THE CONTRIBUTION OF HUMAN RESOURCE MANAGEMENT PRACTICES TO THE PERFORMANCE OF SELECTED NON-GOVERNMENTAL ORGANISATIONS IN TANZANIA

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A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF MASTER OF HUMAN RESOURCE MANAGEMENT

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CERTIFICATION

The undersigned certifies that they have read and at this moment recommend for acceptance by the Open University of Tanzania a research report titled **"*The Contribution of Human Resources Management Practises to the Performance of Selected Non-Governmental Organisations in Tanzania: A Case of 5 Selected NGOs in Dar es Salaam*"** in partial fulfilment of the Requirements for the Degree of Master of Human Resources Management of the Open University of Tanzania.

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DECLARATION

I, **Christina Mahwaya,** do hereby declare that the work presented in this dissertation is original. It has never been presented to any other University or Institution for similar or any other awards. Where other people's works have been used, references have been provided. It is in this regard that I declare that this work is originally mine. It is hereby presented in partial fulfilment of the requirements for the degree of Master of Human Resources Management.

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Signature

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Date

DEDICATION

This research effort is dedicated to my darling son, Samuel Paulsen, who was born with clubfoot. I had to take leave to care for his therapy, and it was during this period that I was inspired to pursue a master's degree programme. This effort is also dedicated to my dear husband, Paul Malunde, and my lovely daughters Petrina and Peniel, who have always supported my endeavours.

ACKNOWLEDGEMENTS

ABSTRACT

This study examines the role of Human Resource Management (HRM) practices in enhancing the performance of non-governmental organizations (NGOs) in Dar es Salaam, Tanzania. It focuses on key HRM areas: human resource planning, recruitment, staff training, and employee motivation. The objective is to evaluate how these elements contribute to NGO performance, this is because little has been documented in this area. The research adopts a quantitative approach and employs a positivist research philosophy. Data were collected through structured questionnaires distributed to 98 respondents from NGOs such as Tanzania Education Network (TenMet), BBC Media Action, International Care and AIDS Treatment Program (ICAP), Catholic Relief Services (CRS), and Save the Children. The data analysis used frequencies, percentages, means, and multiple linear regression to assess the relationships between HRM practices and organizational performance. The findings reveal that recruitment and staff training have significant positive impacts on performance. Human resource planning and motivation, although showing a positive relationship, were not statistically significant in their influence on NGO performance. The study emphasizes the need for knowledgeable recruitment panellists to select experienced, dedicated, and ethical employees. Additionally, it highlights concerns over staff remuneration and job security, noting that addressing these issues could enhance employee loyalty and reduce turnover rates. In conclusion, the study suggests that focusing on recruitment and staff training is essential for improving NGO performance. It also recommends that management address employee concerns regarding salaries and job security, as these factors are critical for maintaining staff motivation and long-term organizational success.

Keywords: *Human Resources Planning, Recruitment, Training & Motivation*

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LIST OF ABBREVIATIONS

ANOVA	-	Analysis of Variance
BBC	-	British Broadcasting Corporation
CRS	-	Catholic Relief Services
df	-	Degrees of Freedom
HRM	-	Human Resource Management
ICAP	-	International Center for AIDS Care and Treatment Program
MHRM	-	Master of Human Resource Management
NGO	-	Non-Governmental Organization
R	-	Squared (R^2) - Coefficient of Determination
SPSS	-	Statistical Package for Social Science
TenMet	-	Tanzania Education Network
VETA	-	Vocational Education Training Authority
VIF	-	Variance Inflation Factor

CHAPTER ONE

INTRODUCTION

1.1 Chapter Overview

Human resource management is considered the most important organisational asset that can enhance the acquisition and sustenance of a competitive edge with the appropriate managerial practices. A non-governmental organization (NGO) is any organization that operates independently from government control. Over the past decades, NGOs have become major players in national and international development and have had to demonstrate sustainable growth, and accountability and meet performance standards, thus gaining the trust of their diverse stakeholders. Human resource management should therefore develop approaches, policies and practices to meet these needs. In light of this, the study assessed the contribution and efficacy of human resource management functions in non-governmental organizations.

1.2 Background of the Problem

The business function of human resource management in an organisation stems from and incorporates employee-related tasks and activities. Human resource management, according to Matimbwa and Masue (2021), is the process of luring in, fostering, and retaining a competent and motivated workforce to meet organisational missions, goals, and strategies. According to Paposa and Kumar (2019), human resource management (HRM) is the strategic integration of human resource practices into the management and development of personnel. Siddiqui and Sahar (2019) provide a more comprehensive definition of human resource management as a new

concept that encompasses "the policies, practises and systems that influence employees' behaviour, attitudes, and performance".

According to Kumari, Joshi, and Pandey (2018), the responses of employers to public policy and the rise of trade unions are evidence of how the history of human resource management functions is reflected worldwide. Furthermore, Rana and Malik's (2019) assessment of the effect of HR practises on organisational performance in Pakistani business organisations revealed that employee participation, selection, training, salary, and HR practises all have a direct, positive, and significant impact on organisational performance. In Asia, Hanaysha and Hussain (2018) examined 'The factors affecting employee motivation in higher learning institutions". Findings from their study indicated that employee empowerment; particularly training has a significant positive impact on employee motivation.

Several scholars have examined human resource management (HRM) practices in NGOs, both globally and within Africa, emphasizing how these practices impact organizational performance. Amani (2021) studied the recruitment and selection processes at Equity Bank in Nairobi, Kenya, revealing that effective recruitment and screening significantly enhance employee performance. Similarly, Okwoaba, Ikeje, and Ofoma (2018) explored recruitment and selection criteria's effects on organizational performance in Nigeria, confirming positive outcomes with well-structured HRM practices. Globally, HRM practices in NGOs have been linked to improved organizational outcomes. For instance, Tessema and Soeters (2006)

examined HRM's role in 21 African countries, including Ethiopia and Kenya, finding that recruitment, training, and motivation play crucial roles in boosting NGO performance. Furthermore, Armstrong and Taylor (2014) highlighted the global relevance of strategic HRM in NGOs, emphasizing that proper HR planning, recruitment, and staff development directly enhance employee motivation and, subsequently, organizational performance.

Furthermore, HRM practices have also been a focal point in enhancing NGO operations. Marwa (2014) explored the link between HRM practices and performance in Tanzanian civil society organizations, revealing that training and development were key drivers of success. Similarly, Kasekende and Ngoma (2017) analyzed how employee motivation strategies impacted NGO performance in East Africa, including Tanzania, stressing the importance of fair compensation and job security for improved loyalty and reduced turnover. Finally, Ismail (2016) investigated the role of staff development and retention strategies in Tanzanian NGOs, affirming that investment in HRM positively influences organizational effectiveness.

In Tanzania, Staki (2018) evaluated how human resources practises affected the effectiveness of the Vocational Education Training Authority (VETA) in Dar es Salaam and Morogoro. According to the study, the performance of VETA institutions was positively impacted by the implementation of human resource practices such as HR planning, training, development, and pay policy. To present specific evidence of the impact of employee training on drilling company

performance, Samwel (2018) evaluated the impact of staff training on the performance of drilling businesses in the Geita, Shinyanga, and Mara Regions of Tanzania. Based on the existing literature on human resource management practises, little is known about the extent to which these functions have effects on the performance of the organizations specifically Non-Governmental Organizations and this study attempted to bridge this knowledge gap.

1.3 Statement of the Problem

The problem at hand revolves around the belief that core human resource (HR) functions such as human resource planning, recruitment, training, and motivation are critical in enhancing organizational performance. However, despite the allocation of time and budget towards these HR practices, many non-governmental organizations (NGOs) still exhibit suboptimal performance, as evidenced by delayed service delivery, costly and time-consuming recruitment processes, and inadequate employee training. Studies by Matimbwa and Ochumbo (2019), Mehrez and Bakri (2019), and Iqbal et al. (2019) highlight these challenges. Furthermore, the 2022 National Council of NGOs Report emphasized that many NGOs cited HR management failures in responding to governmental threats of closure, linking poor performance to high employee turnover, lack of commitment, and insufficiently qualified staff.

The contextual and methodological limitations of existing studies pose another issue, as much of the research has been conducted in different sectors or countries. For example, Rana and Malik (2019) focused on employee selection in Pakistan, while Hanayasha and Hussein (2018) examined teamwork in higher education institutions.

Similarly, Okwoaba et al. (2018) focused on the banking sector. These studies are not fully applicable to the Tanzanian NGO landscape, underscoring the need for empirical research specifically addressing HR practices in Tanzanian NGOs. This study aims to bridge this gap by investigating the influence of HR planning, recruitment, training, and motivation on the performance of NGOs in Tanzania.

1.4 Research Objectives

The general and specific objectives of this study are as follows;

1.4.1 General Objective

The general objective of the study was to assess the contribution of human resources management practices to the performance of non-government organizations in Dar es Salaam Tanzania.

1.4.2 Specific Objectives

i. To determine the impact of human resource planning on the performance of non-governmental organizations in Dar es Salaam.

ii. To examine the effect of recruitment on the performance of non-governmental organizations in Dar es Salaam.

iii. To determine the impact of staff training on the performance of non-governmental organizations in Dar es Salaam.

iv. To evaluate the impact of staff motivation on the performance of non-governmental organizations in Dar es Salaam.

1.5 Hypotheses

The hypothesis is the tentative prediction about the outcome of the study. This study was guided by the following hypotheses;

$H_{1.1}$: Human Resources planning has a significant and positive effect on the performance of non-governmental organizations.

$H_{1.2}$: Recruitment has a significant and positive effect on the performance of non-governmental organizations.

$H1.3$: Training has a positive and significant effect on the performance of non-governmental organizations.

$H1.4$: Motivation has a positive and significant effect on the performance of non-governmental organizations.

1.6 Significance of the Study

It is anticipated that academics, researchers, non-governmental organisations, and policy officials will find the study's findings to be significant. The study findings are anticipated to broaden and deepen academicians' and researchers' knowledge bases about the research problem and to create new possibilities for learning and development. The information gained might prove useful for future studies into the roles of human resource management in various industries.

The study's findings are expected to support the development of effective and long-lasting implementation plans and strategies for the NGOs' human resource management policies and structures. These initiatives are expected to improve non-

governmental organisations' reputation, thus attracting qualified and competent professionals seeking employment in such organisations.

The effect of human resource management practises on organisational performance will also be well understood by policymakers in the human resource departments of various Tanzanian organisations. This could serve as a baseline for examining present practises and organisational structures and identifying any gaps that could be filled by utilising some of the research's findings to boost performance across organisations.

1.7 Organization of the Study

The content of this dissertation is distributed across five chapters namely; Chapter one covers the background of the study, statement of the problem, research objectives, research questions as well as significance of the study. Chapter two presents the definitions of key terms and the theoretical and empirical literature review that guided the study. Additionally, a clear research gap and conceptual framework were provided in this chapter. Chapter three covered research philosophy, approach, design and strategy, area of the study, population, sample size, sampling frame, techniques, data collection methods, data analysis, reliability, validity and ethical consideration. Chapter Four presented results and a discussion of findings whereas Chapter Five presented a summary, conclusion recommendations, implications and areas for future studies.

CHAPTER TWO

LITERATURE REVIEW

2.1 Chapter Overview

This chapter mainly presents and comprehensively discusses four key aspects namely: Definition of key terms, theoretical literature review, empirical literature review and conceptual framework. Theoretical literature review provides theories guiding the study while empirical literature describes what has been done to solve or address the illogical or contradicting relationship in the phenomenon this was organized based on specific objectives of the current study. The study's Conceptual framework summarizes the relationship between the independent and dependent variables of the study in a graphical structure to observe the presumed outcome.

