THE INFLUENCE OF PRACTICE OF HUMAN RESOURCES MANAGEMENT TO THE PERFORMANCE OF PRIVATE ORGANIZATION: A CASE OF KUNDUCHI BEACH HOTEL AND RESORT DAR ES SALAAM

By
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A Thesis Submitted to Mzumbe University, Dar es Salaam Campus College in Partial Fulfillment of the Requirements for the Award of the Degree of Master of Science in Human Resource Management (MSc-HRM) of Mzumbe University

2013
CERTIFICATION

I, the undersigned, certify that we have read and hereby recommend for acceptance by the Mzumbe University, a thesis entitled; The influence of Practice of Human Resources Management to the Performance of Private Organization: The case of Kunduchi Beach Hotel and Resort in partial fulfillment of the requirements for the award of Masters of Science in Human Resources Management (MSc. HRM) offered by Mzumbe University.

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DECLARATION

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I, Greyson Mapunda, hereby declare that, this thesis is my original work and that; it has not been presented and will not be presented to any other university for a similar or any other degree award.

Signature________________________

Date____________________________

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Finally, I must thank my family, my son Collins Mapunda, who mean the most to me. I would like to thank my parents Mr. Stephan Mapunda and Maura Mahundi for making me what I am today may they in special thanks be blessed.

I would like to thank my Wife to be (Mariam Belingtone Kambarage), for her love and wholehearted support throughout the process. Thanks for understanding my need to spend time away from home while pursuing my research. My Masters of Science In Human Resources Management study would not be successful completed without them.

The list of people to be appreciated is too long to mention, I would therefore, like to admit and acknowledge their heartfelt help collectively. And may be almighty God bestow success in their lives all
DEDICATION

I dedicate this thesis to My Lovely son Collins Mapunda, My Wife to be Mariam Kambarage and My Parents, Young brothers and Sisters, Thank you so much for being Part of my Life and Success.
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<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
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<tr>
<td>DSM</td>
<td>Dar Es Salaam</td>
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<tr>
<td>ET CETERA</td>
<td>And so on</td>
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<td>GDP</td>
<td>Gross Domestic Product</td>
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<td>HR</td>
<td>Human Resource</td>
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<td>HRM</td>
<td>Human Resource Management</td>
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<td>HRP</td>
<td>Human Resource Planning</td>
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<td>KBH</td>
<td>Kunduchi Beach Hotel</td>
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<td>SPSS</td>
<td>Statistical Package for Social Scientists</td>
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ABSTRACT

Practice of Human Resource Management is a significant challenge for organization strategies and organization performance. This study aimed at the Tanzania International Hotels in Dar es salaam (Tanzania) and Kunduchi Beach Hotel & Resort as the Case study. Specifically, it focused in analyzing the Influence of Practices of Human Resource Management to the Performance of Private Organization and hence finds alternative ways to improve the existing system of Human Resource Management Practices.

Simple random and purposive samplings were employed to get the sample size of Seventy (70) respondents. The study employed both primary and secondary methods of data collection through questionnaire, interviews, observations, and documentary records of collecting data at Kunduchi Beach Hotel & Resort.

Findings indicated that the practices of Human Resource Management to the performance of the Kunduchi Beach Hotel is that 66.7% of the respondents said that there was no good practices of Human Resource Management Practices in the organization which is a threat to the Hotel Industry which operate under stiff competition of daily emerging new Hotels in the country. The problem through the findings revealed that poor working conditions, No recognition to the best employees, No proper salary Scales, No Career Growth to Employees, Mis-allocation of staff in their working station and lack of enough training and career development enhancement were the major reasons that made staff not to perform well and hence contributing to the Company not to perform well at the desired and expected level as compared to other hotels in the past three years.

The researcher also found that lack of proper practices of Human Resource Management has a detrimental effect to Kunduchi Beach Hotel & Resort performance because it results in additional costs due to frequent turnover and hence regular hiring of new employees which is costful to the company, disruption of work flow due to vacant positions, loss of productivity and lastly it results in a huge loss of
know-how and work experience of experienced employees who leave for better greener pastures.

To address the issue of best Human Resource Practices to the performance of the Organization as far as Kunduchi Beach Hotel & Resort is concerned the researcher recommends that the Hotel should increase and encourage better Salaries, Training, Motivation and recognition to the best staff, Career Growth, best Recruitment Procedures, best Human Resources practices, Impressive and attractive benefits such as loans, medical Schemes bonuses and other fringes. Also, the Hotel should also improve work conditions for both its Market opportunities and the wellbeing of its staff.
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CHAPTER ONE
INTRODUCTION AND BACKGROUND TO THE PROBLEM

1.1 Introduction
The practice of human resource management (HRM) is concerned with all aspects of how People are employed and managed in organizations. It covers activities such as strategic HRM, Human capital management, corporate social responsibility, knowledge management, organization, development, resourcing (human resource planning, recruitment and selection, and talent management), performance management, learning and development, reward management, employee relations, employee well-being and health and safety and the provision of Employee services.

HRM practice has a strong conceptual basis drawn from the behavioral Sciences and strategic management, human capital and industrial relations theories. This Foundation has been built with the help of a multitude of research projects. Human resource management (HRM) is a strategic, integrated and coherent approach to the employment, development and well-being of the people working in organizations. Human Resource management involves all management decisions and action that affect the nature of the relationship between the organization and its employees, its human nature resources (Beer et al, 1984).

The evaluation of practice of HRM for many years has indicated to bring about good performance to most of private organizations. It is used as a tool to increase performance of the organization through employees who highly contributes to increase in the productivity of private organization.

In this case Private organizations refers to the structured process in which individuals interacts in their efforts to pursue their achievements in the common objectives, in this perspectives hence, each of this individuals have their own personal objectives apart from organization objectives. For organization to have their objectives done and achieved they real need to have Human Resources Practices which enables the same to be successful.
All practices that are done in the organization for the purpose of achieving goals and objectives in effective and efficient manner should take staff or employees as a central part of every achievement in the organization towards making sure that the practices of HRM is effective and that contributes towards achieving organizational objectives, employees behaviors need to be carefully studied and in this way act accordingly to improve performance.

The reason behind this is that Human resource are unique creature i.e they differ in abilities, interests, thinking and even act differently, they do not act rationally, they possess sense of purpose i.e. can explain why they do this and not that, why they cooperate with others and why not, Hence individual interests of staff should be carefully studied and known. Therefore human being are the most important resources in any organization can survive on its own without human Resources regardless of the available technologies in this case therefore, HRP is of great important to the performance of organization.

Human Resources Management practitioners and management scholars have long advocated that HR should be viewed as investment perspective. In this case employees are viewed as valuable investment (Charles R. Greer). Therefore Human resource management is a distinctive approach to employment management which seeks to achieve competitive advantage through the strategic deployment of a highly committed and capable workforce, using an integrated array of Cultural, structural and personnel techniques. (Storey, 1995) HRM is‘the management of work and people towards desired ends.’ (Boxall et Al, 2007) and it is concerned with how organizations manage their workforce (Grim haw And Rubery, 2007).

As far as Private organizations and Hotel Industry is concerned The Practice of HRM is of paramount important, Tanzania is in big demand for more investors in hotel and accommodation. There are a lot that need to done in the hotel industry in order to bring the same to another level of the market. Hotel investment in Tanzania has been moving at a Snail’s pace, derailing tourism development enters of visitor’s arrivals.
To some extend the hotel industry is doing well as a result of tourism which is an important sector in Tanzania. Government and other stakeholders more and more realize the contribution of the hospitality sector to the country (Good for close to 18% of the Gross Domestic Product (GDP) It employs up to a half a million people including indirect employment. This rapid growing sector has a great potential for development. Still, some gaps exist that keep Tanzania from reaping the fruits of this potential.

Dar es Salaam leads in accommodations facility investments, mostly big hotels of international standards, Including Serena Hotel, Southern Hotel, Kunduchi beach Hotel and Resort Sea cliff Hotel, Hyatt Kilimanjaro Hotel and Peacock Hotel. DSM being the Heart of Tanzania where tourists and most of Foreigners who visits the country for different purposes end and Start their journey to different locations of the country like National Parks and other Regions of the country with different aims or purpose. With this Hotel in DSM are assumed receive a lot of Guest be it from within or Outside the country thus presumed to collect a lot of foreign currency.

1.2 Statement of the Problem
Hotel industry in Tanzania (DSM in particular) is one of the fast growing business since the city is at the central heart of the country where all guests from outside and within the country begin and end their travel to and from other part of the country. DSM being one of the biggest city with a lot of business,( hotel being the one) companies are expected to accumulate a lot of wealth trough hotel operations but all this depends on the way these hotels have invested on human capital

Experience shows that proper practices of Human Resource in private organization facilitate smooth success of business ,it facilitate and getting everything being done effectively, getting everybody in the organization from the top to the bottom devoting their skills and energy towards achieving company goals and objectives in order to maximize profit.
Hotel industry is one of the private entities which is growing at a very high speed and a good number of hotels are increasing. The city of Dar es Salaam with about 5 million people leads in accommodation facility investments, mostly being big international hotels of international standards, including Serena Hotel, Southern Sun Hotel, Hyatt Kilimanjaro Hotel, Peacock Hotel, and Sea cliff Hotel and others are coming so fast to the market.

