF EDUCATION, SCIENCE AND TECHNOLOGY

THE OPEN UNIVERSITY OF TANZANIA



Ref. No OUT/PG201801348

23rd September, 2024

Manager,

ABSA Bank Tanzania Ltd,

P. O. Box 9213

DAR ES SALAAM.

Dear Manager,

**RE: RESEARCH CLEARANCE FOR MS. ASHA SALUM MOTTO, REG NO:
PG201801348**

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

3. To facilitate and to simplify research process therefore, the act empowers the Vice Chancellor of the Open University of Tanzania to issue research clearance, on behalf of the Government of Tanzania and Tanzania Commission for Science and Technology, to both its staff and students who are doing research in Tanzania. With this brief background, the purpose of this letter is to introduce to you **Ms. Asha Salum Motto**,

Reg.No: PG201801348), pursuing **Masters of Business Administration (MBA)** We here by grant this clearance to conduct a research titled **“Effect of Strategic Assets Management on Bank Performance : A Case of ABSA Bank Tanzania Limited”**. She will collect her data at your office from 24th September 2024 to 30th October 2024.

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

Yours sincerely,

THE OPEN UNIVERSITY OF TANZANIA



Prof. Gwahula Raphael Kimamala

For: VICE CHANCELLOR