2.2 Definition of key Terms

2.2.1 Human Resource Practices

Human resource practises refer to the policies and practises required to perform the routines of human resources in an organization. This includes employee recruitment, staff development, performance management, compensation management and encouraging employee involvement in decision-making (Rana and Malik, 2019). Human Resources Management is all about attracting maintaining and developing staff in an organization (Matimbwa and Ochumbo, 2019). In the current study human resource practice functions were confined to human resource planning, recruitment, training and staff motivation.

2.2.2 Human Resource Planning

Human resource planning refers to the process, which seeks to ensure that a company

has the necessary human resources in the required number, with the necessary knowledge, skills, and experience, with the required personal characteristics optimally motivated (Matimbwa & Ochumbo, 2020). Human resources planning is the process of ensuring the organization has the right type of employees. Human resource planning as inferred in the current study implies the process by which organizations ensure the availability of the required number of employees, with the required skills, at the right time and place.

2.2.3 Recruitment

Recruitment is the process of searching for prospective employees and stimulating and encouraging them to apply for jobs in an organization (Hanaysha and Hussain, 2018). Recruitment is the process of actively seeking out, finding and hiring candidates for a specific position or job. The recruitment definition includes the entire hiring process, from inception to the individual recruit's integration into the company (Burkus, 2020). In the current study's context, the impact of recruitment was determined by the skills, experience, commitment, ethical behaviours, and the hardworking spirit of recruited employees.

2.2.4 Training

Training is the process of acquiring more knowledge and abilities for performing a specific job. It is a structured process through which individuals gain information and skills for a specific objective (Gupta, 2019). Training is teaching, or developing in oneself or others, any skills and knowledge or fitness that relate to specific useful competencies. The availability of seminars, refresher training, orientation, work

enrichment, and job rotation for both newly recruited and existing staff were considered as training parameters in this study.

2.2.5 Motivation

According to Ezam and Hyder (2018), motivation originates from the word ''motive'' which means needs, desires, wants, or drives within individuals. Motivation is an internal state that propels individuals to engage in goal-directed behaviour. It is often understood as a force that explains why people or animals initiate, continue, or terminate a certain behaviour at a particular time. It is a complex phenomenon and its precise definition is disputed. It contrasts with motivation, which is a state of apathy or listlessness (Mahoney & Kor, 2015). Motivation was applied in the study as the provision of working tools, salaries, allowances, fair treatment, job security, and employee recognition.

2.2.6 Organisational Performance

Organisational performance is defined as how well an organisation strives to reach its mission, vision and goals (Matimbwa and Ochumbo, 2019) and this definition was adopted in the current study.

2.3 Theoretical Literature Review

2.3.1 Human Capital Theory

Human Capital Theory (HCT) is one of the most commonly used economic frameworks in research and policy-making. HCT is a framework that examines the relationships between training and organisational performance. In essence, HCT

suggests that staff training enhances staff skills which increases the performance and productivity of personnel and the overall organization (Garibaldi, 2016). In this theory, skills are placed at the centre and considered as a resource for performance and organisational success (Tan, 2014). HCT is an extension of the capital concept which hypothesizes that expenditures on skills are capital investments that will yield organisational performance. Skills are assumed to accelerate productivity, which ultimately translates to organisational performance (Netcoh, 2016).

In the knowledge economy, it is the intangible abilities and skills of the workforce (commonly referred to as a firm's intellectual capital) which contribute towards organisational performance (Mahoney & Kor, 2015). The Human Capital Theory suggests that an organization that conducts staff training enhances employee skills which in turn facilitates better performance comparable to those with less skilled employees (Burkus, 2020).

The theory assumes that human capital is portable and is owned by the employee as opposed to the employer; unlike the physical/structural or financial capital that is owned by the employer (Tomer, 2016). The strength of the theory is that it provides insights into the importance of human resources in organisational development. The theory postulates that people utilise their human capital to maximize the present value of their lifetime earnings (Peddikayil & Manthiri, 2018).

The theory subsequently provides that learned knowledge and acquired skills are significant factors in effective performance (Wolinski, 2020). The theory further

assumes that learned skills and acquired knowledge are primary performance determinants. The theory, therefore, warrants all the efforts and resources devoted to staff training. Employee performance is evaluated using their skills, which also reveals if they can function efficiently and autonomously. Communication, teamwork, critical thinking and problem-solving, as well as creativity and invention, are necessary skills (Casey, 2015). The human capital theory, which addresses the requirement of staff training for enhanced performance, was heavily relied upon in this study. Thus, the study's staff training variable was informed by this concept.

The theory has been criticized that it rests on the assumption that education and training are necessary to improve the productive capacity of an individual, which is not the case always because apart from competence, there are several factors which affect productivity capacity like motivation in terms of compensation, recognition and supporting employee's well-being (Tomer, 2016). Also, the theory does not explicitly explain real productivity, which is achieved through education and training (Freeman, 1976).

Regardless of the criticism, human capital theory is helpful as it provides insights into the importance of human resources practices on organizational performance. Empirical studies have shown that education and training accelerate employees' competencies and creativity to improve productivity and contribute to organizational performance (Fitz-Enz, 2009; Agrawal, 2013; Jain et al., 2019). The theory is relevant to this study since it directly provides the important variable training. The theory supports that staff training increases organisational performance.

2.3.2 Resource Based Theory

Resource Based View (RBV) put forward by Barney (1991) suggests that sustainable competitive advantage is attainable when firms have a human resource pool which cannot be imitated or substituted by rivals. According to the Resource-Based view, firms should constantly evaluate their workforce to ensure that they have the right people with the right skills in the right places to ensure sustained competitive advantage (Barney, 2001). When the contrary occurs, however, firms should make up for the shortfall by employing appropriate recruitment and selection criteria. The theory maintained that the major part of any firm's strength or weakness stems from the calibre of the people employed and the quality of their working relationships. To this end, Matimbwa and Ochumbo (2018) revealed that firms which recruit and retain exceptional individuals can achieve a human capital advantage. Hence this theory informs the study's recruitment variable.

2.3.3 Herzberg Two Factors Theory

This is a motivational theory developed by Fredrick Herzberg who conducted an intensive study on the experience and feelings of about 200 engineers and accountants in nine different companies in the United States of America concerning their previous jobs. The theorist found that there were two categories of needs essentially independent of each other affecting behavior in various ways. These are maintenance or hygiene factors and motivational factors. Hygiene Factors include several factors like company policy and administration, technical supervision, interpersonal relationships with peers and subordinates, salary, job security, personal life, working conditions and status. These aren't fundamental components

of a job, although they are connected to the circumstances in which a task is undertaken. They only serve to avert declines in worker performance spurred by work relations, but do not increase performance. To keep the level of employee satisfaction at a respectable level, several maintenance considerations are essential. Employee dissatisfaction will result from increases over this threshold as well as decreases below it.

Motivational factors are capable of positively impacting job satisfaction and often result in an increase in one's total output. These factors include achievement, recognition, advancement, work itself and possibility of growth and responsibility. Most of these factors are related to job content. Employee satisfaction will rise when these practices improve, any decline, nevertheless, won't have an impact on their degree of satisfaction or organisational efficacy. These elements raise workers' levels of satisfaction; therefore, they can be used to inspire them to perform more. Organizations, notably non-governmental organizations, have used the model (Prasad, 2015).

The theory informs human resource managers that for an employee to be motivated to perform better, there must be a combination of factors at play. These factors include promotion, career achievement, and recognition as well as extrinsic factors such as salary, medical benefits, transport benefits and working conditions. This theory informs the research on the motivation variable and its impact on organisational performance. The Herzberg two-factor theory illustrates motivation based on the provision of working tools, salaries, allowances, fair treatment, job security, and employee recognition as the variables.

Remarkably, the theory's applicability in this study is based on acknowledging the significance of employee motivation on organisational performance. However, Herzberg's Two-Factor Theory of motivation doesn't provide insight into the association between employee motivation and organisational performance specifically in Non-Governmental Organizations. The prime applicability of the theory for this study is Herzberg's Two Factors theory because it enabled the researcher to illustrate two variables namely; motivation and human resources planning.

2.4 Empirical Literature Review

2.4.1 The Effect of Human Resource Planning on Organisational Performance

Rana and Malik (2019) assessed the impact of human resource practices on organisational performance in Pakistani business organizations. Data was collected from employees of mobile telecommunication service providers operating in Pakistan through a questionnaire based on a 5-point Likert scale. Analysis of data was done using descriptive and inferential statistics. Results of the analysis showed that selection, training, compensation, performance appraisal and employee participation are not only significantly related to organisational performance but also positively related.

The variables the study focused on were selection, training, compensation, performance appraisal and employee participation which differs from the current study which centres specifically on non-governmental organizations with key variables such as human resources planning, recruitment, training and motivation.

Rana and Malik's (2019) study on human resource practices in Pakistani business organizations found a positive relationship between HR practices like selection, training, and performance appraisal and overall organizational performance. Similarly, Ahmad and Schroeder (2018) conducted a study on manufacturing firms, revealing that HR practices like employee training and involvement significantly improved operational performance. This contrasts with the current study's focus on NGOs, where variables like recruitment and motivation are examined.

Edeh (2020) conducted a study on the effects of human resource planning on organisational performance in the hospitality sector in Nigeria. The study employed a quantitative cross-sectional design where self-administered questionnaires were used to capture data from respondents. The respondents included managers, supervisors and front desk officers working in 15 selected hotels operating in Ebonyi state, Nigeria. Descriptive statistics were used to analyse participants' demographic characteristics while regression was used to analyse the hypotheses. Results revealed that human resource planning dimensions like adequate funding, competence, age, and cultural background have a positive significant effect on organisational performance. The current study was however conducted in Tanzania and the key human resource planning variables examined were the required number of employees, with the required skills, at the right time and place.

Stake (2018) conducted a study on the effects of human resource practises on the performance of the Vocational Education Training Authority (VETA) in Dar es Salaam and Morogoro in Tanzania. The practices examined in the study were human

resource planning, compensation policy as well as training and career development. The study employed an explanatory research design with a sample of 100 employees who were selected purposively and randomly. Data was collected using questionnaires and interviews. The study findings indicated that the human resource practises examined in the study have a positive relationship with VETA institutions' performance. This study differs from the current analysis about the different variables assessed, methodology and specific areas of focus.

2.4.2 The Effects of Recruitment on Organisational Performance

Okwoaba, Ikeje and Ofoma (2018) assessed the effect of recruitment and selection criteria on organisational performance in Nigeria using Fidelity Bank Plc, Lagos Nigeria as a case study. The study employed a quantitative research approach with an explanatory cross-sectional design. Data was collected using structured questionnaires. Descriptive and inferential statistics were used for data analysis. The study sample size was 130 respondents who were randomly picked. The study revealed that recruitment and selection criteria have a significant effect on organisational performance. The study had a narrow focus on recruitment as the only study variable while the current study examined recruitment and other human resource practices to determine the extent to which each variable contributes to organisational performance.

Contradicting these, Imran and Tanveer (2015) found in their research on public sector organizations that HR practices like compensation and performance management had a more substantial impact than recruitment or training on

organizational success, diverging from the findings in this study that highlighted recruitment as a key contributor to NGO performance. These contrasting findings underline the contextual differences across sectors and geographic locations, reinforcing the need for focused research on NGOs in Tanzania.