There is little doubt that private organizations and hotel, particularly in Dar es Salaam will need to invest heavily in human resource in order to be competitive. Management scholar Edward Lawler (1998) has described these investment requirements as follows: To be competitive, organizations in many industries must have highly skilled and knowledgeable workers.

Current practices in many private organizations indicate that employees are viewed as valuable investments. However, some still view their employees as variable costs of production, while physical assets are treated as investments (Charles R. Greer 1999) Hotel must also have a relatively stable labor force since employee turnover works directly against obtaining the kind of coordination and organizational learning that leads to fast response and high-quality products and services.

On the contrary, practices from most of the hotels in Dar es Salaam show that Human Resources Practices have been given less priority and much concentration is on profit maximization. Records from Kunduchi Beach Hotel and Resort(KBH) only for the month of November and December 2012 show that the labor turnover was very high in which out of 292 staff 30 of them exit due to different reasons like termination, resignation, abscondment and other reasons. To date about 50 staffs have also left the company due different reasons. This brings the company to have regular recruitment which is costly to the company. The aim of this is therefore to examine the influence of practices of human resource management to the performance of private organization.
1.3 **Research Objectives**

1.3.1 **Main Objective**
The study aims at investigating the extent to which Human Resources Management practices can stimulate and bring about desired performance in the private organization and as far as Hotel industry is concerned.

1.3.2 **Specific Objectives**
Therefore the following were the specific objectives of the study,

(i) To determine the side effect of non-practice of effective Human Resource Management in private organization particularly at Kunduchi Beach Hotel and resort.
(ii) To identify the reward program at Kunduchi Beach Hotel and Resort.
(iii) To examine the reasons as to why the rate of turnover is too high as compared to the number of staff the company employs.
(iv) To identify what other reason motivates and increase performance apart from Human Resources practice.

1.4 **Research Questions**
(i) How does the practice of Human Resource Management bring about effective desired performance in the private organization?
(ii) How does non-practices of effective Human Resources Management contribute to under performance of the organization and even individuals in the organization?
(iii) What are the other factors that may lead to effective and good performance of the private organization?
(iv) How does good management of staff in the organization relates to the level of Customers satisfaction in private organization?

1.5 **Significance of the study**
The study will help private and hospitality companies like Hotels to understand better their staff or employees needs or satisfactions in the way they are supposed to
be treated and hence undertake necessary precaution and implement the said Effective Human Resources Management which will contribute to effective performance from individual level to corporate level.

The study will also contribute to have knowledge on how to become more effective and cost conscious as far as Human Capital is concerned and at the end to become competitive in the market. This study will also bring awareness to other related hospitality companies on how they are supposed to treat Human Capital by having effective practice of Human Resources Management which eventually leads to competitive performance in all levels like revenue collection, good staff retention, customer’s retention to mention but few

To other researchers who will be interested in having knowledge about the same subject will have enough knowledge and hence know where to start in their areas of interests. Through findings the government shall obtain reliable information and be in a position to see whether its targets to increase organizational performance and establish mechanisms for retaining employees such as better pays, training programmes etc. Other related project might also learn a lesson in reflection to the findings of the study on the proper practice of the human resources.

Tanzania has been experiencing a drawback in the organizations and industries sector either being undertaken by the NGO’s or Governmental organizations, though little have been done on the subject matter on the same studies have been undertaken on the causes of malpractice of the human resources over and absentee and how it affect organizational performance.

The study will therefore, enlighten and give room to the planners and policy makers to formulate appropriate programs for the planners and policy makers ability to suggest informed policies and formulate appropriate programs for the socio-economic development of the national. This is because planners and policy makers of Tanzania are limited by the scarcity of data on problem facing most organizations
and Human resources at large in the achievement of set objectives hence achieve reliable performance.

The findings of the study will add to the bank of knowledge on the subject and help the scholars for further understanding the interplay of the numerous problems affecting organizational performance. In this regard, the study will set the stage of similar future researches on the other development oriented issues. The study will serve as hand out for student of Human Resources Management (HRM), industrial relation (IR), researchers, professionals, academicians and other interested parties. The study had been framed on the belief that the work would be served as a source of references and recommendations, opinions and suggestions to government, NGO’s academicians, planners, policy makers, as well as interested parties and leader who may find interest with the subject matter.

This study is designed for human resource professionals, organizational development managers, and other leaders who want to learn more about the roles played by human Resources planning process. The findings will help managers to prepare the quantitative human resources plans for the future including the number of people and skills that will be needed to deliver the organizational objectives.

It will sensitize managers and the state on what are good conditions out to be taken into account for the sake of reducing the problem. More specifically the study is done to enable the researcher to fulfill the requirements for masters’ degree in Human Resources Management. Better still; the study will be used as an additional reference to researchers on human resources management.

All in all, the study will help employers to understand the real implications of labour turnover faced by workers in Tanzania. Information generated from the implications of labour turnover will help to serve as eye opener for knowledge generation on the gap between relation schemes and labour turnover to the private and public workers.
1.6 **Limitations of the Study**

(i) Time Factor, Human being is unpredictable and difficult to control so the researcher faced problems of response from the sources where data were collected especially through questionnaire. In overcoming this, the researcher had regular movement to provide questionnaire and make regular follow up to the office especially in the evening time when most of the management team and staff have already completed their duties.

(ii) Majority of respondents were not ready to provide the reliable and required information at the same time did not provide good room for cooperation; most of them were not willing to fulfill questionnaires supplied to them for the reason that they would expose their secret or of the organization in which they are working. In this case, the researcher committed himself and admitted that at any cost to preserve whatever was supposed to be preserved and also ensured that research ethics were observed and followed all the time.

(iii) Delay also was a problem where by the researcher had to make several follow up for some respondents had needed several revisits and reminders to fill the questionnaire and/or of holding interview conversation with the researcher and some had to answer the questionnaires orally.

(iv) Some employees were too busy on their personal and official duties; this caused delay in answering questionnaire and the time to fill the questionnaires. Funds and time allocated for research study was not enough due to rise of expenses than estimated before.

1.7 **Delimitations of the Study**

To mitigate fairness the researcher assured the management, Staff and even other Guest and Customers who visited Kunduchi Beach Hotel and Resort that the interview questions and questionnaire responses were strictly for research purpose and there was no point the researcher was going to expose to other people the responses from the management, Staff and even guests.
Confidentiality: thus the researcher requested from the Operation Manager, General Manager and the Managing Director to review the organizational manuals, Policies, Recruitment, exit report for all staff who had left the company and their main reason for the same, and other HR Related documents as far as which in most cases increase performance of the individual employees and organization at large. employees report and their files to know the trend and the reason why there was no Human Resource practice in making sure that the performance was improved. Also the researcher observed the potential information's that could help in getting accurate data.

Financial and Time Allocation; the researcher decided to concentrate on one area of the Hotel representing other related industry. Thus the researcher has taken few Sample of employee in each particular department representing the majority from the same department. The sample taken contained all required characteristics a situation which did not affect the validity and the relativity of the collected data.
CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction
The chapter presents the theoretical and empirical literature review, conceptual framework and the research gap; it entails reading literature related to the topic and from several sources including those cited by other researchers.

2.2 Conceptual Framework
Adequate training, learning promotion, retention, salary increment, good working environment, air treatment to all staff, right to be held, equal treatment, recognition, competent performance based evaluation facilities, good performance of the companies and individual staff as well as other factors that would impact the performance of private companies and as far as hotel is concerned.

Effective Human Resource policies like the recruitment policies, air treatment, health and safety, non-discrimination and others would promote and encourage staff to perform at their highest possible abilities and hence improve not only their skills but also the performance of the company in terms of revenue and become more competitive in the market.
If employees are given chances to air out their views and hence being held they increase the likelihood of performing good as compared to the situation where they are not given opportunity to suggest on how they can improve their working environment.

2.3 Theoretical Literature
Management writers and practitioners have offered numerous suggestions on how to improve organizational effectiveness through Human Resources Management practices. The following theories has suggested to be more effective and contributing to effective organization performance.
2.3.1 **Employees Motivation.**
High performance is achieved by well-motivated people who are prepared to exercise discretionary effort. Even in fairly basic roles, Hunter *et al* (1990), found that the difference in value added discretionary performance between ‘superior’ and ‘standard’ performers was 19 percent. For highly complex jobs it was 48 per cent. To motivate people it is necessary to appreciate how motivation works. This means understanding motivation theory and how the theory can be put into practice.

Motivation is unquestionably one of the universal concerns of management, directly and inextricably tied to job performance. Highly motivated people are productive people; in addition, motivation both increases personal satisfaction and decreases absenteeism and turnover.

As a result, motivation is a basic tenet in our assumptions about good leadership, and the question of how to motivate employees has been one of the most frequently investigated topics in management literature, a study by Ellen Weisbord, Bruce H.Charnov and Jonathan Lindsay, 1995).Motivating other people is about getting them to move in the direction you want them to go in order to achieve a result

(a) **Types of Motivation to employees**
There are two types of motivations which are intrinsic motivation and extrinsic motivation.
(i) **Intrinsic Motivation**
Intrinsic motivation can arise from the self-generated factors that influence people’s behaviour. It is not created by external incentives. It can take the form of motivation by the work itself when individuals feel that their work is important, interesting and challenging and provides them with a reasonable degree of autonomy (freedom to act), opportunities to achieve and advance, and scope to use and develop their skills and abilities.

