

**EFFECTIVENESS OF HUMAN RESOURCE DEPARTMENT TOWARDS
IMPROVEMENT OF ORGANISATIONAL PERFORMANCE:
A CASE OF HIGHLAND ESTATES LIMITED**

**BY
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**A Dissertation submitted in Partial Fulfillment of the Requirement for the
Degree of Master of Business Administration in Corporate Management
(MBA-CM) of Mzumbe University.**

December, 2020

CERTIFICATION

We, the undersigned, certify that we have read and hereby recommend for acceptance by the Mzumbe University, a dissertation entitled, “*Effectiveness of Human resource department towards improvement of organizational performance*” in Fulfillment of the Requirement for the Award of Degree of Master of Business Administration (MBA) of Mzumbe University.

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DEDICATION

This dissertation is dedicated to my family whose patience, efforts, support and encouragement have made it possible for me to attain this level of education and who made a lot of sacrifices to get me where I am today.

LIST OF ABBREVIATIONS AND ACRONYMS

HR	Human Resource
HRM	Human Resource Management.
RBT	Resource Based Theory.
RBV	Resource Based View.
CHODAWU	Conservation Hotels Domestic and Allied Workers Union

ABSTRACT

The aim of this study was to assess the effectiveness of Human resource department towards improvement of organizational performance in Tanzania in particular at the Highland Estates Limited. The specific research objectives were to identify the strategies used by the human resource department in improving employee performance, to examine the participation of human resource department and employee in reaching company goals and to examine employee problem resolution techniques. The study involved 82 respondents. Both primary and secondary data collection methods were employed. This study employed simple random sampling and non-probability sampling (purposive sampling) technique to obtain the respondents. Simple random sampling was used for Highland Estates Limited in which the population is more homogenous and thus random sampling was the most appropriate. Purposive sampling on which it was used to select top management of Highland Estates Limited from each section who provided valid information relevant to this study. Data obtained were analysed through Statistical Package for Social Science (SPSS) software program. The study found that, there are various strategies used by the human resource department in improving employee performance. The most used strategy by the HR department motivation followed by training and capacity building. Training was observed to be done not frequently and this hindered much on reaching organizational goals. The study recommended that, the most used problem resolution technique was disciplinary committee and through warning letter. However, it was said by the respondents that before hearing the respondent is served with a notice, which stipulates the nature of offence complained of. During hearing all the parties are given chance to be heard and finally the committees issues a decision which binds all the parties. Furthermore, in case of one party aggrieved with such a decision is given a right to appeal to the appellate authority as provided for under the company policy.

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CHAPTER ONE

INTRODUCTION AND BACKGROUND OF THE STUDY

1.0 Introduction

The first chapter consists of the background of the study in which the researcher defines the keywords. The second content in this chapter is the statement of the problem. It also includes the research objectives together with the research questions. Lastly, this chapter covers the significance, limitations, scope, and organization of the study.

1.1 Background of the Problem

For an organization, to accomplish its goals they need Human Resources (HRs), which is being considered one of the valuable assets. In the words of Batti (2014), almost all organizations believe that people are an important aspect. No organization can exist without the first resource known as people. To reach objectives and achievements in any organization that is in a growth stage, support from people around is very important.

Hence, the effective management and utilization of HRs probably lead to high performance and sustainability of Organizations as Sokkie (2013) comments that main value of Human Resources (HR) to any organization as a means of ensuring sustainable growth for an organization cannot be overemphasized, as it is the essential strength upon which people, strategies, processes, and operations are based.

Across the globe, many conducted studies have recognized the contribution of HRs towards organizational performance and the sustainability of organizations. Schaltegger and Wagner (2006) did studies in Sweden on managing sustainability and raised vital questions that non-economic issues, and measuring non-economic aspects of performance activities, are the outcome of developing similar organizations within the company. Identification, managing and measuring the drivers to improve the sustainability of the systems and structures that can be created to improve performance measurements are all under improvement of a company's

performance sustainability, causing management have a close look every time (Epstein, 2008).