Amani (2021) conducted a study on the impact of recruitment and selection practices on the performance of Equity Bank in Nairobi Kenya. The study specifically focused on the effects of recruitment and selection practices on the organization's performance. Results revealed that overall organisational performance is high as an outcome of proper sourcing, attracting, and screening of employees. This study focused solely on recruitment and selection practices in banks while the current study explores the impact of multiple variables on organisational performance.

2.4.3 The Effect of staff Training on Organisational Performance

Hanaysha and Hussain (2018) examined the factors affecting employee motivation in higher learning institutions. The study aimed to examine the effect of employee empowerment, training and teamwork on employee motivation at Malaysian public universities. Data were obtained from participants using an online survey of a total of 242 academic and administrative staff at public universities in the northern region of Malaysia. For ease of data collection, a convenience sampling approach was adopted. The findings indicated that employee empowerment has a significant positive impact on employee motivation. The outcomes also showed that employee training and teamwork have significant positive effects on employee motivation. Manuel (2019) conducted a study on ''the effect of training & development and

employee engagement on perceived business performance in Pretoria". A quantitative approach was adopted and proved that both training & development and employee engagement have a positive result on perceived performance.

Cross and Daniel (2018) analysed the effects of training on organisational performance in three microfinance banks in Ghana. Data was collected from 304 respondents whose sample size was determined by using t h e Taro Yamane sample size determination technique through structured questionnaires. The data collected was subjected to both descriptive and inferential techniques to test formulated hypotheses.

The study showed that skills, knowledge and confidence in abilities gained through training have a significant effect on productivity. This study was done in the banking sector and not non-governmental organizations where the current study was carried out.

Samwel (2018) assessed the impact of employee training on the performance of drilling companies in the Geita, Shinyanga and Mara regions in Tanzania and provided concrete evidence of the contribution of employee training on the performance of drilling companies. The study comprised a sample size of 219 respondents selected using purposive and simple random sampling techniques. Data was collected using questionnaires administered to respondents. Data was analysed using descriptive statistics and results were presented in tables. The study results showed that employee training has a significant effect on the performance of drilling companies.

2.4.4 The Effect of Motivation on Organisational Performance

Iqbal, et al., (2019) investigated the impact of in-service training and motivation on job performance of Technical & Vocational Education. Using convenience sampling techniques, data was collected from TVET teachers in South Asia. The study employed a descriptive research design and used both primary and secondary data collection methods. The study used a sample of 245 respondents. Only questionnaires were used to collect primary data and analysed using Statistical Package for Social Science which presented study findings on charts and figures. The findings of this study revealed a significant impact of in-service training and motivation on job performance.

Khan et al. (2020) explored the relationship between HR practices and organizational performance in the healthcare sector. They found that while HR practices like recruitment and employee retention improved performance, motivation had a weaker effect. This finding is partly aligned with the current study, which suggests an insignificant positive relationship between motivation and NGO performance.

Mpume (2019) assessed the impact of employees' motivation on organisational performance in Igunga District Council Hospital". Questionnaires were used to collect primary data from 59 respondents whereas government circulars, standing orders, and other related health incentive packages available at Igunga District Council Hospital were used to collect secondary data. Data analysis was done using Statistical Package for Social Science and findings were presented on charts, figures and tables. The study revealed that employees of Igunga District Council Hospital

considered salary as the most important motivating factor regardless of the salary level.

2.5 Research Gap

Previous scholars such as Rana and Malik (2019) in Pakistan conducted a study on human resource management practices. Their study, however, focused on selection, compensation, performance appraisal and employee performance. This study focused on human resource planning, recruitment, training and motivation. Hanayasha and Hussein (2018) assessed the impact of employee empowerment, training and teamwork in higher learning institutions and not NGOs was the case in the proposed study. Edeh (2020) conducted a study in the hospitality sector with a focus on competence, age and cultural background. In addition, Okwoaba et al., (2018) assessed the effects of recruitment and selection criteria on the performance of Fidelity Bank. Literature therefore suggests that little empirical evidence is available on the contribution of human resource planning, recruitment; training and motivation to organisational performance, and the current study attempted to bridge this knowledge gap.

2.6 Conceptual Framework

A conceptual framework depicts the relationship between the independent and dependent variables. The conceptual framework for this study has been informed by three theories, namely; human capital theory, resource-based theory and Herzberg two two-factor theory. The variable of primary interest to this research is the dependent variable which involves organisational performance. Independent

variables used in an attempt to explain the variances are human resources planning, recruitment, training and motivation practices. Below is the conceptual framework of the current study which was developed from the reviewed literature.

Independent Variables   **Dependent Variable**
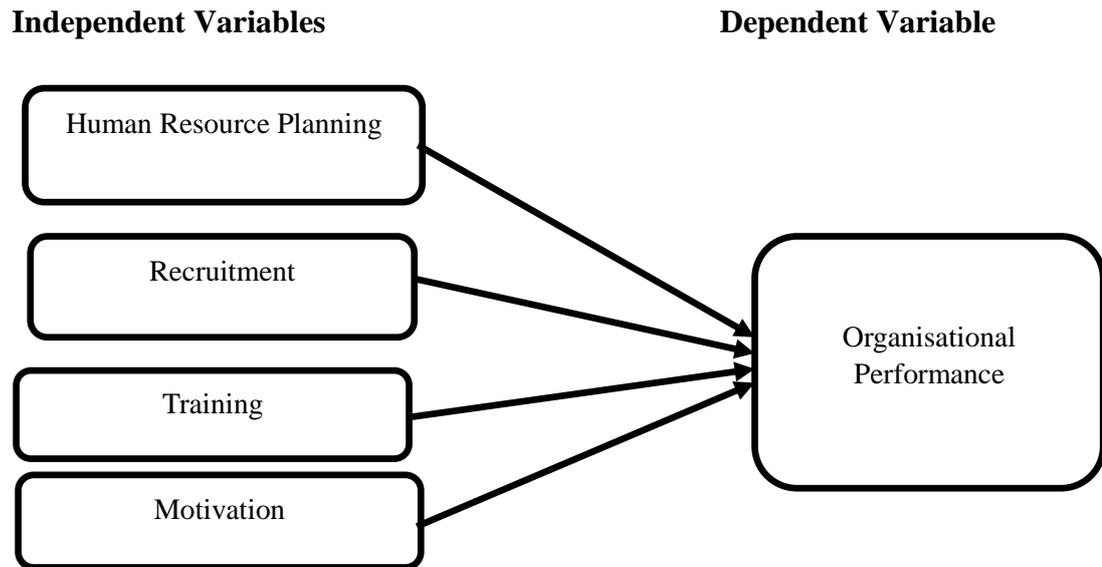
Figure 2.1 Conceptual Framework

Source: Researcher, (2023)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Chapter Overview

This chapter generally discusses the research design, approach, study area, population sample, data types and sources, measurement type, population and sampling design, data collection instruments and pilot testing. Other discussions include data collection methods, validity, reliability and ethical issues.

3.2 Research Philosophy

The philosophical foundation for this study was based on the positivism paradigm. The positivism paradigm was used owing to the adoption of a quantitative research method for this study to explain the causal effect of the relationship between human resource planning, recruitment, training and motivation on organisational performance. The positivist research paradigm states that knowledge is based on facts obtained from objective reality and stated numerically with explanatory predictive power and not on the subjective manner of an individual's opinion (Creswell & Plano Clark, 2011).

3.3 Research Approach

The study employed the quantitative research approach to test the hypothesis on the contribution of human resource management practises to organisational performance. According to Saunder et al. (2016), concepts are operationalized in quantitative techniques so that facts can be measured quantitatively. This approach is considered useful as it enabled the study to test the developed hypothesis on the influence of

human resources planning, recruitment, training and motivation on organisational performance in non-governmental organizations.

3.4 Research Design and Strategy

The study employed the explanatory cross research design to test the existence of relationships among variables and the validated model, which can be used to explain organisational performance. The study design explained the causal effects of relationships between variables. The study is cross sectional because data collection, analysis and interpretations done once. Saunders *et al.,* (2016) note that the explanatory research design is envisioned to assess the causal effects of relationships between variables as was also intended in the current study.

3.4.1 Area of the Study

The current study was conducted in five selected non-governmental organizations namely; TenMet, International Care and Aids Treatment Program (ICAP), BBC Media Action, Catholic Relief Services (CRS) and Save the Children located in Dar es Salaam. The reason behind the selection of these NGOs is that the National Council of NGOs Report (2022) documented that these NGOs had performed inadequately in most of the key performance indicator areas.

3.4.2 Population of the Study

According to Best (2007), a population is defined as any group of individuals who have one or more characteristics in common that are of interest to the researcher. The target populationfor the current study constituted 129 staff from TenMet, BBC

Media Action, International Care and Aids Treatment Program (Icap), Catholic

Relief Service (CRS) and Save the Children in Dar es Salaam as highlighted below;

Table 3.1: Population

NGOs	No of employees
TenMet	22
Icecap	45
Save the Children	28
CRS	18
BBC MA	16
Total	**129**

Source: NGOs reports

3.4.3 Sample Size

The study employed Krejcie and Morgan's (1970) table to determine the sample size.

A sample is a smaller group of subjects drawn from the population in which a

researcher is interested for purposes of concluding the universe or population

(Kothari, 2014). The sample was picked from across the five various NGOs on 15th

June 2023. The sample size of 98 respondents was determined using the following

formula adopted from Kothari (2014).

$$n = \frac{N}{1 + N.e^2} \ (1) = 97.54$$

3.4.4 Sampling Frame

The calculation of sample size per NGO was preceded by the establishment of a

general sample size that constitutes NGO employees from sampled NGOs (see

Section 3.4.3).

$Si= (BSi/BSt) * Gs$

Where:

$S_{i=}$ sample per NGO (i.e. number of employees sampled per NGO)

BSi = number of employees in the NGO that was used to prepare the sampling frame

BSt= total number of employees in all sampled NGOs (i.e., all NGO employees) = 129

G_s = General sample size obtained using a formula developed by Kothari, 2004 (see section 3.4.4) = 98 employees: the sample per NGO was obtained based on the proportion to size ratio.

Table 3.2: Sampling Frame

NGOs	No of employees	Sample size per NGO
TenMet	22	17
Icecap	45	34
Save the Children	28	21
CRS	18	14
BBC MA	16	12
Total	**129**	**98**

Source: NGOs reports

3.4.5 Sampling Techniques

There are two types of sampling design and these include probability sampling and non-probability sampling designs. In probability sampling, every individual has a known chance of being involved in a sample while in non-probability sampling, an individual's chance of being involved in a sample is uncertain. The simple random sampling technique was employed in this study because it enhances representation and reduces bias.

3.5 Data Collection

3.5.1 Primary Data

Primary data was collected using questionnaires, which were completed by employees of the five selected NGOs. Questionnaires were used to gather information regarding the contribution of human resource management practices to organisational performance.

3.6 Data Analysis

Data analysis refers to the process of assembling or reconstructing the data in a meaningful or comprehensive fashion (Saunder *et al,* 2012). Demographic data was analysed using descriptive statistics and presented as frequencies, percentages, mean and standard deviation to explain the demographic characteristics of the respondents.

3.6.1 Multiple Linear Regression

Inferential statistics, notably the multiple linear regression model, was used to determine the contribution of human resource management practices on organisational performance. This model is adopted for this particular study because of the consideration of several predictor variables namely; human resources planning, recruitment, training and motivation.