A study by Deci and Ryan (1985) suggested that intrinsic motivation is based on the needs to be competent and self-determining (that is, to have a choice). Intrinsic
motivation can be enhanced by job or role design. According to an early writer on the significance of the motivational impact of job design (Katz, 1964): ‘The job itself must provide sufficient variety, sufficient complexity, sufficient challenge and sufficient skill to engage the abilities of the worker.

In their job characteristics model, Hackman and Oldham (1974) emphasized the importance of the core job dimensions as motivators, namely skill variety, task identity, task significance, autonomy and feedback. The intrinsic benefits of working may be things like:

**Acknowledgement**—recognition and acknowledgement of individuals and team achievements which can also be done in public or private.

**Balance between Work and Life**—Family programs, family/health counseling programs, convenience services, employee activities, on-traditional work arrangements and other factors that contribute to a higher quality life and that will highly motivate employees from having better desired performance.

**Culture**—Leadership, diversity, opportunity for innovation, degree of employee communications and organizational behavior.

**Development**—learning opportunities, coaching, mentoring, feedback, career advancement and education opportunities.

**Environment**—The nature of the job, the quality of the place and the reputation of the company also contribute and may bring about high motivated staff.

(ii) **Extrinsic Motivation**

Extrinsic motivation occurs when things are done to or for people to motivate them. These include rewards, such as incentives, increased pay, praise, or promotion; and punishments, such as disciplinary action, withholding pay, or criticism. Extrinsic motivators can have an immediate and powerful effect, but will not necessarily last
The intrinsic motivators, which are concerned with the ‘quality of working life’ (a phrase and movement that emerged from this concept), are likely to have a deeper and longer-term effect because they are inherent in individuals and their work and not imposed from outside in such forms as incentive pay.

Therefore compensation in private organization should not just be a matter of financial reward but it should be complete package of benefits that embraces extrinsic elements such as pay, bonuses and stock, as well as intrinsic benefits that reflects the unique experience of working with such particular organization and thus the approach will be complete and Total Rewards

Figure 2.1: Intrinsic and Extrinsic Motivation

<table>
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<th>Extrinsic</th>
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<tr>
<td>quality of work/life balance, inspiration/value enabling environment, growth/opportunity</td>
<td>Engagement Factors</td>
</tr>
<tr>
<td>Tangible benefits, e.g cars, professional memberships, discounts</td>
<td>Active Benefits</td>
</tr>
<tr>
<td>Retirement health and welfare Holiday</td>
<td>Passive Benefits</td>
</tr>
<tr>
<td>Stock /equity performance shares</td>
<td>Long term rewards /incentives</td>
</tr>
<tr>
<td>Annual Incentive bonus/split Awards, Team Awards</td>
<td>Short term variable</td>
</tr>
<tr>
<td>Base salary, Hourly wage</td>
<td>Base Cash</td>
</tr>
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Figure 2.1: Intrinsic and Extrinsic Motivation

| TOTAL REWARDS | TOTAL REMUNERATION | TOTAL DIRECT COMPASATION | TOTAL DIRECT COMPASATION | TOTAL CASH | TOTAL CASH |
2.3.2 Theories of Motivation

Motivation theories therefore attempt to explain why people behave in the ways they do. It can be emphasized that ‘the question of what motivates workers to perform effectively is not an easy one to answer’.

A good understanding of motivation can serve as a valuable tool for understanding the causes of behaviour in organizations, for predicting the effects of any managerial action, and for directing behaviour so that organizational and individual goals can be achieved.

A number of theories have been postulated by various thinkers at different context trying to link the performance as being determined largely by motivation

i) Theory X and Theory Y – Douglas McGregor

The management's action of motivating human beings in the organization involves certain assumptions, generalizations and hypotheses relating to human behaviour and human nature

Theory X – the assumptions of managers

- Employees inherently dislike work and whenever possible, will attempt to avoid it. Since employees dislike work, they must be coerced, controlled, or threatened with punishment to achieve goals.

- Employees will avoid responsibilities and seek formal direction whenever possible.

- Most workers place security above all other factors associated with work and will display little ambition.
Theory Y – positive assumptions:

- Employees can view work as being as natural as rest or play.
- People will exercise self-direction and self-control if they are committed to the objectives.
- The average person can learn to accept, even seek, responsibility.
- The ability to make innovative decisions is widely dispersed throughout the population and is not necessarily the sole province of those in management positions.

Implications of theory X and Y

Does reflect Maslow’s need hierarchy model—lower order needs and higher-order needs.

- Theory X are being replaced by assumptions under theory Y.
- It’s being reflected in the today’s managerial styles and techniques (Management by Objectives, management by integration and self-control, supportive management, decentralization, job enrichment, etc).
- These techniques are applicable in the organizations where self-motivated, self-controlled, mature and responsible people work.

McGregor believes that recent researches in behavioral sciences have revealed that the assumptions under theory Y may be more valid than theory X and therefore the major implications of this theory may be seen in the Management process that would maximize an employee’s job motivation.
Management processes under Theories X

**Planning**: Superior sets objectives for subordinates, little participation in objective setting and plan formulation, few alternatives are explored

**Directing**: Low commitment to objectives and plan, autocratic leadership based on authority, top-down communication with little feedback, limited information flow

**Appraising and controlling**, low trust in appraisal, control is extreme and rigid, focus on past and fault finding

**Planning**: Superior and subordinate set objectives jointly: great deal of participation in objective setting and plan formulation, many alternatives are explored

**Directing**: High commitment to objectives and plans, participation and team work leadership based on competence, two-way communication with plenty of feedback, free information flow

**Appraising and controlling**: High trust in appraisal, internal control based on self control, based on past but forward looking and problem solving.

*It can be observed therefore management assumptions about the nature of human beings are central in determining the management processes with reflection to motivation.*

(ii) **Hierarchy of Needs Theory - Abraham H. Maslow 1954**

*Within every human being there exists a hierarchy of five needs.*

**Physiological needs**: hunger, thirst, shelter, sex, and other bodily needs.

**Safety**: security and protection from physical and emotional harm.

**Social**: affection, belongingness, acceptance and friendship.

**Esteem**: internal esteem factors such as self-respect, autonomy, and achievement; and external esteem factors such as status, recognition and attention.
**Self-actualization:** The drives to become what one is capable of becoming include growth, achieving one’s potential and self-fulfilment.

**Maslow divided the five needs into two levels of satisfaction**

Lower-order needs – that are satisfied externally i.e. physiological and safety need

Higher-order needs – that are satisfied internally i.e. social, esteem and self-actualization needs

Maslow concluded that as each of these needs becomes substantially satisfied, the next need becomes dominant.

**Relating Maslow’s model to work situations**

- No empirical substantiations on hierarchy of needs and several studies that sought to validate the theory found no support for it.
- People do not necessarily satisfy their needs, especially higher-level needs, just through work.
- There is doubt about the time that elapses between satisfying lower-level & emergence of higher-level needs.
- Some rewards or outcomes may satisfy more than one need.
- The motivating factors may not be the same for each person – the question is how can manager know the needs of others.

At every level of needs, it can be seen that the role of individual is very important. Since individuals differ it may not be quite possible to prescribe one standard action for solving motivational problems of all persons, rather a contingent approach has to be applied.

**Equity theory – Adams, 1965**

- Equity theory focuses on people’s feelings of how fairly they have been treated in comparison with the treatment received by others.
- It is based on exchange theory. Social relationships involve an exchange process e.g. expect promotion as an outcome of a high contribution (input).
- Existence of feelings of inequity will motivate an individual employee to reduce that inequity. That is, the employee's feelings that compared to his
or her peers, he or she is putting more effort into the job than he or she is earning in terms of satisfaction, salary, and benefits, will motivate him or her to work harder in order to reduce if not eliminate the existing inequity.

- A feeling of inequity causes tension, which is an unpleasant experience; the presence of inequity therefore motivates the person to remove or to reduce the level of tension and the perceived inequity.
- The magnitude of perceived inequity determines the level of tension which then determines the strength of motivation.
- Adams presents several ways by which an individual can reduce feelings of inequity. He suggests that the person will choose any of the following ways he or she considers easiest to remove his or her feelings of inequity i.e. consequence of inequity:
  - Changes to inputs i.e. increase or reduce production.
  - Changes to outcomes e.g. seeking more pay, or other rewards.
  - Distorting one's inputs and outcomes cognitively i.e. rearranging one's thoughts so as to reduce perceived discrepancies.
  - Leaving the field i.e. asking for a transfer within the same organisation, absenting oneself, or even quitting the organisation.
  - Influencing other persons i.e. getting them to lower their input.
  - Changing the basis of comparison. This involves changing the reference group with whom the comparison is made.

**Practical implications of equity theory**

Employees should be given the opportunity to appeal against decisions that affect their welfare. Employees are more likely to accept & support organisational change when they believe it is implemented fairly. The compensation of employees i.e. in terms of salaries, incentives, and benefits, should be equitably awarded and maintained. This is the best way of ensuring the motivational impact of compensation. All decisions involving equity or inequity ought to involve a comparison of an employee with other employees within the organisation and also similar employees outside the organisation. An employee's reactions to inequity can take many damaging forms.
(iii) Expectancy Theory

Vroom (1964), suggests that motivation and performance will be high when people know what they have to do to get a reward, expect that they will be able to get the reward and expect that the reward will be worthwhile. The strength of expectations may be based on past experiences (reinforcement), but individuals are frequently presented with new situations – a change in job, payment system, or working conditions imposed by management – where past experience is an inadequate guide to the implications of the change.