Competitive creation advantage lies in people over some years back in African organizations with unquestionable facts. People's potential have been recognized as a source of competitive advantage by most organizations. Recruiting, selecting, appraisal, promote, and demote these are some of the HR functions which are there to protect personnel manager. Employing people who are specialized in Human Resource Management or creating the HRM department was not that important because any manager could perform all the duties and work. Organizational performance and human resources paid little attention. The personnel manager functions element of subjectivity includes recruiting, selecting, performance appraisal, promoting, demoting, and compensating being inserted by the emphasis on traditions and social-cultural issues.

Competition and rapid changes in today's world of the industry are very important but for an organization to survive maximum utilization of the resources is what is most needed to add an advantage. According to Barney (1991) explains that management of the inside resource which is unique rare to find and priceless can be created and sustained as explained by studies in different organizations. Practices that produce results due to transcended HRM are brought by policies that gather dust. Practicing Human resource management in a company is by using recruitment, selection, training the employees to be skilled direct resources, which are bundles of the organization that is what intelligent, flexible, and competent organizations use to compete with their competitors. Human resource historical sensitivity, the social complex of policies, and practices that make rivals not to be able to imitate or replicate their diversity and depth are the result of competitive creation and performance of an organization consolidation.

Using talented human resources as a strategic asset is because of superior performance from an organization deciding to focus. Business Strategies must be associated with human resource policies for the success of an organization. Any

amount of technology used will continue to make Human resource to be an important resource in any success-oriented organization despite any other developed technology and mechanization. Strengths of exceptional people built successful businesses. Due to the academic and business importance of HRM, it should not be left in the hands of people who are not specialized and not experts in it. Time and resources that human resources departments choose in an organization must be given attention.

Creation and sustainability of competitive position locally and worldwide and better achievement of corporate performance requires organization resource, which is successful, effective, and efficient. Specialist of human resource manager and line managers help to formulate and put into practices selection of policies, developed training, performance appraisal, rewards, encouragement and support, incentives, design of work, involvement, transferring of information from one person to another, protection of employment to achieve targets: skills management of cooperation's and employees, inspiration, dedication, agreement, and preservation.

Ahmad and Schroeder (2003) explain that performance of an organization as operational performance like quality, cost discount, elasticity, deliverability, and promise brings human resource management practices with the positive influence, which transfer information, extensive training, careful hiring of individuals, reward, and difference in status, security of employment, and delegation. Sang (2005) also found a positive influence of human resource management practices namely human resource planning, staffing, incentives, appraisal, training, teamwork, employee participation, status difference, employment security on organization performance.

For businesses to continue growing, HRM should be given its rightful place of relevance in any organization and not left in the hands of line managers who neither have the expertise nor the time and space to carry out the enormous functions of a human resource manager.

The purpose of this study is to assess the effectiveness of the Human resource department towards the improvement of organizational performance.

1.2 Statement of the problem

The idea behind the assumption that HRM significantly contributes to organizational results is that the HR practices affects the employees in a positive matter, e.g. by increasing job satisfaction and motivation, which in turn affect the operational results, such as the quantity and quality of the products and services, which again will have a positive effect on the financial and market performance of a company, like return on assets, revenue, and market share (Paauwe & Richardson, 1997)

The study conducted by Mwapira (2015) revealed that Tanzanian companies to the world have made HRM significant inroads. This further entails that it is common to see large organizations in Tanzania set up a whole department for the sole purpose of managing human resources and hire experts in the field to be in charge of HRM. The enormous benefits of properly managing human resources cannot be overemphasized. However, the majority of the organizations in Tanzania are yet to catch the proper human resource management. Inappropriate HRM policies and practices of some of these organizations can be attributed to the non-existence of HRM specialists or HRM departments. Research has established significantly a positive relationship between an organization's HRM practices and performance.