Organisational performance was the single dependent variable examined. The Linear multiple regression model was used to determine the relationship between human resource management functions (independent variables), and organisational performance (dependent variable).

$$Y = \beta0 + \beta1 humanresourcesplanning + \beta2 Recruitment + \beta3 Training + \beta4 Motivation + e$$

Y = Organisational Performance

β0 = a constant showing intercepts for the regression equation

β1- β4 = independent variables coefficients

X1-X4 = independent variables (Human Resources Planning, Recruitment, Motivation and Training)

e = error term

3.6.2 Assumptions of the Multiple Linear Regression

The Linear multiple regression model was used to determine the relationship between human resources management functions (independent variables), and organisational performance (dependent variable). Before running the linear multiple regression model, the following assumptions about the data were undertaken: sample size, multicollinearity, outliers, normality and linearity (Pallant, 2001).

Multicollinearity: refers to the relationship among independent variables and multicollinearity exists when independent variables are highly correlated (r=0.9 and above). All independent variables were subjected to correlation analysis and those that were highly correlated were excluded from further analysis.

Outliers: since multiple regression is very sensitive to outliers (very high or very low scores), the extreme scores for both independent and independent variables are checked as part of the initial data screening process. They were checked by the use of a scatterplot to identify data points that are out on their own, either very high or very

low, or away from the main cluster of points. Extreme outliers were checked to determine whether data was correctly entered. Decisions were then made to either remove or recode them down to a value that was not as extreme.

Normality: the residuals should be normally distributed about the predicted dependent variables (DV) scores. This was checked from the residuals scatterplots of which residuals are defined as the differences between the obtained and the predicted dependent variable (DV) scores (Pallant, 2001).

Linearity: the residuals should have a straight-line relationship with predicted DV scores (Pallant, 2001).

3.6.3 Variables and Measurement Procedures

Table: 3.3 Operationalization of Variables

CONSTRUCT	Number of variables	INDICATORS	Scale measurements	Source
Human Resources Planning	5	Required number of employees	Ordinal scale - 5-point Likert	Rana and Malik (2019); Edeh (2020); Cross and Daniel (2018); Mpume (2019)
		Recruited staff with the required skills	Ordinal scale - 5-point Likert	
		Employees are employed at the right time	Ordinal scale - 5-point Likert	
		Employees located in the right place	Ordinal scale - 5-point Likert	
		Inform strategic decision-making	Ordinal scale - 5-point Likert	
Recruitment	5	Skill	Ordinal scale - 5-point Likert	Ekwoaba, Ikoeje and Ufoma (2018) Cross and Daniel (2020)
		Experience	Ordinal scale-5 point Likert	
		Commitment	Ordinal Scale-5 point likert	
		Ethics	Ordinal Scale-5 point Likert	
		Hardworking spirit	Ordinal Scale-5 point Likert	
Training	5	Seminars	Ordinal Scale-5 point Likert	Samwel (2018) Amani (2021);
		Refresher training	Ordinal Scale-5 point Likert	
		Job enlargement	Ordinal scale-5 point Likert	
		Job enrichment	Ordinal Scale-5 point Likert	
		Job rotation	Ordinal Scale-5 point Likert	
Motivation	5	Working tools	Ordinal Scale-5 point Likert	Mpume, (2019) Cross and Daniel (2020); Staki (2018)
		Salaries, allowances	Ordinal Scale-5 point Likert	
		Treatments	Ordinal Scale-5 point Likert	
		Job security	Ordinal Scale-5 point Likert	
		Recognition	Ordinal Scale-5 point Likert	
Performance	3	Quality of service Meeting deadline Community support Donor/donation growth Annual raised fund	Ordinal scale-5 point Likert	Ekwoaba, Ikoeje and Ufoma (2015) Cross and Daniel (2020)

Source: Literature review

3.7 Validity

According to Borg and Gall (2009), validity is the degree to which a test measures what it's supposed to measure. In this research, a pre-testing pilot study was conducted by administering the questionnaires to a few respondents to ensure that they were carefully developed, and tested and their appropriateness and

generalization to the topic is validated by respondents. Moreover, the researcher measured the validity of the study using Kaiser-Meyer-Olkin (KMO) and Bartlett's Test of sphericity encrypted in the SPSS.

The current study's validity was determined using the SPSS the Kaiser-Meyer-Olkin (KMO) and Bartlett's Test of sphericity, as shown in Table 3.4 below. The Kaiser-Meyer-Olkin sample sufficiency index O, which compares the sizes of the observed correlation coefficients to the sizes of the partial correlation coefficients for the sum of analysis variables, was found to be 0.663 or 66.3 %, and it is reliable because it is greater than 0.5 or 50%, which is the cut-off.

Table 3.4 Validity

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.663
Bartlett's Test of Sphericity	Approx. Chi-Square	247.853
	df	210
	Sig.	.038

Source: Field data (2024)

3.8 Reliability

Reliability is a measure of the degree to which a research instrument yields consistent results on data after repeated trials (Mugenda, 1999). To ensure the reliability of the instruments, the questionnaires were double-checked by the researcher and supervisor. Additionally, the Cronbach's alpha formula was used to test reliability. Cronbach's alpha formula ($r\alpha$ = () (1); where σ^2 = variance of one test item. Other variables were identical to the KR-20 formula with an acceptable value

of 0.7, which supports that the results of the study are reliable. The study's reliability

as determined using Cronbach's alpha formula ($r\alpha = (\frac{k}{k-1})(1 - \frac{\Sigma\sigma}{\sigma})$; Where $\sigma^2 =$
variance of one test item. Other variables are identical to the KR-20 formula.
Reliability Statistics show the value of the coefficient alpha or Cronbach's alpha for
all the four factors were above the cut-off points hence suggesting that their values
for the internal consequence of the conceptual construction of the investigated scale
are reliable. Refer to Table 3.5.

Table 3.5 Reliability Statistics

Variable	Number of items	Croncbach's Alpha
Human Resources Planning	5	0.643
Recruitment	5	0.732
Training	5	0.631
Motivation	5	0.873

Source: Field data (2024)

3.9 Ethical Considerations

Ethical consideration is an integral part of research, and cannot be avoided. The
major ethical considerations included voluntary participation, and the right to privacy
for respondents as their names were not disclosed, and respondents were not forced
to participate in the current study. Anonymity and confidentiality were also ensured.
Observation of research ethics helps to protect the rights of the research participants,
develop a sense of trust with them, and promote the integrity of the research as was
intended in the current study. According to Creswell, (2009), research participants
must be informed before they are approached for data collection. To comply with
this, the respondents were informed before data collection using consent letters.

Consent letters contained important information about this particular research and the importance of respondent's participation in the study. The aim was to seek their consent, ensure voluntary participation and provision of information, as well as give respondents free room to withdraw their participation at any time if deemed necessary. The researcher also observed confidentiality since the names of the respondents were kept anonymous during the entire course of the study. This reduced the possibility of the participants being recognized.

CHAPTER FOUR

FINDINGS AND DISCUSSION

4.1 Overview

This chapter presents findings on the impact of human resource management practises on the performance of non-governmental organisations in Tanzania's capital Dar es Salaam. The study's particular aims were to investigate the role of human resource planning, personnel recruitment, training, and motivation in non-governmental organisation performance. The study's principal findings were presented in tables and figures. The chapter begins with an overview of respondents' demographic characteristics.

4.2 Sample Description

Five demographic variables were involved namely gender, age, marital status, work experience and education levels. A total of 98 (100%) respondents filled out the questionnaires for the study and as illustrated in Table 4.1, 51 (52.8%) were male while 47 (48.0%) were female. The findings show that male employees outnumber female employees in Dar es Salaam Non-Governmental Organisations. This could be attributed to the relatively lower number of educated women in comparison to their male counterparts across Tanzania. Alasana (2020) similarly revealed that female employees perceive gender biases even in organisations that attest to equal employment opportunities, which potentially explains the fewer female employees in NGOs. NGOs must therefore adopt a gender policy that will promote equal employment opportunities for all, as stipulated in the Employment and Labour Relations Act of 2004.

The study findings show that 35(35.7%) respondents were aged 20 to 29 years. 33 (33.7%) respondents were aged 30 to 39 years. 33(33.7%) were aged 40 to 49 years, and 7(7.1%) respondents were above 50 years of age. According to the statistics, all age groups were considered during the selection process in Non-Governmental Organisations. However, the bulk of employees were between the ages of 20 and 29. This suggests that the age group of 20 to 29 years is the most productive and accessible to the labour market. Although many institutions prefer this age group, however, such personnel are hardest to retain because they are ambitious and opportunistic. It is therefore beneficial for Non-Governmental Organisations to establish retention measures for this active group because they are young, active and can endure working hours.

Matimbwa and Ochumbo (2019) also observed that youthful workers seek shortcuts, and simple solutions without regard for job quality or correctness. It has also been documented that older employees stay longer at a single organisation, whereas younger workers frequently transfer from company to company in search of better opportunities. This is consistent with Marwa's (2016) study, which contends that job hopping is typical of young employees in the labour market, and this may culminate in insecurity among an organization's employees.

The study discovered that 25 (25.5%) of employees were single, 59 (60.2%) were married, 8 (8.2%) were divorced, and the remaining 6 (6.1%) were separated from their spouses or partners. According to these statistics, the majority of respondents were married. The findings indicate that all marital statuses were taken into account

during the data collection process. According to Suandi et al. (2014), married employees are less likely than single employees to quit their positions and are more likely to become job-locked. According to Golafruz (2002), job satisfaction among singles was higher than among those who are married, and workers with higher pay were more satisfied than those with a lower wage.

Results reveal that the highest percentage (55.1%) of NGO employees hold bachelor's degrees, followed by 38 (38.8%) of the respondents holding technical education, 4 (4.1%) holding secondary education, and 1 (1.0%) holding primary education. The study further revealed that most NGOs in Dar es Salaam have employees of various levels of education qualifications and education level is a strong predictor of organisational performance. Matimbwa and Masue (2021) also found a positive significant relationship between education level and organisational performance.

Similar study findings were obtained by Khodakarami, (2018), who observed that developing employees in terms of skills and knowledge play a crucial role in improving organisational performance. These programs demonstrate an organization's commitment to employee development and growth, fostering a sense of loyalty and attachment among staff members. Through financial support and flexibility in work schedules, NGOs enable their employees to pursue higher education or specialized training. This investment not only enhances employees' knowledge and skills but also increases their job satisfaction and morale, thus improving overall organisational performance.

Table 4.1 indicates that 35(35.7%) respondents had 0-5 years of work experience, followed by 32(32.7%) with 6-10 years of experience. Additionally, 26(26.5%) respondents had 11 to 15 years of experience while 5(5.1%) had more than 16 years of work experience. As depicted, a comparatively substantial share of employees has worked for less than five years on average. According to Sorensen (2008), employees with more experience are more familiar with their job obligations than those with less experience. Employees with more work experience are more satisfied with their careers than those with less work experience, and their work experience has a beneficial impact on organisational performance.