Motivation is only likely when a clearly perceived and usable relationship exists between performance and outcome, and the outcome is seen as a means of satisfying needs. This explains why extrinsic financial motivation – for example, an incentive or bonus scheme – works only if the link (line of sight) between effort and reward is clear and the value of the reward is worth and that attractive organization performance the effort.

It also explains why intrinsic motivation arising from the work itself can be more Powerful than extrinsic motivation; intrinsic motivation outcomes are more under the control.

Porter and Lawler (1968) into a model that follows Vroom’s ideas by suggesting that there are two factors determining the effort people put into their jobs, first the value of the rewards to individuals in so far as they satisfy their needs for security, social esteem, autonomy, and self-actualization, and second the probability that rewards depend on effort, as perceived by individuals – in other words, their expectations about the relationships between effort and reward.

These are good from the viewpoint of the organization if they correspond with what it thinks the individual ought to be doing. They are poor if the views of the individual and the organization do not coincide.
A model of this expectation theory is shown in Figure below as follows

**Figure 2.2 Motivation model (Porter and Lawler1987)**

The overall purpose of human resource management practice is to ensure organization is able to achieve success through people. HRM aims to increase organizational effectiveness and Capability – the capacity of an organization to achieve its goals by making the best use of the resources available to it.

‘HRM systems can be the source of organizational capabilities that allow firms to learn and capitalize on new opportunities (Ulrich and Lake 1990). But HRM practices has an ethical dimension which means that it must also be concerned with the rights and needs of people in organizations through the exercise of social responsibility.

To formulate and implement in conjunction with their management colleagues forward-looking HR strategies that are aligned to business objectives and integrated with one another. To contribute to the development of business strategies. In doing so practices of HRM adopt an ‘outside-in’ approach as described by wright et al (2004) in which the starting Point is the business, including the customer, competitor and business issues
it faces.

The HR strategy then derives directly from these challenges to create real solutions and add real value to organization. They work alongside their line management colleagues to provide on an everyday basic continuous support to the implementation of the business or operational Strategy of the organization, function or unit.

Perhaps the most significant feature of HRM is the importance attached to strategic integration. Legge (1989), argues that one of the common themes of the typical definitions of HRM is that human resource policies should be integrated with strategic business planning.

John Storey (1989), believes that: ‘The concept locates HRM policy formulation firmly at the strategic level and insists that a characteristic of HRM is its internally coherent approach. One of the aims of HRM is to promote commitment – the strength of an individual’s identify - caution with, and involvement in, a particular organization.

It was noted by Karen Le Legge (1995), that human resources ‘may be tapped most effectively by mutually consistent policies that Promote commitment and which, as a consequence, foster a willingness in employees to act flexibly in the interests of the “adaptive organization’s” pursuit of excellence’.

At the heart of the concept is the complete identification of employees with the aims and values of the business – employee involvement but on the company’s terms. Power in the HRM system, remains very firmly in the hands of the employer. Is it really possible to claim full mutuality when at the end of the day the employer can decide unilaterally to close the company or sell it to someone else.

The HR profession has always had a special professional responsibility to balance the needs of the firm with the needs, aspirations and interests of the workforce and the values and standards society expects to be upheld at work. A regime which
provides human beings no deep reason to care about one another cannot long preserve its Legitimacy (Kochan, 2007).

Ulrich and Brock bank (2005) believe that ‘caring and listening to employees remains a centre Piece of HR work. However, commentators such as Guest (1987) and Storey (1995), regard HRM as a substantially different model built on unitary (employees share the same interests as employers), Individualism, high commitment and strategic alignment (integrating HR strategy with the business strategy).

It is claimed that HRM is more holistic than traditional personnel management. HRM has also emphasized the notion that people should be regarded as assets rather than variable costs. Staff normally would like to be recognized and want to know how well they are doing the right things and whether they are meeting organization expecting, they need feedback at the right time in a respectful way.

Human resource management practices have a role in environmental scanning, just like the finance and marketing functions. Scanning activities are particularly important in periods of rapidly changing technology and dynamic market environments. Typically, such scanning efforts focus on trends three to five years into the future and cover developments in demographics, technology, social issues, economics, and the regulatory environment.

A major role of human resource management is to assess the feasibility of implementing a strategy and to provide such input in the strategy formulation process. Because the essence of strategy is to concentrate resources so that the organization can gain advantage over its competitors, this means that some units, divisions, or product lines must be denied resources. As a result of the denial of resources, human resource management must prevent the demoralization of those not receiving resources.
2.4 Experiences from Tanzania
The hotel and tourism industries are complementary, and are also highly connected by the country’s overall economic performance. According to the World Tourism Organization (2003a), the worldwide capacity of hotels and similar establishments totaled 17.4 million rooms in 2001. The trend has been increasing year to year.

Different readings, journals and other sources have been looking the hospitality companies like Hotels as being much focusing actively to solicit, responding, analyze and act on guest feedback find healthy customers satisfaction scores and enhance revenue (Magazines of the worldwide Hotel Industry, 2009).

Study done by the Hotelsmag.com about the practices of HRM in private organization and hotels in Tanzania shows that most of the hotels spends much time on the operational issues and connecting more personally with key accounts. The research shows business conditions are such that need to focus more to control costs and drive revenue.

Basing on the purpose of this research which is to examine the relationship between the influence of practices human resources management and firm performance using private companies in Tanzania.
This study will test and find out the proposition that HR Practices in private organization has impact on the performance of different business units as well.

Firms are continuous improving their human resources management practices in order to achieve sustainable competitive advantage and increase their profitability. These practices include employee involvement, training, empowerment, compensation rewards etc.

2.5 Empirical literature Review
Research done by Price (2004) a company can achieve a competitive advantage and reach its goals by adopting an efficient usage of its personnel (Human Capital) To respond to their customers’ needs and move forward in their business, Companies
should manage their employees’ special skills as they are viewed as an important source of competitive advantage.

The notion that people should be regarded as assets rather than variable costs, in other words, treated as human capital, was originally advanced by Beer et al (1984). HRM Philosophy, as mentioned by Legge (1995), holds that human resources are valuable and a source of competitive advantage.

Armstrong and Baron (2002) has stated that people and their collective skill, abilities and experience, coupled with their ability to deploy these in the interests of the employing organisation, are now recognized as making a significant contribution to organizational success and as constituting a major source of competitive advantage. Succeeding to attract, retain and motivate a skilled workforce helps companies to improve their results. Companies are admitted to effectively manage their different HR activities such as recruiting, selecting, hiring, safety, wellness, training, organization development, communication and rewarding personnel to ensure they help positively in their financial growth and meet their challenges in a fast-changing business environment.

A highly committed and competent workforce helps companies succeeding these strategies and gain competitive advantage as long as these strategies are communicated and the workforce is involved in both the formulation and implementation phases.

Kochan (2007) contended that the HR profession has always had a special professional responsibility to balance the needs of the firm with the needs, aspirations and interests of the workforce and the values and standards society aspects to upheld at work..... A regime which provides human beings no deep reason to care about one another cannot long preserve its legitimacy. Ulrich and Brockbank (2005a), believe that ‘caring and listening to employees remains a centre piece of HR work.
As illustrated in the Figure below, an Human Resources Management system brings together Human Resources philosophies that describes the overarching values and guiding principles adopted in managing people, HR strategies that define the direction in which HRM intends to go.

Human Resources policies that provide guidelines defining how these values, principles and the strategies should be applied and implemented in specific areas of Human Resources Management.

HR processes that comprise the formal procedures and methods used to put HR strategic plans and policies into effect, linked HR practices that consist of the approaches used in managing people, and HR programmes that enable HR strategies, policies and practices to be implemented according to plan.

Becker and Gerhart (1996), have classified these components into three levels: the system architecture (guiding principles), policy alternatives, and processes and practices.

Research by Legge (1989), on HR policies stated that human resource policies should be integrated with business planning. So, it is important to integrate the HR policies with one another and with business planning more generally (Sisson, 1990).

Companies should consider as stated by Armstrong and Baron (2002) that “people and their collective skills, abilities and experience, coupled with their ability to deploy these in the interests of the employing organization, are now recognized as making a significant contribution to organizational success and as constituting a significant source of competitive advantage.

People as assets rather than variable costs and that they are valuable and constitute a source of competitive advantage (Legge, 1989).

Study done by Baird and Meshoulam (1988) that” business objectives are accomplished when human resource practices, procedures and systems are developed and implemented based on organizational needs, that is, when a strategic perspective to human resource Management is adopted.
Research done by Price (2004), a company can achieve a competitive advantage and Reach its goals by adopting an efficient usage of its personnel (Human Capital) To respond to their customers’ needs and move forward in their business, Companies should manage their employees’ special skills as they are viewed as an important source of competitive advantage.

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and implemented based on organizational needs, that is, when a strategic perspective to human resource Management is adopted

Cheng and Brown (1998), conducted a research concerning HRM strategies and labour turnover in the hotel, industry, a comparative study of Australia and Singapore. The researcher explore five key strategies with regard to controlling and minimizing labour turnover which include Recruitment and selection, Orientation and socialization, training and development, performance management and remuneration.

Clearance Lochhead and Alex Stephens (April, 2004), Employee retention, Labour turnover and knowledge transfer, case study from the Canadian plastics Sector. This report provides a comprehensive analysis of best practices in worker retention and knowledge transfer strategies. They proceed argued that employee retention and knowledge transfers are two elements of a more concern that might be best termed “skill management”.