Putting into practice strategies, policies, processes and programs all these are being done by the board of directors and line managers who are not good and have little knowledge of HRM because many organizations do not put into consideration managing human resource. (Hemanth C. 2010). The meaning of proper human resources is being lost in these organizations if proper attention is not considered. It is from contention whereby the current study is conducted to assess the effectiveness of the Human resource department towards the improvement of organizational performance.

1.3 Objective of the study

1.3.1 General Objective

The main objective of the study is to assess the effectiveness of the Human resource department towards the improvement of organizational performance in Tanzania in particular at the Highland Estates Limited.

1.3.2 Specific Objectives

- a) To determine the strategies used by the human resource department in improving employee performance
- b) To examine the participation of the human resource department and employees in reaching company goals
- c) To determine employee problem resolution techniques

1.4 Research Questions

1.4.1 General Research Question

What is the effectiveness of the Human resource department towards the improvement of organizational performance?

1.4.2 Specific Research Questions

- a) What are the strategies used by the human resource department in improving employee performance?
- b) To what extent do the human resource department and employee participate in reaching company goals?
- d) What are the problem resolution techniques of employee?

1.5 Significance of the study

This study will provide the link between human resources factors and organization sustainability. Ensuring the role of human resources in sustainability is identified and made transparent to add measurable value to the organization's sustainability.

These days the demand for the worldwide business is becoming higher and higher every day. There is a need of new techniques and strategies for organizations to fit in the world full of competition in order to survive and succeed in different operations.

In different organization, there are some factors, which are very important in the survival of the organization, which are human resources and their management. There is different scholarly publication argument on what makes the organization develop and sustain; this study will look into the ways that sustainability perceives the contribution of human resources.

1.6 Limitations of the study

The process of collecting data was not a simple task due to the following reasons, which was beyond the researcher, below are some limitation that the researcher faced during the time of collecting data,

- i. Financial problem. It is therefore expected for the researcher to encounter financial problems. To minimize cost during data collection, small sample size was the solution to this problem.
- ii. Confidentiality of some information as some information staff was not ready to disclose some information relevant to the study. The researcher though, solved by explaining to them that this research is just for learning use and all information provided by them is secret and was not going to be disclosed to anyone.
- iii. The researcher was supposed to come up with more details and data within a short time simply because the time given by the University for compiling was very limited. To overcome this problem, the researcher used small a sample that helped to counter the scarcity time.

1.7 Organization of the Study

In this paper, five chapters are well organized. Background of the study, statement of the research problem, research objectives, research questions, significance of the study, the scope of the study, and organization of the study are being presented in chapter one. Conceptual definitions, theoretical, and empirical literature review. It also provides the research gap and conceptual framework is being explained in chapter two. Covers research paradigm, research design, area of study, the population of the study as well as sample size, and sampling techniques. In addition, the chapter presents types of data, methods of data collection, data processing, and analysis, measurement of variables, reliability, validity and finally ethical issues are shown in this chapter. All interpretations of data, analysis, and discussion of the findings are in chapter four. Finally, chapter five presents summaries of the findings and their implications, conclusion, recommendation, limitation of the study, and suggested areas for further studies are in the last chapter, which is chapter five.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

Chapter two is concerned with an overview of HRM and how it improves organizational performance. Different literature will be studied and reviewed to obtain necessary information on the study, topic, concepts and its related matters. This part is objected to give a theoretical and empirical overview on the phenomenal.

2.1 Definition of key terms

2.1.1 HR Department

The department of a company that hires, administers, and trains personnel is known as Human resources or HR. In any organization that employs people, this department must exist. The Human Resource Department (HR) (Hameed & Waheed, 2011) is providing human resource management policy issues and administrative support functions related to the management of employees for all departments in an organization.