Table 4.1 Sample Characteristics

Gender of Respondents	Frequency	Per cent
Male	51	52.0
Female	47	48.0
Total	98	100.0
Respondents Age	**Frequency**	**Per cent**
20 – 29	35	35.7
30 – 39	33	33.7
40 – 49	33	33.7
50 +	7	7.1
Total	98	100.0
Marital Status	**Frequency**	**Per cent**
Single	25	25.5
Married	59	60.2
Divorce	8	8.2
Separated	6	6.1
Total	98	100.0
Education levels	**Frequency**	**Per cent**
Primary education	1	1.0
Secondary education	4	4.1
Technical education	38	38.8
University education	55	56.1
Total	98	100.0
Work Experience	**Frequency**	**Per cent**
0-5 years	35	35.7
6-10 years	32	32.7
10-15 years	26	26.5
16 and above	5	5.1
Total	98	100.0

Source: Field data (2023)

4.3 Descriptive Statistics Results

Four independent variables were analyzed. The descriptive included Minimum, maximum, mean and standard deviations were analyzed. The independent variables analyzed were human resources planning, recruitment, training and motivation, dependent variable analysed was Organisational Performance.

4.3.1 Human Resource Planning

Descriptive statistics (mean, standard deviation, minimum, and maximum scores) were computed on the impact of human resources planning on the performance of non-organizations (Table 4.2) as shown, values less than three (3) indicate disagreement, three (3) indicate neither agreement nor disagreement and all values above three (3) indicate agreement with the statement. According to the results in Table 4.2, human resource planning enabled organisations to have the required number of employees (M = 4.26, SD = 0.562). Similar results were obtained by Becker and Huselid (2019) found that effective human resource planning aligns an organization's workforce with its strategic goals, improving recruitment and timely placement of qualified employees.

Recruit staff with the appropriate qualifications (mean score of 4.33, SD = 0.770)

Enhance employee recruitment at the appropriate time (M = 3.94, SD = 0.774). Human resource planning to improve employee location or placement had a (M= 4.05, SD = 0.544), and human resource planning to inform management on strategic decisions had (M = 4.21, SD = 0.613). With findings also Kiruja and Mukuru (2018) contradict the idea that human resource planning is consistently effective. Their study on Kenyan NGOs highlighted that planning often fell short due to poor data management and forecasting, leading to staff shortages and misallocation of skills, suggesting potential pitfalls in strategic HR planning.

These findings demonstrate that human resource planning enables non-governmental organisations to have the necessary number of personnel with the right credentials at

the appropriate time and location. The findings further imply that human resources planning enhances managerial strategic decision-making. Delery and Roumpi (2017) emphasize that while human resource planning can help inform strategic decisions (M = 4.21, SD = 0.613), it is essential that this planning is aligned with organizational goals and updated regularly to respond to changing conditions. Failure to do so, they argue, diminishes its effectiveness. Huselid (2019) supported the view that organizations with structured HR planning see significant improvements in their recruitment and strategic placement of employees, as indicated by the high mean scores in recruitment planning in your findings.

Table 4.2 Human Resource Planning

	Min	Max	Mean	Std Dev
Human Resources planning has enabled our organization to have the required number of employees	1	5	4.26	0.562
Human Resources Planning has enabled our organization to recruit staff with the right qualifications	1	5	4.33	0.770
Human Resources Planning has enhanced the prompt recruitment of employees	1	5	3.94	0.744
Human Resources Planning ensures the appropriate placement of employees	1	5	4.05	0.544
Human Resources Planning informs managerial strategic decisions	1	5	4,21	0.613

Source: Field Data (2023)

4.3.2 Descriptive Statistics on the effect of Recruitment on Organizational Performance

Descriptive statistics (mean, standard deviation, minimum, and maximum scores) were computed on the effect of recruitment on the performance of non-organizations

(Table 4.3). According to the results, recruitment enabled the organisation to secure skilled employees with (M = 4.44, SD = 0.610). Experienced employees with (M = 4.41, SD = 0.623) committed staff with (M = 3.33, SD = 1.033) ethical staff with (M = 3.43, SD = 0.885) and hardworking staff with (M = 3.80 SD = 0.812). Gupta and Kumar (2020) affirm the positive impact of recruitment on organizational performance, highlighting that securing skilled and experienced employees enhances overall productivity. They found that selecting the right talent is crucial for maintaining competitive advantage and workforce stability.

Table 4.3 The effect of recruitment on organizational performance

	Mean	Std. Deviation
Recruitment has enabled our organization to have skilled employees	4.44	0.610
Recruitment has enabled our organization to get experienced employees	4.41	0.623
Recruitment has enabled our organization to get committed staff	3.33	1.033
Recruitment has enabled our organization to get ethical staff	3.43	0.885
Recruitment has enabled our organization to have hardworking staff	3.80	0.812

Source: Field data (2023)

4.3.3 Descriptive Statistics on the Impact of Staff training on the Performance

Descriptive statistics (mean, standard deviation, minimum, and maximum scores) were computed on the impact of training on the performance of non-organizations (Table 4.4) shows. The results show that employers organise seminars for all employees, with M = 4.27, SD = 0.566), refresher training to update skills with M = 4.20, SD = 0.625), newly recruited staff undergo orientation training at our NGO (M

= 4.47, SD = 0.502) followed by job enrichment is used to empower junior staff (M= 4.28, SD = 0.670) lastly job rotation is used to acquaint employees with organizational activities (M = 3.00, SD = 0.931. According to the findings of the study, orientation and job enrichment are always undertaken to provide employees with the knowledge and skills they need to function effectively.

Table 4.4 The Effect of Staff Training on Organizational Performance

	Mean	Std. Deviation
Our employer organizes seminars for staff	4.27	0.566
refresher training to update skills	4.20	0.625
Newly recruited staff undergo orientation training at our NGO	4.47	0.502
Job enrichment is used to empower junior staff	4.28	0.670
Job rotation is used to acquaint employees with organizational activities	3.00	0.931

Source: Field data (2023)

4.3.4 Descriptive Statistics on the Impact of Staff Motivation on Organizational Performance

Descriptive statistics (mean, standard deviation, minimum, and maximum scores) were computed on the impact of training on the performance of non-organizations (Table 4.5) as shown, The results suggest that NGO employees in Dar es Salaam have enough working tools as evidenced by (M = 4.53, SD = 0.522) which is higher than the cut-off point of 3.00. The survey also found that employee remuneration is insufficient since the (M = 2.22, SD = 0.601) which is lower than the average point of 3.00. The study also indicated that top management provides fair treatment, with a (M = 4.15, 0.525) job security is excellent, with (M = 2.64, SD = 0.987) and reward and recognition have a (M = 3.31, SD 0.978). These research findings imply that

there are enough working tools, fair treatment, recognition, and rewards in NGOs, although there is a challenge of employee compensation and job insecurity.

Table 4.5 The Effect of Staff Motivation on Organizational Performance

	Mean	Std. Dev
We have enough working tools in our organization	4.53	0.522
The compensation provided by the employer is fair	2.22	0.601
Employees are fairly treated by our top management	4.15	0.525
My job is highly secure	2.64	0.987
My employer rewards and recognizes excellent employee performance	3.31	0.978

Source: Field data (2023)

4.4 Multivariate Analysis

4.4.1 Model Summary

The model summary in Table 4.6 shows the strength of the relationship between the model and performance. The R-squares provided in Table 4.6 indicate the goodness-of-fit of the regression model applied to assess the relationship between human resources management practices and organizational performance in non-governmental organizations (NGOs) in Dar es Salaam. The R-square (R^2) value of 0.533 suggests that approximately 53.3% of the variation in organizational performance can be explained by the predictor variables included in the model, namely MOT (likely motivation), HRP (human resource planning), REC (recruitment), and STR (staff training). This indicates a moderate level of explanatory power, implying that these human resources management practices collectively contribute significantly to understanding organizational performance among NGOs in Tanzania.

Table 4.6 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.579[a]	.533	.519	1.62238

a. Predictors: (Constant), MOT, HRP, REC, ST

Furthermore, the use of p-value in the ANOVA output determined whether the differences between some of the means are statistically significant. P-value has been used to measure the significance of observational data, after identification of an apparent relationship between two variables. Table 4.10 shows with a p-value of 0.00, there is a significant influence of human resources planning, recruitment, staff training and motivation on the performance of Non-Governmental Organizations.

Table 4.7 ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	123.714	4	30.928	11.750	.000[b]
	Residual	244.786	93	2.632		
	Total	368.500	97			

a. Dependent Variable: Organization Performance

b. Predictors: (Constant), Motivation, Human Resources Planning, Recruitment, Staff training

In addition, the regression analysis output confirmed that there is a significant positive correlation between Recruitment and organisational performance, as evidenced by the p-value of 0.000. Staff Training has a positive and significant relationship with organisational performance with a p-value of 0.016, which is less than the 0.05 recommended threshold. The regression analysis output confirmed that

there is an insignificant positive relationship between human resources planning and motivation on organisational performance.

Table 4.8 Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	7.262	2.403		3.023	.003
	HRP	.085	.111	.079	.769	.434
	REC	.266	.071	.346	3.743	.000
	STR	.294	.120	.274	2.459	.016
	MOT	.175	.099	.173	1.773	.080

Dependent Variable: ORP

highlighted red means not significant

4.5 Outliers, Normality, Collinearity and Homoscedasticity

4.5.1 Collinearity Statistics

The tabulated data in Table 4.9 provides insights into the Variance Inflation Factor (VIF) Collinearity Statistics for the individual study variables, which measures multicollinearity among variables. Elevated VIF values indicate significant multicollinearity, potentially leading to unreliable regression coefficient estimates (Hair et al., 2021). However, in this research, all variables exhibit VIF values below the critical threshold of 5, suggesting the absence of noteworthy multicollinearity and ensuring the reliability of regression coefficients (Hair et al., 2021).

Assessing Collinearity Statistics (VIF) is pivotal for evaluating the robustness and consistency of the regression model utilized. Unstable coefficient estimates due to multicollinearity can jeopardize the model's predictive accuracy. In this study, the

observed minimal VIF values imply a robust regression model capable of generating accurate forecasts, aligning with the research objectives (Hair et al., 2021). Insights derived from VIF analysis are instrumental in determining the regression model's suitability for elucidating variable relationships.

Table 4.8 further elaborates on Collinearity Statistics (VIF) for each variable, delineating both outer and inner VIF values. Notably, variables across different constructs exhibit VIF values below the critical threshold, indicating low multicollinearity. For instance, in the " Recruitment " construct, all RE variables demonstrate VIF values within acceptable limits, ensuring stable regression coefficient estimates. Similar patterns are observed across other constructs, underscoring the reliability and stability of the regression model (Hair et al., 2021). The meticulous examination of VIF values enhances confidence in the model's predictive capabilities and its ability to elucidate complex variable relationships.