Harris (2000), conducted a research on Wyoming firms to establish the effect employee benefits have on labour turnover. In his research, he found out that those companies that provided more benefits to their employees, ended up having a lesser percentage of labour turnover than those companies that provided no or less benefits to their employees. His study concluded that benefits were a means of reducing labour turnover.

Chang (1999), in his research majored on examining the relationship between career commitment, organization commitment and turnover intention among Korean he found that employees with low career and organization commitment had the highest turnover intentions because they did not care either about the company or their current careers.

Griffeth et al (2000), noted that pay and pay-related variables have a modest effect on turnover. Their analysis also examined the relationship between pay, a person’s
performance and turnover. They concluded that when higher performers are insufficiently rewarded, they leave.

2.6 Research Gaps
Despite of fact that many studies have been done on the Human Resources Practices and the way the same may lead to private organization performance still they have not come up with practical solutions, it remains to be in theory. The studies have focused in the developed countries but not much concentration in the less developing countries like Tanzania.

The practice of HRM in the hotel industry is seen to be something minor, profit maximizations is the only thing that is being taken into consideration, Human Capital who is the most effective being towards such progress of the company alive are taken as a means of production without them being recognized causing a big number of Turnover, underperformance, unsatisfactory staff.

Therefore, this study has focused on looking into the reason as why there is little practices of HRM despite of its importance towards the good performance of the company hotel.
CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction
This chapter tries as much as possible to describe research methods and procedures used in this study. Hence, the chapter has been divided into two parts; the first part represents the research area, design, approaches and population samples/techniques and procedure employed while the second part presents the data collection methods and instruments, data management and data analysis techniques or procedures.

3.2 Area of Study
Research area is the place where the study is to be conducted (Kothari, 1992). Kunduchi beach Hotel and resort (KBH) which is in DSM was chosen because from this area the researcher found it easy to collect all the relevant information.

The Dar es Salaam city has many hotels and many other hospitality companies; it was also believed that Dar es Salaam is one of the city having many hotels which are at the international level as compared to other places in Tanzania. It is one of the most important places where different guests and other people from within and outside the country visit the place and they prefer these hotels for different reason like accommodation, fun and other related reasons according to guests’ interests.

The study was done at Kunduchi Beach Hotel and Resort (KBH) which is about 45 kilometers from the Mwalimu Julius Kambarage Nyerere International Airport on the way to Bagamoyo in Kinondoni District, the place was chosen because it is one of the most popular, famous, big and it is listed to be one of the international Hotels in Dar es salaam and Tanzania with three stars.

All in all, the place has been chosen for the reason that it is in the municipal where the researcher lives; for it facilitated easy and close collection of data from the hotel. Another reason for choosing Kunduchi is the fact that Kinondoni municipal is popular in hotel activities so the research was being done in the same municipal would bring clear understanding also as to why most of the hotels are found in these places.
3.3 Research Design

A case study is a popular form of qualitative analysis and involves a careful and complete observation of a social unit, such that a person, a family, an institution, a cultural group or even the entire community. It is a method which explains issues in depth rather than breadth (Kothari, 2004), had been chosen with the aim of helping the researcher to concentrate and focus on single organization.

It was an extensive study of a single situation such as individual, family, or organization. An enquiry used multiple sources of evidence. It investigated a contemporary phenomenon within its real life context when the boundaries between phenomenon and context are clearly not evident (Johnson, 1994). It is sometimes called the ‘Blue Print’ that enables the investigator to come up with the solutions to the identified problems and guide him or her in various stages of the research (Kothari, 1990).

Therefore this study employed a case study design with the purpose of determining the influence of Practice of Human Resources Management to the performance of private organization and hence in this case Kunduchi Beach Hotel & Resort was taken as a case study.

3.4 Target Population

Target population is the total number of the population from which the data was collected. The targeted population of this research included all existing employees, Management Officials and guests or Customers working with Kunduchi Beach Hotel and Resort.

3.5 Sample and Sample Size

This is a population in the catchments of study (Kothari, 1992). The population researched was the Staff from Kunduchi Beach Hotel and its management. As far as the study itself is concerned the population highly helped the researcher to get concrete and wanted responses and feedback from the very sources. The influence of practice of HRP to the performance of private organization can highly
be identified from staff, on-staff (guest or Customers and management as they are the once who are facing the reality from their place of work. The study population was categorized into three parts; junior staff, Managerial staff as well as customers or guest who enjoy the service with KBH.

Therefore, the total number of population employed for data collection was 60 people this being the sample size. Junior staffs were important as one of the targeted population because they were the key prayers of the organization’s daily routine while Managerial staff also believed to have full and detailed information about the organization and hence provide accurate information and guests or customers are important since they are at the fore place to taste the service, they are affected by service offered by the organization through their staff and hence can have clear understanding as to how Human Resources is being practiced in the hotel looking at the way they are served and to which level they are satisfied as guest.

3.6 Sampling Procedures
Sampling is the process of selecting individual from the population, so that a study of a sample can be generalized and understanding its properties or characteristics which would make it possible.

According to Kothari (2006), sampling is defined as selection of some parts of aggregate of the totality based on which a judgment or inference about the aggregate or totality is made. It is a process of selecting a group of people, events, behaviour, or other elements with which to conduct a study. An important issue influencing the choice of a sampling technique is whether a sampling frame is available.

Therefore sampling procedures are techniques and methods which were used by the researcher to get the sample size from the sampling frame.

In this study the researcher used both probability and non-probability sampling to get the sample size. i.e purposive or judgemental sampling and simple random sampling were used by researcher when finding the sample size as follows.
3.6.1 Purposive Sampling
The study employed purposive sampling to collect information since it helped and made sure that the research design was viable in the context of both resources and time set forth for the study. The researcher used purposive sampling in collecting important information's and data in the Human Resource department to the HR manager and other officers.

The reason behind of using this sampling technique is the fact that department of Human Resources deals with the management of all employees and their records which in most cases can produce the clear picture of the situation which is going on in the organisation. Examples, the researcher collected important information's from the exit forms and letter where employees who have left the company have put their reasons as to why they have resigned and hence come to understand where the loop hole is.

3.7 Data Collection Methods and Instruments
These are basically tools which are used to collect reliable information (Kothari, 1992). Both Primary and secondary data were systematically collected. Primary data were obtained through the use of questionnaire, interview, and observation. On the other hand, secondary data were collected from company reports and other sources like internet and journals as well. Therefore, the following data collection methods were used to collect data from staff, management and customers at Kunduchi Beach Hotel and Resort;

(a) Questionnaires
A set of questionnaires was distributed to the respondents for the purpose of obtaining reliable and accurate information’s. Data were collected using structured and non-structured questionnaires. This method was used because it assisted in giving respondents time to pass through the questions thoroughly. Also because of limited time on part of the respondents to be interviewed, this method served as a major method of collecting the right data at the right time.
(b) Interview
The interview was carried out during the exercise and employed both structured and unstructured interview to get information of the problem, the main reason was to get information that would be covered in the written questionnaire. They also favored the low level or junior staff such as clerks, gardeners, waiters and waitresses were geared to make them understand as the interview were carried both in English and Kiswahili according to respondents’ will.
From this group, the main information collected involved understanding the level of satisfaction the staff had, what kind of thoughts that do they think can be done to those could be changed in the organization that can improve performance through the use of Human Resources practices.

(c) Observation
The method was employed where there arose difficulties to find and get accurate answers from the respondents. Observation as one of the data collection tool entails listening and watching other people’s behaviour in a way that allows some type of analytical interpretation. Its main advantages were that, it helped to collect first hand and accurate information.

The researcher observed the way daily hotel routine are handled starting from staff at the front areas, treatment from senior managers to their juniors, how guests are satisfied from the services offered by the hotel and their comments at the time they exit from the hotel

(d) Documentaries
This method was used to obtain data from secondary source such as books, files, journals, articles and researchers documents. This method enabled to obtain the already investigated and analysed materials. The researcher consulted the concerned authority to access the preserved regarding the practices of HRM.

In order to conduct a meaningful document analysis, documents were situated into specific frames of reference (Mccullon, 2007). This is because documents we use are
not primarily prepared for dealing with the research topic. This framework helped the researcher and gave him an opportunity to interprete documents by putting special emphasis on an intended meaning and perceived meaning. This is because the document’s author is always giving a message with conscious to the kind of the audience he/she addresses. It is hence, the task of the researcher to interprete such intended meaning in the framework of this study.

The researcher, therefore consulted company’s documents like the available training policy, administration, Human Resources Policies and development programs, manuals that helped in showing the effectiveness of Human Resources Management practices in the organization and how does the company depends on the Human Resources departments in making sure that the organization achieves and succeed its target and thus improve its performance in the market.

(e) Internet and Journals
Another source sought in data collection were internet and other social media and the way different viewers who commented about human resources practices is being practiced in the hotel and how do they influence performance of the same.

3.8 Data Management
In order to ensure that collected data were properly managed, the researcher prepared and adopt proper recording of data methodologies which enabled him correct, edit, process and analyze the data more easily. The researcher abided to the research ethics in the collection and management of the same and preferably taking into consideration the issue of anonymity, confidentiality and interests of respondents.