Strategic decision-making involvement and strategic partners are the most significant responsibility and duty that human resource department has to play as claimed by human resource scholars for a long time. (Ulrich, 1997). The researcher came out with an idea that for a firm to be good in its performance then Human resources must be involved in making decisions (Novicevic & Harvey, 2001). Human Resource departments are far from being involved with strategy issues as indicated by the large body of empirical work and practical involvement in their organizations (Guest & King, 2004). Different researches show that the availability of Human resource departments does not make an organization not to continue to serves as strategic as administrative responsibility with top managers involving Human resource department perceptions (Hambrick, 1998).

2.1.2 Role of the HR Department

Two main roles differentiate HR departments by academics and empirical typologies (Truss, 2009). Department of human resource is primarily seen as a function of administration like payroll and benefits, this is the first role which is traditional and at the same time administration (Beer, 1997). The HR department in promoting employee welfare is what extension of administrative responsibility focus (Boxall & Purcell, 2003), which makes human relation movement to arise out (Mayo, 1945). Heterogeneously is the role-played to determine in literature in the hierarchical position of the Human resource department, which seems more strategic (McGovern, Stiles & Truss, 1997), at the senior level what matters is the participation and conversation of strategic human resource matters. (Golden & Ramanujam, 1985).

Theoretical frameworks, such as contingency and institutional theories; strategic choice, negotiated evolution and duties set theory; and co-evolution all these have been analyzed as the factors affecting whether the responsibilities played by the HR department in an organization are more administrative or strategic (Truss, 2009). Internal and external pressure of the organization Contextual factors and isomorphic determine the duties of the HR department, which develops similarly across organizations facing similar enablers limitations is the contingency and institutional theorists' argument (Kessler, Purcell & Coyle Shaprio, 2000). The market labour stiffness, legislative acts support the implementation of HRM that is supported by legislative, and unionization is the example of pressure from external (Kochan & Cappelli, 1984), organization centralization degree (Truss et al., 2002) HR department characteristics like the ability of HR managers is one of internal factor example. (Guest & King, 2004).

However, negotiated evolution framework and strategic choice bring the individual organization back into the determination of the duties of the Human resource department through examining credibility-building activities by HR managers and identification of organizational participants where Human resource managers should work within a more strategic role in the department (Truss et al., 2002). Framework

of social construction fits into this HR department and influence in an organization is seen to be a product of symbolic actions and political manoeuvring on the part of HR actors (Galang& Ferris, 1997). Frameworks built on coevolution (Paauwe &Boselie, 2005) at the interchange on both individual choice and macro- level restrictions in defining the role of the HR department (Colbert, 2004; Truss, 2009).

2.2 Organizational performance

There has been an argument about the performance concept which leads to non-ending agreement on researchers and theorists. Organization performing various activities accomplishes organizational objectives. For the organization to be well off, there should be activities that repeat itself to find out the stage of performance and informed decisions from management on where, if needed, within the processes to initiate actions in order to improve performance. The organization's objectives have a close relationship with organization performance. Therefore, organizations try to attempt to achieve certain pre-determined objectives with the availability of resource help. In these two aspects of the concept, i.e., the organizational objective, and the organizational inputs or resources can be considered during defining the organizational performance (Hemanth C. P 2010).

The main goal to which an organization, as a social system with certain resources, can fulfil its goals without being gratified to put out of action its resources and means or putting excessive strain on its employees is what defines performance (Gary N. McLean 2015).

According to Adam (1994), he explained that good employee's performance is what makes organizational performance. For a company to have that high standard of organization performance employees must be given exposure which will help them to be introduced to new changes, new skills, knowledge, technology and they will also see how others come up with the new changes that exist on markets. Organization's performance will be done by doing so.

Cherrington (2011) defines organization performance as the success of an organization and as a sign of organization behaviour that is functioning very well in order to reach its targeted objectives.