Table 4.9: Collinearity Statistics (VIF)

Variable	Latent Variables	Outer VIF Values	Inner VIF Values
Human Resources Planning	P1	2.938	
	P2	2.937	
	P3	3.968	
	P4	3.803	
	P5	3.068	
Recruitment	RE1	3.133	
	RE2	3.131	1.378
	RE3	3.560	
	RE4	4.658	
	RE5	4.062	
Training	TR1	1.049	
	TR2	2.507	
	TR3	2.741	1.650
	TR4	2.443	
	TR5	2.576	
Motivation	MO1	2.625	
	MO2	2.440	
	MO3	2.795	
	MO4	2.114	1.851
	MO5	3.114	
	PER1	1.672	
	PER2	1.748	
	PER3	1.228	1.134
	PER4	1.325	
Performance	PER5	1.514	

Source: Field Data (2023)

Figure 4.1 Scatter Plot for Organization Performance
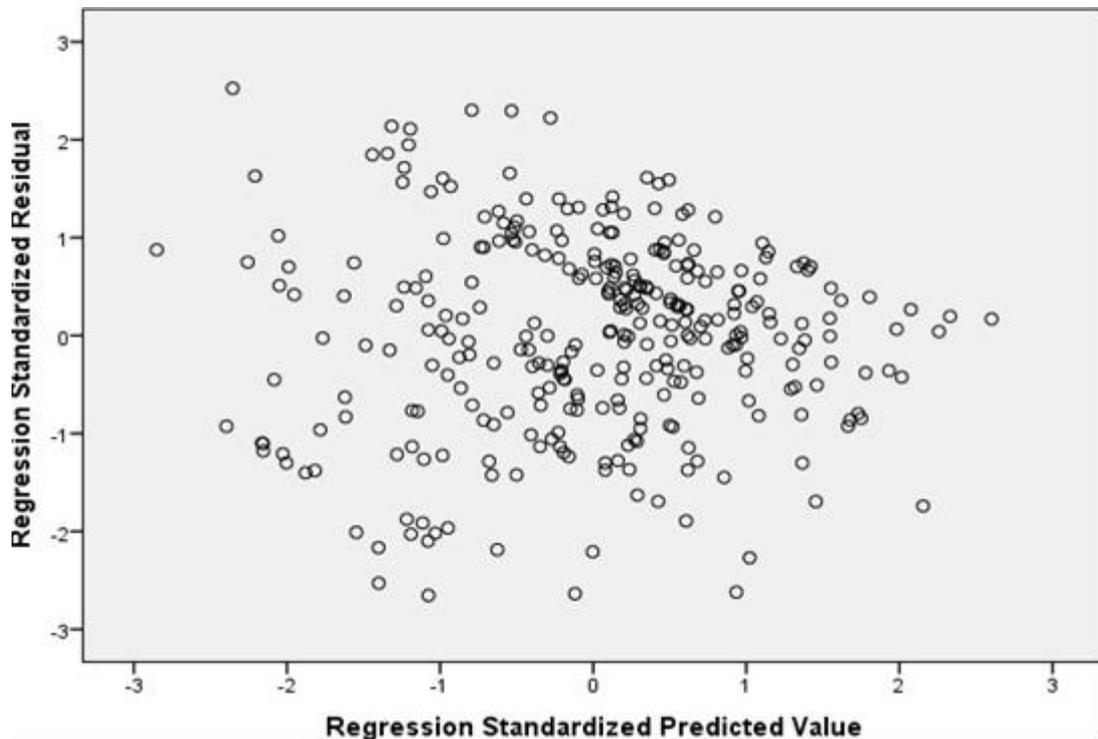
Outliers: Since multiple regression is very sensitive to outliers (very high or very low scores), the extreme scores for both independent and independent variables were checked as part of the initial data screening process. This was done using a scatterplot to identify data points that were out on their own, either very high or very low, or away from the main cluster of points. Extreme outliers were checked to ensure accurate data entry. Decisions were then made to either remove or recode them to a value that was not as extreme. The scatter plot is a good way to check whether homoscedasticity (that is the error terms along the regression line are equal) is given. It is plotted by using the standardized residuals versus the predicted Y values to show whether points are equally distributed across all values of the independent variables or not. In this study objective, the homoscedasticity was checked by the scatter plot of z*pred and z*presid as indicated in Figure 4.1.

Normality: Residuals were regularly distributed about the anticipated dependent variable (DV) scores. This was verified using the residuals scatter plots, where residuals were defined as the discrepancies between the scores for the dependent variable (DV) that were obtained and those that were anticipated (Pallant, 2001). More importantly, the multiple linear regression models require that the error between observed and predicted values (i.e., the residuals of the regression) should be normally distributed. This assumption was best checked graphically by plotting standardized residual values on a histogram with a fitted normal curve or by reviewing a Q-Q-Plot or P-P-Plot in conjunction with statistical tests, skewness and kurtosis tests as well. Figure 4.2 indicates the graphical checking of normality using a histogram and P-P-Plot of regression standardized residual.
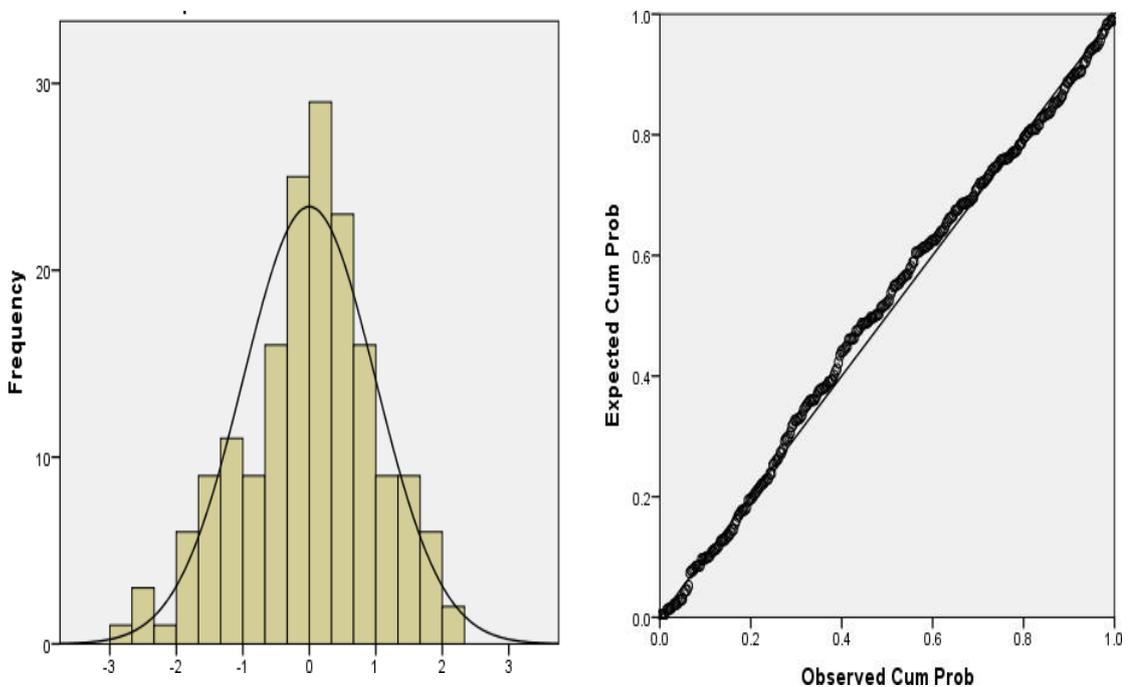
Figure 4.2: Histogram and Normal P-P Plot

The visual results in both the histogram and P-P plot indicate that data is concentrated on the centre but is a bit skewed on the left with the scatter plot indicating a positive gradient. The normality distribution of the data has also been checked by statistical tests with a goodness of fit test by using the Kolmogorov-Smirnov test (K-S) and Shapiro-Wilk test(S-W). Therefore, Table 4.7 below presents the results from two well-known tests of normality, namely the Kolmogorov-Smirnov and the Shapiro-Wilk tests for normality distribution of the study sample population. For both tests, the *p*-value is greater than 0.05 so we would accept the null hypothesis that the data come from a normally-distributed population.

Table 4.10: Statistical Tests of Normality

Kolmogorov-Smirnov[a]				Shapiro-Wilk test		
	Statistic	df	Sig.	Statistic	df	**Sig.**
Standardized Residual	0.063	219	0.090	0.988	219	**0.142**

Source: Researcher, 2023

The study also carried out normality analysis to check the distribution of data as indicated in the descriptive Table 4.8 According to Kline (2005), a distribution is said to be normal when the values of skewness and kurtosis are equal to zero. However, there is a specified range for data to be approximately normally distributed to guarantee the analysis. Thus, for the data to be univariate normally distributed, skewness must be less than 3 or greater than -3 and kurtosis must be less than 10.0.

Table 4.11: Skewness and Kurtosis

n	Skewness		Kurtosis	
Statistic	Statistics	Std. Error	Statistics	Std. Error
213	-2.578	0.154	8.310	0.318

Source: Researcher, (2023)

4.6 Discussion of the Findings

4.6.1 The Impact of Human Resource Planning on the Performance

Regarding the impact of Human Resources Planning on Organization Performance, the study demonstrates that human resource planning enables non-governmental organisations to have the necessary number of personnel with the right credentials at the appropriate time and location. The findings further imply that human resources planning enhances managerial strategic decision-making.

Human resources planning allows organizations to better maintain and target the right kind of talent to employ, having the right technical and soft skills to optimize their function within the company. It also allows managers to better train the workforce and help them develop the required skills. Through human resources planning, the future needs of an organization can be anticipated, thus ensuring that employees possess the essential skills to satisfy customers' demands and achieve organisational goals. Rana and Malik (2019) discovered in Pakistani corporate organisations that human resource planning enables them to have an adequate number of employees, at the right time and place. Furthermore, the study found that human resource planning guided management in precise decision-making in terms of retaining or employing excellent candidates. A good human resource planning

procedure indeed determines the sufficiency of available manpower in an organisation. It is proven that poor human resource planning results in either a labour deficit or a labour surplus in the organisation, resulting in significant disasters. Similarly, Edeh (2020) found that human resource planning attributes such as proper funding, competence, age, and cultural background have a positive significant effect on organisational performance in Nigeria.

Furthermore, production increases when human resources are deployed as efficiently as possible. Productivity is increased by good employee placement, which is having the right personnel with the right skills and knowledge in the right place at the right time. Indeed, human resource planning guarantees that personnel and occupations are a good fit while preventing manpower surpluses or shortages. It enables businesses to plan ahead of time to ensure a consistent supply of skilled staff.

Staki (2018) similarly found that human resource practises have a positive relationship with the performance of VETA institutions in Tanzania. The author further observes that Human Resources Planning is required to achieve the goals of estimating potential human resource requirements, navigating changing organisational requirements while keeping drastic technological changes in consideration, making full use of the organization's existing and potential workforce, and employee career planning.

4.6.2 The Effect of Recruitment on Organisational Performance

On the effects of recruitment on organization performance, the findings indicate that recruitment enabled selected organizations to have experienced, committed, ethical,

and industrious employees, which improved the organization's performance. This is because an employee who is skilled and knowledgeable develops an understanding of work duties and how to effectively perform daily job tasks. When an employee has an adequate skill set, they are better equipped to plan each day's activities to meet performance targets. Farid and Taher (2021) confirmed similar findings, stating that recruitment enables businesses to have skilled and experienced employees who can perform efficiently. According to the study, employees' competency is one of the primary factors of organisational achievement, and employees' abilities and experience can be improved if they have the necessary knowledge and skills for the job at hand.

Furthermore, job experience enables employees to apply their skills and knowledge, resulting in improved organisational performance (Quinones et al., 2021). These findings imply that relevant work experience matters in the functioning of non-governmental organizations because it prepares personnel for more senior and advanced jobs, reduces training expenses, and allows employees to achieve their career goals. Another advantage of work experience is that it allows employees to build a professional network that will help them advance their careers in the future, as some qualifications require a certain number of years of experience. Work experience also increases confidence in jobs, which saves time and increases efficiency.

According to the report, recruitment results in the hiring of dedicated employees, allowing organisations to fulfil their goals. Concerning commitment, which is the

state or trait of being dedicated to a cause or action, the study findings indicate that committed personnel outperform uncommitted ones. Commitment, on the other hand, is achieved by recruiting qualified people, treating employees fairly and maintaining trust, increasing payments and rewards, encouraging work-life balance, maintaining promotions, and establishing healthy relationships among colleagues and managers (Matimbwa and Masue, 2019).