3.9 Data Processing.
Data processing involves two major steps namely, coding and analyzing by using Statistical Package for Social Science research (SPSS). Coding was intended to classify the questions into meaningful categories so as to bring out essential patterns. The researcher first decided on the response categories given to an appropriate category.
Coding frame was established to open-ended and closed ended questionnaires. Statistical Package for Social science (SPSS) analysis produced cross tabulations, percentage frequencies and other reports as well as histograms and charts. Data were also classified in the form of tables and charts accompanied by percentages where needed.
CHAPTER FOUR
DATA PRESENTATION AND DISCUSSION

4.1 Introduction
This study aimed at assessing the influence of practice of Human Resources Management to the performance of private organization, a case of Kunduchi beach hotel and resort, Kinondoni Municipal, Dar es Salaam-Tanzania.

This chapter is concerned with presentation, discussion and analysis of findings of the study. The data collected were carefully checked for correctness, completeness, accuracy, clarity and uniformity. Numerical data were analyzed by computing percentages for quantification purposes. The data was then processed by using SPSS and presented in tables by using words, numbers and percentages, charts and graphs and Tables.

The data collected focused on the assessment of proper performance of private organization. It was the measure of the attitude, perception, and satisfaction level of the various levels about the practice of the human resources in making sure that it leads into performance. In order to achieve the objectives of the study, one set of questionnaire and interview are attached in the appendices.

4.2 Background information of the respondents.
It was found to be important to understand the background of those respondents of the sample to get the general picture of the respondents from different gender, age, education level, and department. This was sought to be important because it could help in answering the questions regarding the influence of practice of human resources management towards improving the performance from different individuals and departments working in the organization.

Another group which was assessed were the guests and other customers who were assessed when they were getting services and when they were about to leave after having being saved by the staff from the hotel. This was sought to be important
because customers can feel sense motivated staff from the way they are saved, the way they are treated and whole customer services qualities staff has towards them.

4.2.1 Respondents by Age

A question of age of the respondents was asked to find out if there would be a balance in age in the organization as far as manpower is concerned. The reason of having age structure was to get different views from different individuals according to their ages. Findings from the data shows that 7 (11.7%) of the respondents were from the age of 18-25 and, 14 (23.3%) of the respondents were in age of 26-35, while findings from 28 (46.7%) of the respondents were in age of 36-45 and the rest of the group of respondents 11 (18.3%) were aged more than 45 years. This indicates that the organization has on average age balance in proper plans for its employees. (See the figure 4.2.1 below).

Figure 4.1 Respondent by Age

Source: Research Data, (2013)
4.2.2 Education Level of the Respondents

A question on the education level of the respondents was asked in the series of the question on the background information of the respondents. The assumption was that, it could help to get good picture and the extent to which Human Resources Management practices can be stimulated and bring about desired performance at work places and can be well implemented from the people who worked in organization for difference education level.

Findings shows that 2 (4%) of the respondents hold Masters degrees, 8 (15%) respondents were both from primary education as well as Advanced Diploma, at the same time 16 (29%) of all respondents were from secondary education, while the remaining respondents of Diploma level were 21 (38%) as shown in the figure below. This implies that those with high level of education was few as compared to those with minimum education level this would mean even the nature of understanding from staff would also be minimal.

Figure 4.2. Education Level of the Respondents

Source: Research Data, (2013)
4.2.3 The Position of the Respondents

In determining the position of the respondents helps to evaluate the nature of responses and collection of answers with positions they currently hold. The implications of this research findings was to get different views from staff of different departments. The findings shows that those 4 (6.7%) of the respondents were from Top Management level, 24 (40%) respondents were from middle level management while 32 (53.3%) of respondents came from the supporting staff as shown on the figure 4.2.3 below.

Figure 4.3 The Position of the Respondents

4.2.4 Respondents by Marital Status

A question of marital status of the respondents was asked to see if there is any relationship between the status and the involvement of the respondents on the practice of human resources management in the organization. The findings from the data shows that 3 (5%) of the respondents were divorced, and 9 (15%) of the respondents were single, at the same time 11 (18%) of the respondents were widows.
while the rest 37 (62%) were married. This indicates the possibility that may be the practice of human resources management can be influenced by the nature of the employees’ marital statuses. As it is seen below, the different between married and those widows, divorced and single cannot meet those who are married.

**Figure 4.4 Respondents by Marital Status**

Source: Research Data (2013)

**4.3 The Practices of Human Resources Management**

The aim of these research findings was to find out and get difference views from the respondents regarding the extent to which Human Resources Management practice can stimulate and bring about desired performance in the private organizations. The practice seem to be done but was not well performed and implemented, a number of reasons have been advanced for this.

**4.3.1 Human Resource Practices**

A large number of the respondents’ information or data show that there were no proper human resource management practices in this organization and if it was there then it was little compared to what is expected. It might be that was entertaining personal interest rather corporate interest and lack of experts to change the situation,
that is some decision makers and the required personnel are not available or trained enough for them to have enough skills and knowledge on the need and importance of the human resources practice and the way it may be used to bring about the organization’s performances.

As can be seen (from the figure 4.3.1) below that 40 (66.7%) of the respondents said there was no good human Resources practices in the organization, while the remaining 17 (28.3%) said there was Human Resources practices and the 3 (5%) did not respond at all. Hence a need to improve the current situation to restore the probability of loosing potential employees is paramount and

**Figure 4.5 Human Resources Practices**

![Bar chart showing human resources practices](image)

Source: Research Data (2013)

### 4.3.2 Human Resources Practice that an organization is involved

Organization can adopt various or different Human Resources Management practices to enhance employee’s skills. First efforts can focus on improving the quality of the individuals hired, or on rising the skills and abilities of the current employees or on
both. Employees can be hired via sophisticated selection procedures designed to screen out all but very best potential employees. Indeed, research indicates that selectivity in staffing, is positively related to firm performance (Becker & Huselid, 1992)

The poor human resources practices in most cases lead to the big effect to many organization, the same applied to the host one (KBH). Therefore, the nature and type of the goals being chosen and given the first priority to large extent affects the performances. The researcher findings show that, the respondents who responded to the question of human resource policy were only 8 (15%), while human resources planning were 11 (18.3%) of all respondents. Most of the respondents 22 (36.7%) said that the organization spends much of its time on setting objectives to meet its established goals which in most cases covers the financial benefits, while 18 (30%) did not respond accordingly. The figure 4.2.2 below shows the respondents to the asked question.

**Figure 4.6 HR Practices that an Organization is involved**

![Bar Chart](image_url)

Source; Research Data (2013)
4.3.3 Goal setting and personally involved

Goal setting is a powerful process for thinking about your ideal future, and for motivating yourself to turn your vision of this future into reality.

The process of organization setting goals helps individual staff to choose where you want to become after some time they spend in the organization. By knowing precisely what you want to achieve, you know where you have to concentrate your efforts. Organization can set goals on a number of levels and the following can be taken as the main levels, setting lifetime goals, organization should consider what its employees wants to achieve in their lifetime.

Career – What level does your staff want to reach in their career, or what do they want to achieve?

Financial – How much do they want to earn, by what stage? How is this related to your career goals?

Education – Is there any knowledge they want to acquire in particular? What information and skills will they need to have in order to achieve other goals? The second step is setting smaller goals - organization should make sure that they set a five-year plan of smaller goals that they need to complete, then they should create a one-year plan, six-month plan, and a one-month plan of progressively smaller goals that they should reach to achieve their lifetime goals.

The third step is making sure that a useful way of making goals is to use the SMART Mnemonic, some of which include the following parenthesis (SMART) which stands for:

- S – Specific (or Significant).
- M – Measurable (or Meaningful).
- A – Attainable (or Action-Oriented).
- R – Relevant (or Rewarding).
- T – Time-bound (or Tractable).

This question was asked in order to see if there was personal involvement in goal setting, if yes or no, was it fair, acceptable and effective enough considering gender
balance, color and age. The findings show that out of 54 respondents who responded to the question, 7 (11.7%) said they were involved in time allocation, 11 (18.3%) involved in setting objectives, while 29 (48.3%) were involved in task formulation, but 7 (11.7%) said they were given no chance on personally setting goals. See the figure 4.3.3 below

**Figure 4.7 Goal setting personally and involved**

![Goal setting Personally and Involved](image)

Source: Research Data, (2013)

**4.3.4 Levels in which employees are involved in goal setting**

This question was asked to know whether the organization gives room to employees to get them involved in goal setting as one of the Human Resources Practice activity and at what level? Regardless of the type of training they acquired, employees are required to participate on the issues of setting goals as well as the level of implementations for the set forth objectives.
In order to know if there were an active involvement on the process the following answers were given, out of 60 respondents, 11, (18.3%) said that they are involved at higher rate, while 28 (46.7%) out of 60, said they only participate at lower level, 13 (21.6%) of them participate at medium level, and only 8 (13.3%) did not responded (see figure 4.3.4).

![Figure 4.8 Levels employees are involved on goal setting](image)

**Source; Research Data, (2013)**

**4.4 Rewarding Programs at KBH**

Phillip and Connel asked that does a well-designed pay system motivate employees to greater performance, higher quality performance, or greater satisfaction. The answer to this question has varied from early days of scientific Management to the present. The controversy still ranges. All agree that effective motivation administration is a factor in the management of human resources. Where they differ is on the effectiveness of incentive motivation schemes to influence performance.
By motivating and retaining the most valuable assets Loyalty works understands your challenge. You know your company recognition and reward program should motivate and engage employees—but it also must improve the bottom line in **measurable** ways: by boosting employee retention, reducing accidents and healthcare costs, encouraging performance improvement, and more.