2.2.1 Organizational goals

These are what are known as strategic objectives that are being created by the management of a company in order to list the estimated product or outcome and give directions to the employees about his effort's pains and struggle of working. There a lot of benefits of creating organization goals which are giving direction to employees' efforts, explaining company's daily activities and its survival, giving the meaning of standard performance, giving restrictions while dealing with goals that are unnecessary, and act as behaviour motivation.

2.2.2 Importance of organizational goals

Company purpose is being defined by goals it helps a business to grow and reach its economic objectives. Making special organizational goals can make a company to determine its progress and know where to improve to reach the business goals they wanted. (Gary N. McLean 2015).

Specific, measurable, achievable, and timely are what are characterized as goals. Clear and realistic goals make an organization to have a direction and it is easy to achieve their goals and realize their vision. Making of goals and fulfilling them helps an organization to gain efficiency, profit, and productivity (Clark, 1998).

To involve the employees in their work, the organization should clearly state their goals in order to have equal and organization focus. When employees know the main goal of the company it will be easy for them to create the course of action in order to achieve the stated goal. (Hemanth C. P 2010).

Employee's performance evaluation can help a company to set its goals. This can be seen in establishing personal goals, that also help the organization in one way or another and determining the performance of an individual compared to his goals. One of the good ways of informing workers about the organization's goals is using their direct supervisors despite having formal channels (Kasoyaga, AT, 2008).

2.2.3 Types of organizational goals

Two main types of organizational goals are:

Official: Goals that an organization aims to achieve.

Operative: Goals that are required to achieve the desired outcome.

Official goals detail a company's aims as described in its mission statement or public statements, such as the corporate charter and annual reports. They help to build the organization's public image and reputation. Such goals are often qualitative and harder to measure.

Operative goals are the concrete steps that are done when a business intends to take to achieve its purpose. A company's working goals often don't equivalent its official goals; for example, while a non-profit volunteer organization's main official goal may be community service, limited support might mean that its working goal of fundraising will take superiority (Kasoyaga, AT 2008).

2.3 Theoretical Literature Review

This segment assists to review stated and existing theories that look at their relationship with the topic and problem intended to be tested. In this part different models and theories concerning human resource that could be helpful to the study were used.

2.3.1 Resource-Based Theory of Competitive Advantage

This Resource Based Theory was mainly originated from Penrose in (1959) about firms as a corresponding package of resources that are engaged in the questions of strategic behaviour and goals of the firm. The theory act as the base at the firm competitive advantage that stays primarily during submission of the package of tangible and intangible valuable resource at an organization clearance. It is also explained that resources are very important because they are the ones that enable an organization to perform strategies that help to develop efficiency and effectiveness (Barney, 1991).

This approach suggests that a firm contains partly of resources, which enable the achievement for competitive advantage and partly leading to long time performance of the superior. Those significant resources that are rare and valuable can contribute to the highest competitive advantage. The advantage can sustain over long periods and the firm can protect against resource duplication, transfer, or substitution. This study strongly supports the theory. The fundamental statement of the theory of the RBV of the firm is resource heterogeneity. This means that the resources that different organizations own are unlikely to be similar (McWilliams, 1993).

2.3.2 Human Resources as a Firm Resource

Human resources can be regarded as personnel of business or organization taken as a significant asset in terms of skills and abilities and the Human resource practices are the organizational activities directed at managing the personnel and ensuring the resources are controlled and managed towards fulfilling the organization goals. From the definitions above, two aspects of human resources are highlighted:

First, a firm needs to focus on the knowledge, skills, and abilities that are essential for individual personnel in making the organization successful. In relation to the human capital theory which focuses directly on the skills of human beings in an organization. Mc Kelvey (2012) classified organizations based on what are their competencies that are found in the knowledge, skills, and abilities of organizational

members. Both these theories have a common understanding and that is the importance of the individual members to the organization's effective performance. (McMahan, 1993)

The second aspect is that the characteristics of these human personnel do not provide value unless they are utilized through employee behaviour. Many works of literatures in strategic human resource management have focused on employee behaviour rather than skills, as a mediator in the relationship between a firm's strategy and performance. Some writers have sighted the explicit relation between employee knowledge, skills, abilities, and employee behaviour. However, knowledge, skills and abilities are necessary but not sufficient for employee behaviour to be in line with the firm's goals. Even if employee behaviours are directly linked to the firm's strategies still employees must have the necessary competencies to display the behaviours. (University, 2013).