Furthermore, research findings show that ethical employees are hired through recruitment. Taher (2002) discovered that ethics has a positive and significant influence on organisational success. Prasad and Adhikari (2021) found similar results and argued that ethical behaviour is a key predictor of organisational effectiveness. According to the study, organisational success is determined by the alignment of values between employees and the organisation. Aside from respect, other essential values of organisations include recognition, engagement, and a strong culture. Respectful treatment boosted individuals' perceptions of being welcomed or accepted as members of a group.

Furthermore, the study found that the majority of respondents recognised that recruitment had contributed to having a hardworking team who contributed to the organization's performance. The spirit of hard work is the amount of effort that employees or workers are required to put forth to fulfil specified targets and achieve organisational goals. Sutant and Kurniawan (2016) backed up this finding by stating that diligence promotes efficiency and effectiveness, which leads to increased productivity in both the public and business industries. There is a cordial

relationship between management and employees with well-established work ethics. Employees also develop experience through hard work, which allows them to make numerous novel discoveries. This experience also teaches employees how to reflect critically to address key obstacles and succeed. There is no shortcut to success thus the only way to achieve it is via diligent work, discipline, dedication, and determination.

As evidenced by descriptive findings, recruiting skilled, experienced, committed, hardworking, and ethical employees is imperative to organisational performance. These findings are also supported by Hanafi and Ibrahim (2018) who examined the impact of recruitment and selection on Service Performance and discovered that employees' educational attainment is positively associated with their competencies in terms of creativity and problem-solving ability.

4.6.3 The Impact of Staff Training on the Performance

On the influence of staff training on the performance of non-governmental organisations, the study revealed that orientation and job enrichment are always undertaken to provide employees with the knowledge and skills they need to function effectively. According to these findings, Non-Governmental Organisations in Dar es Salaam provide seminars, refresher training, job rotation, and employment enrichment. Employee training in the form of seminars, workshops, job rotation, and job enrichment addresses frequently encountered challenges or issues that business professionals experience daily. Participants can contribute their insights and ideas on how to tackle the situation, which can provide a new viewpoint while dealing with

the issue. Seminars allow participants to engage with experts in their industry, which boosts confidence and results in higher performance.

These findings are consistent with those of Hannai and Pallangyo (2020), who stated that seminars are used by many organisations to provide staff with the skills and information needed to function effectively. Employees learn new things in their professions, stay up to date on current developments in their area, gain inspiration from success stories, meet prospective clients, receive new ideas and solutions, get certified, or learn new skills.

The study findings are consistent with the findings of Matimbwa and Ochumbo (2019), who reported a positive relationship between refresher training and performance, because employee training increases efficiency, reduces mistakes, increases employees' knowledge base, promotes employee excellence and equality, enhances safety and compliance among employees, costs savings, increased pool of talents, and increases employee self-confidence and empowerment.

Similarly, prior researchers such as Farid and Taher (2021) stated that employee job enrichment and rotation broaden their range of accomplishments and ensure skill development. This results in more fascinating work, and greater diversity, challenge and depth to employees' daily tasks. Job enrichment provides employees with additional independence and responsibility, which increases morale, dedication, and performance.

Furthermore, workplace enrichment and rotation as human resource practices eliminate boredom, allow employees to learn a range of skills, and aid in career progression by providing greater autonomy, accountability, and responsibility. Nguso (2019) found similar results, reporting that job enrichment contributed positively to improving employee performance and job satisfaction. This is because it enhances distinct abilities among employees, resulting in greater performance.

Furthermore, Hanaysha and Hussain (2018) observed that work rotation equips employees with new skills and information, prevents weariness, broadens staff perspectives on the task, enhances staff morale, and lowers turnover intentions. According to the study's findings, job rotation improves performance because it advances employee knowledge of company operations, reduces boredom among employees, increases employee innovation, defines employee innovation, recognises employees' interests and skills in new areas, reduces physical strain on employees, and increases productivity.

4.6.4 The Impact of Staff Motivation on Organisational Performance

The influence of staff motivation on the performance of non-governmental organisations' findings indicated that there are enough working tools, fair treatment, recognition, and rewards in NGOs, although there is a challenge of employee compensation and job insecurity. Ryu and Jinnai (2020) agree that having the correct tools for the job allows employees to work more efficiently. These findings demonstrate that providing employees with the tools they need to accomplish their jobs can increase their productivity, but it may also impair their job satisfaction.

The findings are consistent with Mehrez and Bakri's (2019) discovery that money motivates employees. The remuneration paid by an employer can have a significant impact on employee performance since the level of appreciation employees perceive has a direct impact on their overall performance. Furthermore, if a worker is satisfied with his wage and benefits, he is more likely to perform to his full capacity. A person who earns a high salary and allowance is motivated to perform better to please his employer and retain their rewarding job.

The study also indicated that employees are quite comfortable with how their leaders treat them. This is critical because fair workplace treatment ensures that employees' rights are respected and that each employee receives individualised treatment. When it comes to promotions, wage increases, or additional opportunities based on job performance, every employee needs to be treated equally at work in terms of respect, and equality. Matimbwa and Ochumbo (2019) discovered that fairness can be a coping resource for employees who are exposed to stressors, for example, employees may be less negatively affected by high workload if the supervisor assigns tasks equally among employees as opposed to a supervisor who does not.

According to the report, the main issues for NGO employees in Dar es Salaam are salary and job security. Competitive and fair compensation is indeed a fundamental starting point in most strategies to attract and retain good employees, particularly those who showcase outstanding performance or a unique skill that is required by the organisation. This is because the company invests more money in their training and orientation. Compensation has a substantial impact on job satisfaction, which

improves employee performance. This is attributable to two factors first, money is a primary instrument for acquiring one's necessities; and second, employees frequently perceive pay as a reflection of management's interest in them. Therefore, employees desire a pay structure that is straightforward, fair, and consistent with their expectations. Satisfaction is more likely to occur when pay is perceived as fair, based on job requirements, individual skill level, and community pay standards.

Job security refers to the likelihood that an individual will keep their employment; a job with a high level of security means that the person who holds the position has a low possibility of losing it. According to Mahmood et al. (2019), job security often results in a more relaxed atmosphere in the workplace, which increases employee engagement. More satisfied employees are less likely to leave their jobs. Stable employment boosts employee efficiency and production. Reward and recognition programmes are the most important aspect of maintaining employees' self-esteem and passion.

An organisation with plenty of opportunities for advancement motivates employees to work to their full capacity since they have a clear goal to strive for. A lack of these possibilities might cause employees to feel trapped in their roles, resulting in declines in motivation and productivity. When businesses integrate a valued employee into long-term business goals, employees have a cause to feel valued and, as a result, a goal to strive for. Recognising employees for their efforts through promotions is another excellent approach to motivating a team. If performance issues, whether positive or negative, are not addressed, there is no possibility for improvement.

According to Mendez (2017), one of the functions of managers is to successfully encourage employees and influence their behaviour to achieve organisational efficiency. According to Andrew (2004), all employees' engagement is predicated on rewards and recognition. According to Mwita et al. (2018), the prosperity and survival of organisations are influenced by how human resources are treated. Most organisations have made significant success by completely complying with their business strategy through well-balanced employee reward and recognition programmes.

According to Musa and Bala (2018), effective employee recognition can boost their motivation and productivity, resulting in improved organisational performance. The entire success of an organisation depends on how it keeps its personnel motivated and how it evaluates employee performance for job remuneration.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Chapter Overview

This chapter presents the conclusions and recommendations regarding the contribution of human resources management practices to the performance of non-governmental organizations in Dar es Salaam Tanzania. Conclusions were drawn on the impact of human resource planning on the performance of non-governmental organizations in Dar es Salaam; the effect of recruitment on the performance of non-governmental organizations in Dar es Salaam; the impact of staff training on the performance of non-governmental organizations in Dar es Salaam; and the impact of staff motivation on the performance of non-governmental organizations in Dar es Salaam. The chapter winds up with recommendations for policy action and areas for further studies.

5.2 Summary

The current study assessed the contribution of human resources management practices to the performance of non-governmental organizations in Tanzaia's capital of Dar es Salaam Tanzania. Specifically, the study determined the impact of human resource planning, recruitment, staff training and motivation on the performance of selected non-governmental organizations in Dar es Salaam. The quantitative research approach and the explanatory cross-sectional research design were used to determine the existence of relationships among variables and the validated model, which can be used to explain organisational performance. The target population for the study constituted 129 staff from TenMet, BBC Media Action, International Care and Aids

Treatment Program (Icap), Catholic Relief Service (CRS) and Save the Children in Dar es Salaam while the sample size was 98 respondents. Data were collected through structured questionnaires, which were completed by selected NGO personnel in Dar es Salaam. The study employed descriptive statistics namely frequencies, percentages and mean and inferential statistics such as multiple linear regression.

Results show that there is a significant positive correlation between recruitment and organisational performance, as evidenced by a p-value of 0.000. It was also revealed that staff Training has a positive and significant relationship with organisational performance with a p-value of 0.016, which is, less than the 0.05 recommended significance threshold. The regression analysis output confirmed that there is an insignificant positive relationship between human resources planning, motivation and organisational performance.

5.3 Conclusion

5.3.1 The Impact of Human Resource Planning on Organisational Performance

Regarding the impact of human resources planning on organization the study concludes that human resource planning enabled non-governmental organisations to have the required number of employees, with the right qualifications, at the right time and place, as well as inform managerial strategic decision-making. Despite the benefits of human resource planning, the study suggests that there is a positive but insignificant association between human resource planning and organisational performance.

5.3.2 The Effect of Recruitment on Organisational Performance

Regarding the impact of recruitment on organization the study further concludes that there is a significant and positive relationship between recruitment and organisational performance. The study also suggests that recruitment enabled the organization to have experienced, devoted, ethical, and diligent personnel, all of which improved NGOs' overall performance. This is because an employee who is skilled and knowledgeable develops an understanding of work duties and how to effectively perform daily job tasks. And when an employee has an adequate skill set, they are better equipped to plan each day's activities to meet their performance targets.

5.3.3 The Impact of Staff training on Organisational Performance

On the impact of staff training on organization the study concludes According to the current study, there is a positive and significant relationship between staff training and organisational performance. According to the survey, NGOs in Dar es Salaam provide seminars, refresher training, orientation training, work rotation, and employment enrichment. Trainings allow participants to connect with specialists in their industry, which boosts confidence and results in outstanding performance.

5.3.4 The Impact of Staff Motivation on Organizational Performance

Regarding the impact of staff motivation on organization the study concludes that there is a positive but insignificant relationship between staff motivation and organisational performance. The study also indicated that while there are enough working tools, fair treatment, recognition, and awards in NGOs, the main challenge is compensation and job security.

5.4 Recommendations

5.4.1 The Impact of Human Resource Planning on Organisational Performance

Concerning the impact of human resource planning on non-government organisational performance, the study recommends NGOs continue planning for human resources since it ensures the availability of personnel of the precise quality at the right time and place.

5.4.2 The Effect of Recruitment on Organisational Performance

Concerning the effect of recruitment on organisational performance, the study suggests that recruitment panellists are sufficiently knowledgeable to ensure that the individuals recruited are experienced, devoted, ethical, and diligent enough to contribute to organisational performance.