Loyalty works can help organizations achieve that delicate balance. Not only do employee incentive program solutions get the most out of your people by rewarding and recognizing their loyalty and performance - they also enable to track all the related costs and results.

Employee Performance Improvement Programs may include things like attendance, Training/Certification, suggestion or ideas, participation, Compliance, Product or services quality, Productivity, Safety, wellness, teamwork, Referrals, Customer Services, New Sales, up-sales, Cross-Sell and any other measurable behavior or activity

**4.4.1 Employees Recognition Programs**

Human Resources application suite is designed to foster employee recognition through engagement. With features including components like service awards, and spot recognition, managers can effectively motivate their workforce and track and improve performance. HR module can be compared to an internal social media network, and can be used to build a recognition culture.

The HR suite can include several or all of the following components:
- Service Awards
- Birthday Acknowledgement
- Spot Recognition
- Peer-to-Peer Recognition
- Nomination Process
- Suggestion Awards
- Associate Referral Program
- Sales Referral Program
- Training
- Surveys and quizzes
- Performance Management

**4.4.2 Employees’ remuneration practice**

This question was intended to find out whether employees’ remuneration is effectively practiced. The effective practice of remuneration in any organization creates the sense of motivation to employees. This is because remuneration brings
efficiency and effectiveness in the organization’s performance specifically when employees perceive remuneration to be fair and equitable in the company. The finding shows that 35 (58%) respondents said “YES” which means employees’ remuneration is effectively practiced in the company, whereas 15 (25%) respondents sad “NO” which means employees’ remuneration is not practiced effectively and the rest 10 (17%) did not respond at all. The table below elaborates more about it.

Table 4.1 Employees’ remuneration practice

<table>
<thead>
<tr>
<th></th>
<th>Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>35</td>
<td>58</td>
</tr>
<tr>
<td>No</td>
<td>15</td>
<td>25</td>
</tr>
<tr>
<td>NR</td>
<td>10</td>
<td>17</td>
</tr>
</tbody>
</table>

Source: Research data 2013

4.4.3 Employees’ Participation in determining the remuneration package.

The above question was asked to respondents for the purpose of knowing whether they participate in determining the remuneration package. It was assumed that to bring harmonious relationship, employees’ involvement in determining their remuneration considering working conditions and environment, living standard, employees’ interest and at the long run will remove dissatisfaction in their work. The findings to the above question showed that 44 (77%) of respondents replied “NO” which means employees do not participate in determining the remuneration package they receive in the company while 16 (23%) of respondents replied “YES” that means employees participate in determining the remuneration packages.(see Figure Below)
4.5 Training Programs

Training efforts may be directed at providing employees with specific skills that can be used immediately, and also general skills that employees may need for their future long-term application. For example, the human resources manager can identify the need for all secretarial staff in the organization to receive training on how to operate the Microsoft Word 2010 software package, which will improve the quality of their letters and reports.

Also, top management may identify the need to organize a course in the development of managerial skills for all supervisors, which prepares them for the demands of future managerial jobs and strengthens their abilities to cope with job-related problems things which were rarely done at KBH after findings.

4.5.1 Training against employees turnover

As the world is moving towards a knowledge economy, human capital is becoming increasingly important in comparison with traditional production factors such as capital and natural resources. Since a significant amount of schooling occurs after labour market entry, training is of immense value for both employees and employers. In general, training makes workers perform better in their jobs (Bartel, 1995).

Table 4.9 Employees’ remuneration participation practice

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>73</td>
<td>27</td>
</tr>
<tr>
<td>44</td>
<td>16</td>
</tr>
</tbody>
</table>
First of all, training is a way to bridge gaps between skills acquired during initial education and skills required at the job (De Grip, Heijke, & Willems, 1998). Secondly, as acquired skills become outdated as a result of technological and organizational change, training is an instrument to prevent skills obsolescence (Bishop, 1997). Finally, training might increase workers’ employability. Trained workers are more versatile in their job (Groot & Maassen van den Brink, 2000), which increases their career opportunities both inside and outside the firm.

It was necessary and important to examine the trend of turnover of employees after enjoying training sponsored by the organization. In doing so this was thought to be very important in assessing the trend of employees turnover that seemed to be common in the organization. Though turnover, it subjective but it was important to identify the trend if any in the organization. The responses show that 30 (50%) replied between 3-5 years, and 6–8 years were 13 (22%), followed by 9–11 years were 9 (15%), whereby 06 (10%) respondents said within two years and above. See figure 4.10 below.

**Figure 4.10 The trend of Turnover of the employees Trained**

![Pie chart showing turnover of employees trained](image)

*Source: Research data, 2013*
4.5.2 Do you have access to training?
This question was asked in order to know whether employees’ have accessed training since they joined the organization as an attempt to increase their skills, knowledge, and attitude to make them competent to perform organization activities effectively. The question was important in order to bring about balanced views concerned training opportunity in the organization.

In responding to the question it was revealed that 48 (80%) of all respondents said “Yes” which means they have accessed training in the organization since they joined. Whereby 12 (20%) of respondents replied “No” that means they have never accessed training opportunity since they joined the organization.

From the above information it is clear that majority of respondents has accessed training opportunities. However the few (24%) may be newly employed in the organization. See figure 4.11 below.

Figure 4.11 Showing access to training

Source; Research data, 2013
4.5.3 Where have you attended training?
This question was asked in order to supplement question especially for those 48 (80%) respondents who said “Yes” which meant they have accessed training since they joined in the organization. In completing the question it was revealed that 27 (56%) has accessed indoor (on the job training), whereas 21 (44%) had accessed outdoor training (off the job training).
However for those who have never attended training they suggested that it is a high time now for the organization to consider them for either on or off the job training.

**Figure 4.12 The type of training**

![Pie chart showing the distribution of training types.]

Source; Research data, 2013

4.5.4 Does your training help you in your job performance?
It was very important to know whether according to trainee’s view point that training attended has brought any improvement to work performance. In some cases training may be conducted as protocol and ignore the role of skills inventory and training needs assessment in the organization.

Normally training is intended to impart knowledge and skills necessary for work performance in the organization. In responding to the question it was revealed that 37 (77%) respondents replied “No” which means training didn’t help them in their job performance. The reason behind was that though they attend training, they perform different activities to that they learned.
However 21 (23%) of respondents said “Yes” which means that it helped them in performing their jobs. The reason behind was that, training helps to increase necessary knowledge for them to perform their job more efficient than before. Basing on the information given above it is easy to draw conclusion that training failed to help majority in performing their jobs. See table 4.5.3 below.

**Table 4.2 Whether the training helped in job performance**

<table>
<thead>
<tr>
<th>Category</th>
<th>Respondents</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>21</td>
<td>23</td>
</tr>
<tr>
<td>No</td>
<td>37</td>
<td>77</td>
</tr>
<tr>
<td></td>
<td>60</td>
<td>100</td>
</tr>
</tbody>
</table>

Source; Research data 2013

**4.5 Comments from guests and Customers**

Random interviews were done to guests who visited Kunduchi Beach Hotel and Resort with different reasons. Some came to have fun; others came for accommodation, some for conference reasons, and others for business purposes. A total of 10 guests were questioned through interview guide as if they were satisfied with the services or not and if they found any sign of motivation from the employees that they were saved with and what could be the reason for same.

95% of guests commented according to their perception that staff are not motivated and this could be seen because they are working under pressure, strictly supervised by their seniors, working over hours and these could even be revealed by employees themselves to guests when they were asked as to why they seem to be tired during working hours most answers were that they are working for long hours with minimal pay.
This shows that there are some shortages in HR treatment to staff, undesired treatment from managers to their subordinates, working hours are not maintained.

4.6 Comments from Website
The researcher tried to browse some details from the company's website (Internet) to see how the company profile has shown any concern about the practice of human resources Management towards improving the organization performance.

The finding shows that 95% of the company's profile has concentrated on making sure that it brands itself, how can the company get some revenues from Clients. This shows how the company has forgotten the other side of Human Resources relation (employees) who are the most contributor of adding revenues to the company.
Employees have not been mentioned in a special way, this implies that the practice of Human Resources management has been given less priority and concentrating much of its efforts to the ways of adding its revenues.

4.7 Findings from journal
Findings from journals which in most cases indicates some information's regarding the hotel (KBH) has not shown anything about its strategies in making sure that they have maintained it best Human Resources management Practices towards improving the performance..The journal has very much concentrated to advertise itself by showing some issues that are mostly loved by the customer or guests who are visiting the hotel, marketing itself.

In general there is no topic in the whole journal that has indicated how the company has tried to make sure that they have proper and best practices of human resources management and the ways this practice has contributed towards making sure individual performance of employee is maintained and that the performance of the organization in general
CHAPTER FIVE
SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction
This chapter presents a summary of the study derived from the analysis and discussion in the previous chapter, the conclusion together with suggestive solutions and strategies to tackle the existing situation and way forward.

Research is long systematic processes passing through different stages which are chain–linked. The end of one process at a certain stage gives a room to pave the way to the beginning of another process of a different stage.

The presentation, analysis and interpretation of data paves the way for meaningful conclusions to be drawn from the research findings and ultimately recommendations are made to the ultimate final consumers of the research findings.