2.3.3 Universalistic theory

Universalistic is being claimed to be the link between HR practices, presentation and performance, while ways to increase organization performance around the population of organization and with any circumstances, all these are being explained and shown away by the HR practices or system of HR practices. Pfeffer's (1998) came out with an explanation about seven practices as an example of the view holding that security of employment, selecting during hiring, self-managed teams, and delegating people to make decision-making, the high possibility to pay, training widely, reducing status distinctions, and barriers, and sharing of information all these will have an encouraging way to an organizational performance independent of the organization and other conditions. Believes from scientists holding this view is that it is not usually for the HR practices to not necessarily agree with any particular strategy or to any specific background organizational (Lengnick-Hall et al., 2009).

2.3.4 Contingency theory

Scientists with universalistic perception continue to hold up on argument that the appropriate independent variables and the dependent variables link will not vary in different stages of possible variables. The business strategy of an organization is being taken as the most significant contingent factor inside the HRM-performance literature. Activities done by Human resource to the organization takes out the aligned with the organization's business strategy, or other contingencies, to have a positive significance on performance according to this view (Delery and Doty, 1996).

2.3.4.1. Historical background of the Highland Estates Limited

Highland Estates Ltd has been registered in Tanzania with incorporation No. 19602 It was launched in Tanzania market as a fully integrated agency in the year 1930 and it is a family owned company. Highland Estates Ltd gained its recognition as a remote incomplete obligation Company under the Cap 212 (Now Known as The Companies Act Cap 212 R. E 2002 on 1st July 1991. The Company has been functioning for 84 years whereby it has flourished and diversified into various business segments namely:

Ubena Branch – dealing with manufacturing sisal fibers and ropes

Iringa Branch – dealing with real Estate (Civil and Building), transportation, machine sales & cane hire.

Mbarali Branch - dealing with manufacturing Rice and Water Bottling.

Reasons why the study is aimed to be conducted at Highland Estates Limited

- To understand HRM practices conducted at the company
- To identify the strategies used by the human resource department in improving employee performance at the company.
- To examine the participation of the human resource department in reaching company goals
- To examine employee problem resolution techniques at the company

2.4 Strategies used by the human resource department in improving employee performance

2.4.1.1 Training

Acquire abilities of people to support the achievement of organizational goals are what is known as training. Viewing of training narrowly or broadly is because there is a tied up of varieties of organizations. The employees through training to be used on their present jobs in a limited sense (Mathis & Jackson, 1999) are providing specific, identifiable knowledge and skills. In addition, training improves the ability to perform different jobs, because it involves the changing of skills, knowledge, attitudes, or social behaviour (De Cenzo, & Robbins, 2002).

Well arranged skills, command, concepts, or mindset leads to improvement of performance that is referred to training (Bombelli, 2011). Baldwin et al. (1991) explain that individuals with higher pre-training motivation based on their preparedness to join different training with greater learning results as associated with individuals having lower pre-training motivation.

2.4.1.1.1 Contribution of training to organizational performance

2.4.1.2 It ensures motivation to the employees for better work performance

Mwapira (2015) duties of employee training on performance of the organization. Tanzania Revenue Authority (TRA) at Ilala Tax Region, Dar es Salaam was a case study that was used. Study revealed that training of employees played a great role in improving organizational performance. The study further found that usually choice selection by managers is being done for their staff to have good training. Furthermore, the study found that motivation and perception of the work and one's self or talent that is motivated through training and development also are viewed as powerful in knowledgeably and positively accomplished places. The tool of management used to ensure the study observed that management prefers training to ensure active presentation in workplaces.