5.4.3 The Impact of Staff Training on Organizational Performance

Concerning the effect of recruitment on organisational performance, the study recommends that recruitment panellists should be sufficiently knowledgeable to ensure that the individuals recruited are experienced, devoted, ethical, and diligent enough to contribute to organisational performance. Concerning the effect of recruitment on organisational performance, the study recommends that recruitment panellists should be sufficiently knowledgeable to ensure that the individuals recruited are experienced, devoted, ethical, and diligent enough to contribute to organisational performance.

5.4.4 The Impact of Staff Motivation on Organizational Performance

Concerning the impact of employee motivation on company performance, the study

recommends supplying enough working equipment, fair treatment, recognition, and awards. The study also urges management to review salaries and other forms of remuneration because there have been numerous complaints concerning these. The report also suggests improving job security because it enhances employee loyalty and minimizes turnover.

5.4.5 Areas for Further Studies

The study suffers from three limitations which open up new avenues for future research. First, this study was conducted in only Non-Governmental Organizations, hence the findings cannot be generalized to all types of organizations. Second, the research design of this study used a cross-sectional design hence future studies could be longitudinal. The main tool for data collection in this study is a questionnaire. The study did not use multiple methods or data sources (triangulation) to validate and enhance the credibility and reliability of the findings. Other data collection that could be used include focus group discussions and in-depth interviews with key informants.

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APPENDICES

APPENDIX I: QUESTIONNAIRE

OPEN UNIVERSITY

Dear Respondent,

My name is **CHRISTINA MAHWAYA**, I am a student at the Open University undertaking a Masters of Business Administration in Human Resources Management. As part of the requirements for my studies, I am conducting a research titled **"the Contribution of Human Resources Management Practises on selected Non-Governmental Organizations".** Therefore, this questionnaire is designed to gather information regarding the topic. The information gathered will be kept confidential and used strictly for academic purposes. Please respond appropriately so that the researcher can achieve the desired results. Please call me on 0713 565752 if you have any questions regarding the research, or if you need any information or data on my research.

SECTION A: GENERAL INFORMATION

Please select the appropriate answer by placing a tick (√) in the bracket next to the option that best describes you.

1.) Which is your sex ( ) Male ( ) Female
2.) Which of the following categories describes your age in years? ( )20 – 24　( )25 – 29　( )30 – 34　( )35 – 39　( )40 – 44　( )45 – 49　( )50 +
3.) What is your marital status? ( ) Single　( )Married　( )Divorce ( )Separated
4.) What is your highest level of education? ( ) Not attended ( )Primary-education( )Secondary education ( ) Technical education ( )University education
5.) For how long have you worked with the current employer ( )0-5 ( )6-10 ( )11-15 ( ) Above 15 years

SECTION B: HUMAN RESOURCES PLANNING

This section seeks to examine the effects of human resource planning on the performance of non- government organizations. Read every statement carefully and indicate your level of agreement or disagreement to each. For convenience, five numerical answers are given besides each statement to include; (1) Strongly Disagree (2) Disagree (3) Neither Agree nor Disagree (4) Agree and (5) Strongly Agree. Encircle the serial number of the answer which is most suitable in your opinion. There is no right or wrong statement. Your answer to each statement is necessary.

	Human Resources Planning	SD	D	N	A	SA
P1	Human Resources planning has enabled our organization to have the required number of employees	SD	D	N	A	SA
P2	Human Resources Planning has enabled our organization to recruit staff with the right qualifications	SD	D	N	A	SA
P3	Human Resources Planning has enhance the prompt recruitment of employees	SD	D	N	A	SA
P4	Human Resources Planning has enhanced the allocation of employees to the right place.	SD	D	N	A	SA
P5	Human Resources Planning informs managerial strategic decision-making	SD	D	N	A	SA

SECTION C: RECRUITMENT

This section seeks to examine the effects of recruitment on the performance of non-government organizations. Read every statement carefully and indicate your level of agreement or disagreement to each. For convenience, five numerical answers are given besides each statement to include; (1) Strongly Disagree (2) Disagree (3) Neither Agree nor Disagree (4) Agree and (5) Strongly Agree. Encircle the serial number of the answer which is most suitable in your opinion. There is no right or wrong statement. Your answer to each statement is necessary.

	Recruitment	SD	D	N	A	SA
RE1	Recruitment has enabled our organization to have skilled employees	SD	D	N	A	SA
RE2	Recruitment has enabled our organization to get experienced employees	SD	D	N	A	SA
RE3	Recruitment has enabled our organization get committed staff	SD	D	N	A	SA
RE4	Recruitment has enabled our organization to get ethical staff	SD	D	N	A	SA
RE5	Recruitment has enabled our organization to have hardworking staff	SD	D	N	A	SA

SECTION D: TRAINING

This section seeks to examine the effects of training on the performance of non-government organization. Read every statement carefully and indicate your level of agreement or disagreement to each. For convenience, five numerical answers are given besides each statement to include; (1) Strongly Disagree (2) Disagree (3) Neither Agree nor Disagree (4) Agree and (5) Strongly Agree. Encircle the serial number of the answer which is most suitable in your opinion. There is no right or wrong statement. Your answer to each statement is necessary.

	Statement	SD	D	N	A	SA
TR1	Our employer organizes seminars for staff	SD	D	N	A	SA
TR2	Refresher trainings are always conducted to update employee skills	SD	D	N	A	SA
TR3	All newly recruited staff undergo orientation training	SD	D	N	A	SA
TR4	Junior staff are empowered through job enrichment	SD	D	N	A	SA
TR5	Employee organisational awareness is enhanced through job rotation	SD	D	N	A	SA

SECTION D: MOTIVATION

This section seeks to determine the effects of motivation on the performance of non-government organization. Read every statement carefully and indicate your level of agreement or disagreement to each. For convenience, five numerical answers are given besides each statement to include; (1) Strongly Disagree (2) Disagree (3) Neither Agree nor Disagree (4) Agree and (5) Strongly Agree. Encircle the serial number of the answer which is most suitable in your opinion. There is no right or wrong statement. Your answer to each statement is necessary.

	Statement	SD	D	N	A	SA
MO1	we have enough working tools in this organization	SD	D	N	A	SA
MO2	The compensation provided by the employer is fair	SD	D	N	A	SA
MO3	Top management exercises fair treatment	SD	D	N	A	SA
MO4	My job is highly secure	SD	D	N	A	SA
MO5	The Employer recognises and reward outstanding performance	SD	D	N	A	SA

SECTION F: PERFORMANCE

Read every statement carefully and indicate your level of agreement or disagreement to each. For convenience, five numerical answers are given besides each statement to include; (1) Strongly Disagree (2) Disagree (3) Neither Agree nor Disagree (4) Agree and (5) Strongly Agree. Encircle the serial number of the answer which is most suitable in your opinion. There is no right or wrong statement. Your answer to each statement is necessary.

	Statement	SD	D	N	A	SA
PER1	The assigned job is performed efficiently	SD	D	N	A	SA
PER2	Deadlines are met as we perform our assignments	SD	D	N	A	SA
PER3	The services provided are of high quality	SD	D	N	A	SA
PER4	Our NGO's donor funds keep increasing	SD	D	N	A	SA
PER5	Our NGO's annual funds are adequate to meet long-term goals	SD	D	N	A	SA

APPENDIX IV: RESEARCH LETTERS.

THE UNITED REPUBLIC OF TANZANIA

MINISTRY OF EDUCATION, SCIENCE AND TECHNOLOGY

THE OPEN UNIVERSITY OF TANZANIA

Ref. No OUT/PG202086137   26ᵗʰ October, 2023

Human Resource Director,

BBC Media,

P.O.Box 255,

DAR ES SALAAM.

Dear Director,

RE: RESEARCH CLEARANCE FOR MS. CHRISTINA MAHWAYA, REG NO:
PG202086137

2.   The Open University of Tanzania was established by an Act of Parliament No. 17 of 1992, which became operational on the 1ˢᵗMarch 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 1ˢᵗJanuary 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. Christina Mahwaya, Reg. No: (PG202086137),** pursuing **Master of Human Resource Management (MHRM)**. We here by grant this clearance to conduct a research titled **"The**

Contribution of Human Resource Management Practices to the Performance of Selected Nongovernmental Organizations in Tanzania". She will collect her data at your office from 13th November 2023 to 30th December 2023.

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

Yours sincerely,
THE OPEN UNIVERSITY OF TANZANIA

Prof. Magreth S.Bushesha
For: VICE CHANCELLOR

B B C MEDIA ACTION

Plot no 265/266, Tangaza House, Mikocheni Area,

P.O. Box 12980 Dar-es-Salaam, Tanzania

Tel. +255 693 227 412

30/10/2023

Ms. CHRISTINA MAHWAYA,

P.O.BOX 16351,

DAR ES SALAAM -TANZANIA.

RE: <u>ACCEPTANCE FOR DATA COLLECTION.</u>

We are pleased to inform you that office has accept your request from **THE OPEN UNIVERSITY OF TANZANIA** to collect data on the report you are preparing based on the title **CONTRIBUTION OF HUMAN RESOURCES MANAGEMENT PRACTICES TO THE PERFORMANCE OF SELECTED NON GOVERMENTAL ORGANISATION IN TANZANIA.**

Our office will provide you with maximum support and collaboration that you will be requiring.

Feel free to ask assistance if stuck at any point

Yours,

Anna Msonsa

Research Department.

Catholic Relief Services USCCB
Tanzania Program

12 Namaa Aaa Ali Street
PO Box 54703
Masaki, Dar es Salaam
+255.22.260.0542 / +255.754.784.446

1st Nov 2023

THE OPEN UNIVERSITY OF
TANZANIA
Dar es Salaam
TANZANIA.

Re: DATA COLLECTION APPROVAL LETTER

On behalf of the Catholic Relief Services, I am pleased to inform you that Ms. Christina Mahwaya has been allowed to collect data at our office on the title **CONTRIBUTION OF HUMAN RESOURCES MANAGEMENT PRACTICES TO THE PERFORMANCE OF SELECTED NON GOVERMENTAL ORGANISATION IN TANZANIA.**
She will be given all the support required.
Thank you.

MAXMILLIAN KOMBA

SENIOR MEAL MANAGER.

Save the Children P. O. Box 10414, Plot 257, Kiku Avenue, Mikocheni A, Mwai Kibaki Road, Salaam; Tel +255 22 27 01 725; Fax: +255 22 27 01 726;

01, November 2023.

THE OPEN UNIVERSITY OF TANZANIA
DAR ES SALAAM – TANZANIA.

RE: DATA COLLECTION APPROVAL FOR MS. CHRISTINA MAHWAYA.

This is to accept the request of Ms. Christina Mahwaya to collect data at our office for her Master's study.

She will be given all the support required.

Thank you,

SAMWEL STANLEY

RESEARCH DEPERTMENT.

icap Global Health

Plot No. G6, Jangid Plaza, Chaburuma Road Off Ali Hassan Mwinyi Road, P.O Box 80214, Dar es Salaam, Tanzania. Tel
+255 22 2700717/2700725. Fax: +255 22 270 2035 Email: icap-tz-hr@columbia.edu

October 30, 2023

THE OPEN UNIVERSITY OF TANZANIA
Dar es salaam, Tanzania.

RE: DATA COLLECTION APPROVAL.

This is to allow Ms. Christina Mahwaya to collect data at our office
on the study 'THE CONTRIBUTIONS OF HUMAN RESOURCES
MANAGEMENT PRACTICES TO THE PERFOMANCE OF SELECTED
NON-GOVERNMENTAL ORGANISATIONS IN TANZANIA'.
We will give her all the support.
Thank you,

Haruka Maruyama,
MSPH Tanzania