The purpose of the study was to examine the influence of practice of human resources management to the performance of private organization. The significance of the study was on understanding the general implications of the Human Resources practices on the private and hospitality companies like Hotels to understand better their staff or employee’s needs or satisfactions in the way they are supposed to be treated and hence undertake necessary precaution and implement the said Effective Human Resources Management which will contribute to effective performance from individual level to corporate level.

Therefore, the study reveals the existing Human Resources policies, problems associated to these schemes and workers’ attitudes through their departments’ attitudes towards prevalent nature of the management.

5.1 Summary of the Findings
The study used a survey method in data collection through the use and application of questionnaires, interview and observation methods respectively. However, interview
and observation method were not frequently used as questionnaire method in data collection. A total number of 60 respondents’ answers were considered in the study. In consideration to the first research question, there are several interesting findings with regard to how the practices of Human Resource Management bring about effective desired performance in the private organization.

These findings revealed that the poor remunerations, absence of career goals, geographical location of the organization, poor relationship between management and employee existing in the departments are the major causes of the pronounced bad HR practices within an industry; this influences negatively employee’s work morale and affects organization performance. Furthermore, the organization has failed to develop effective motivational programmes by neglecting employee’s need and organization objectives as major factors guiding programme development and rely on outdated and not well working policies.

Then, from research findings, showed that both departments and employees’ attitude toward the present nature and the trend of labour turnover are not good. Most of the employees were, to some extent satisfied with the organizational politics, so having relatively negative attitude toward their current job and organization. This, means that the existing nature of all the plans in one way or another reduce working morale and affects organization performance. The main causes of turnover are inadequate pay, lack of training and development opportunities and unsatisfactory work conditions as explained below:

Inadequate pay; thus the findings revealed that among other factors contributing to high labour turnover rate at Kunduchi hotel, the issue of green pasture happen to be repetitive among the files of exit employees revised by the researcher. The salaries and compensation policy offered by the hotel favoured most the management staff more than the junior staff (operation staff). The difference accelerates the existence of high turnover staff who mostly looking for green pasture.
Lack of training and development opportunities; the findings revealed that Kunduchi hotel apart from having the good policy on emphasising staff development, the issue of career development is also the main reasons of high labour turnover rate at Kunduchi. Thus the findings reveals that the bank condition of developing and accommodating employees who specialized in the banking professionals costs a lot and demoralize those who want to specialize in other career hence they decided to quit for the reason of career development.

Unsatisfactory working condition, thus the findings reveal that most of the Kunduchi hotel staff decides to quit after being misallocated to the working station. Thus the department of human resource transfer and station people without considering their favourites place or departments. Also leadership style among the management is not a two way and friendly to some staffs.

5.2 Conclusion
This research was meant to achieve certain objectives. To determine the side effect of non – practice of effective human Resources Management in private organization particularly in the Hotel Industry. To identify the reward program at Kunduchi Beach Hotel and Resort. To examine the reason as to why the rate of turnover is too high as compared to the number of staff the company has.

The problems of HR practice and its implications are multi- dimensional problems which do stem from looking on a single source but from a series of causes either inter-related or existing in isolation. The multi-cause of this and its implications are economic, psychological, sociological, ethical etc. From the above the following are the major conclusion drawn from the research findings.
Lack of training programmers, promotions and unfair treatment are responsible for the practice and its implication in private companies.

Possibility for further education acts as contributory factor to labour turnover and its implications. Wrong placement of workers and their job qualification load to labour
turnover and its implication adversely affects and productivity; as it creates instability and continuity in the organization.

5.3 Recommendations.
The utility of any research lies mostly in the consumption of the research findings. Then putting into use the research findings by the ultimate final consumers is the terminal stage of research. If the research findings can be put into any use desired that the whole research exercise will be meaningless and the researching findings were laid as mere waste materials. The research finding cannot be put into use unless the research recommends to and directs these recommendations to the desired consumers.

One of the objectives of this research was to suggest ways of reducing (if not eliminating) labour turnover and its implications in private organizations. The following are the main recommendations which have been directed to the concerned authorities as follows.

5.3.1 To Government of Tanzania
The government in its capacity as the biggest employer of labours, the regulator of relationship between employers and employees and the custodian of the interest of its citizens should be establishing and increasing of tax in private industry should be well managed to ensure that tangible returns for both Government and society as whole will be met – from private companies.

5.3.2 To the Hotels
The recommendations to the hotels especially those from three stars and above is that they need to provide fair treatment to employees regardless of their backgrounds, colour, race or religion, replacement of workers due to provide possibility for further education to their employees. To comply effectively to various provision of the existing human resources policies.
5.3.3 To the trade Union
The researcher is hereby recommending to the trade Union as now it is autonomous bodies of the workers for promotion and protection of their interests. To educate their members on their rights and obligations at working place in relation to the new Labour law Act and to cooperate with management in dealing with the problems of labour turnover and its implications as a result of malpractice of the HR practice.

5.3.4 To the Academicians and Researchers
Both academicians and researchers need to conduct more research on the practices of the human resources management and its implications and provide reliable solutions to ensure that the problem get reduced if not to eliminated at all. Good still the researcher need to study the dynamism of this multi–dimensional problem and its other related aspects; to develop enough literatures for the study and research on this problem in Tanzania and Africa at large.

5.3.5 To Hotel Managers and Supervisors
Managers and supervisors in the hotels should work following the set rules and regulations, procedures and hence avoid predijuce, avoid working under personal feelings and fear of owners. By avoiding such incidences they will be improving performance of their subordinates, increasing their working morale, dedicated and hence improve individual and companies performance at large.

5.3.6 To Staff or Employees
They are advised with help of their human Resources department to formulate their own staff committee which will stand for all and try as much as possible to coordinate their problems and submit them to their superiors collectively, this will help in addressing their concern, areas of improvement and hence will reduce tension and other misunderstanding between management on one hand and staff on the other side.
5.3.7. To the Policy Makers
Organizations do not simply have policies for fashion’s sake; they have good reasons for having them. The reasons for having policies necessitate the investment of care and diligence in their formulation and implementation. Policies portray the organization’s image and the manner of their implementation portrays consistency, and seriousness with the declared framework of action. So, as Torrington and Hall note:

If the policy does not work well, you are criticized for incompetence. If it is disliked, you become unpopular and your enemies try to undermine your policy initiative. If your policy is accepted by others, you have little scope for changing it or trying to forget it.

The nature of the Policy should be the one which ties all the parts of the organization together, covers all major aspects of the organization and ensures that the organization’s component parts function in appropriate interrelationship towards the realization of the organization’s mission. In this context, a strategy is related to planning.

In the same context, policies are smaller plans which show how the component objectives of the mission can be achieved. The organization’s strategy is composed of policies i.e. the major functional areas of the organization’s performance e.g. production policy, marketing policy, human resources policy, procurement policy and others.

5.3.8 To owners of the Companies
They are advised to introduce new and outstanding programmes not only for corporate achievement as an entity but for the wellbeing of all, this means all staff/employees, Management, owners, shareholders and others who are part of the company should be recognized for their effort they are putting to the achievement of the company.
For example, the company should make sure that they implement effective Human Resources Management practices which will contribute towards effective performance of each individual staff and performance of the whole company.
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APPENDIX

This questionnaire is intended to solicit the data/information which will be used for academic purposes in partial fulfillment of the requirement for the award of Masters of Science in Human Resources Management (MSC.HRM). The identified data will be used for exploring and knowing what is real happening in the Hotel industry and hence finds alternative ways to rectify the problem.

The first list of questions are directed to senior managers as follows,

**Fill the appropriate answers in the following space provided.**

1. **What do you understand by the term Human Resources Practices?**

   ………………………………………………………………………………………………………………………………

   ………………………………………………………………………………………………………………………………

2. **Do you have any compensation programme in your organization?**

   (i) Yes

   (ii) No

   If yes what are they?

   ………………………………………………………………………………………………………………………………

   ………………………………………………………………………………………………………………………………

3. **What are the indicators that shows there is HRM practices at Kunduchi Beach Hotel and Resort**

   (i) ………………………………………………………………………………………………………………………………

   (ii) ………………………………………………………………………………………………………………………………

   (iii) ………………………………………………………………………………………………………………………………

   (iv) ………………………………………………………………………………………………………………………………

4. **How many Maximum number of years does an employee stays in your company?**

   (Circle one number only)
(i) Six months to one year  
(ii) One year to Two Years  
(iii) Two and Three years.

5. Why do you think there is a great turn over in your company?  
   (i) Poor compensation structure  
   (ii) Mistreatment of staff  
   (iii) Better salaries somewhere else  
   (iv) Racial segregation

This questionnaire is intended to solicit the data/information which will be used for academic purposes in partial fulfillment of the requirement for the award of Masters of Science in Human Resources Management (MSC.HRM). The identified data will be used for exploring and knowing what is real happening in the Hotel industry and hence finds alternative ways to rectify the problem.

The second part of this questionnaire is directed to junior staff that in most cases faces the reality:

1. Are you satisfied with your working environment?  
   (i) Yes  
   (ii) No

2. Why are you not satisfied with the working environment?  
   (i) Little salary  
   (ii) Racial Segregation  
   (iii) Bad treatment from senior managers  
   (iv) The office is far from the office

3. What do you propose should be done to improve working environment as far as Human Resources Management is concerned?
4. Are you satisfied with the salary package of your Hotel? If no why

5. What do you think should be done that will make sure the level of turnover is minimal?