Muzaffar, (2012) researched on the impact of training and development on the performance of an organizational. Method used in this study was primary and secondary data collection. Organizational performance is nothing without training and development to bring up a good impact. Training design and Job training has important effect on the organizational performance, distribution elegance and development. The performance of an organizational has positive effects. It improves the performance of an organizational improvement. The current study is intending to discuss the role played by the training towards organizational performance and suggest measures that can be taken by the management to ensure the conduct of training programs in an organization.

2.4.1.2 Increase in the morale of employees

Training is used to develop an employee's morale. Morale is what is known as the mental condition of an individual that determines the readiness to collaborate with others. Employee enthusiasm is being determined from high morale, voluntary confirmation with a set of laws, and the will to work with others as a team to achieve objectives of an organizational. Kotter. J. (2010) during training skills and job requirement Increases employees. Individual tends to be secured with self-satisfaction when they know they have the skills that are not being owned by any person except them. Combining skills with jobs makes employees to feel his or her job is more meaningful.

2.4.1.3 Better human relations

Training attempt is there to increase the good quality of human relationship in different organizations. Separation, inter-personal and intergroup problems are increasing due to growth complications in an organization. Many of these problems can be reduced by Good and perfect human relations training are used to reduce problems in an organization (Gary N. McLean 2015).

2.4.1.4 Reduces supervision

A trained employee does not require intensive supervision; instead, self-government and independence are needed. Employees who are well trained can be given independence because it is believed they can handle their job without any need for supervision. Managers can increase their duration of management by reducing supervision. Organizations can save cost due to the use of few separating levels Wiley, J. (2006)

2.4.1.5 Improves service delivery

Training has an impact on service delivery. A study by Mbwambo (2009) found that the few employees who attended training improved their work performance. An adequate budget for training was recognized as a major challenge facing institutions.

2.4.1.6 Increases the number of qualified workers

Furthermore, Worker's training increases the number of qualified workers and that is affected through the employment of human resources succession planning that ensures effective training after doing training needs assessments (Kasoyaga, 2008).

Nevertheless, if the majority of employees are technically qualified, well experienced, and especially between the age group of 25-35, will increase the efficiency of employees in the organization. This is achieved only when the organization provides more training programs to the new staff as per requirement and not faces the problems of the non-availability of the skilled trainer to train the employees (Hemanth, 2010).

2.4.1.7 Increases production

Future productivity of workers is being developed through the use of training and this is being done inside and outside the organization labour market. It is being argued workers should pay their employers after receiving the training this is because the employer is not sure if the training, they gave will be used in their own company Becker (1962). Different training on the provided firm is raising worker's productivity simply because special methods are being owned by them or familiar

use of the types of equipments. Relationship between employer and worker dissolves and might be lost due to returning to specific training. Specific training is associated with turnover. Offering training for workers leads to workers to stay for a long time since there is a longer period in which the firm can receive the profit from their investment.

2.4.2 Capacity building

The ability of a society or human to do successfully, to identify and reach their goals, and to change when necessary for sustainability, development, and advancement purposes is what is known as capacity building (Ubels et al., 2010). The endogenous dynamic process that relies on one's motivation, effort, and perseverance to learn and progress are considered as capacity development (Lopes and Theisohn, 2003). This makes the organizations develop systematically. Leadership expansion and knowledge networking are some of the most important capacities that lead to growing (Lopes and Theisohn, 2003).

Employee relationship maintenance and decision-making is what build up human capacity. (Pindur et al., 1995). Development of employees' professional skills and promotion of teamwork is what builds human capacity for managers in this modern organization. (Pindur et al., 1995). Applied leadership style is measured as independent; hence the power is more common (Mullins and Christy, 2010). The task culture is Most incorporate in modern management organizations that sponsor change and adaptation is characterized by being a group where an employee can practice more control over his/her work (Handy, 1999). Professionalism, respect, and good relationships thrive in this type of culture (Handy, 1999). Effective communication and coaching from the senior managers to their subordinates can promote knowledge sharing, organizational learning, and effective leadership capacity building (Roddy, 2004). Continuous feedback and performance appraisal by senior managers are important for the employees' performance enhancement and motivation (Keegan and Den Hartog, 2004).

2.4.3 Motivation

Several updated authors have defined the motivation concept. Some individuals defined motivation as the process of the psychology that gives reasons to actions and good directions (Kreitner, 1995); a way of behaving in a certain way to receive certain unmet needs (Buford, Bedeian, & Lindner, 1995) [5]; inside force which achieve the will from satisfaction and non-satisfaction needs (Bedeian, 1993).

Luthan (1998) there is another definition of motivation as; a process that starts with a physiological process absence or need that do activates behaviour or a drive that is aimed at a goal encouragement.

Relationship and meaning among, needs, drives, and incentives are what makes a person understand well motivation process. Minner and Watchel, (1995) explained that motivation is made up of three elements which are needs, drives, and incentives. Deckers (2010), a person's an inside character dealing with positive approach and not minding negativity is what we consider as motivation. Additional to that motivation are considered as an expected gift or reward that is available in the environment.

2.4.3.1 How motivation improves organizational performance

2.4.3.2 Building high performance culture

Building a high-performance culture that drives organizational advancement needs an individual who is motivated and dedicated with the middle career stage of his or her job to be an asset in an organization.

Orpen (1997) explains the bond of the mentors and mentees formal mentoring program, make the mentees to be motivated hard work and being committed in a company. Malina and Selto (2001) came out with the outcome that if workers are being given good motivation the outcome in a company will be good, this was conducted in a case study that used the balance scorecard (BSC) method.

2.4.3.3 Enhance effective job performance among workers in an organization

According to Ayo (2009), Job performance is what is considered as the dependent variable that is very important in the organization and industrial. Improving workers productivity is among job performance measures. To improve and make sure that there is successful job performance in an organization then employee motivation should be given priority. Motivation is being considered as the basic emotional process.

2.4.4 Communication

Avery (2014) conducted a study on the duty of communication on influencing effective management towards improving organizational performance. The study opens that communication in an organization is the key factor in achieving effective management towards organizational performance to the effect that effectiveness of management is to some extent showed the competence and clarity of communication. Furthermore, the study observed that for the managers to exercise their leadership role they have to improve communication strategies. Through communication, the manager explains the nature of an assignment to his subordinates while the minor reports work progress to the superior. However, this study did not discuss much on the ways and how communication influences effective management on improving the performance of organizational and it is from the gap whereby the current study is conducted.

Behery et al (2016) role of communication leads to improvement of performance in an organization. The study employed primary and secondary methods as data collection. This study discovered communication influences better management and thus improve organizational performance. This study discussed mainly on how communication as one of the features of good management whereby there is an established culture of communication among the workers of an organization. To this factor, this study observed that a good manager is the one who initiates a good communication system among the workers in an organization to ensure effective management to achieve better organizational performance. However, even though this study discussed on the role of management on improving organizational

performance, in particular, the communication factor, this study did not discuss much on other features of good management with their role in improving organizational performance and therefore the current study is intending to fill such a gap by discussing into details on all features of good management and the manner they influence organizational performance.

2.4.5 Participation of human resource department and employee in reaching company goals

2.4.5.1 Meetings

Researchers and other practitioners raise the need and interest in knowing meetings as an important tool in a working place. (Allen et al., 2008). 75% of the manager's time is being used to prepare leading and to attend different meetings. (Van Vree, 1999; Romano and Nunamaker, 2001). A place or a state where an organization can complete their work is what is known as a meeting or Meetings. (Rogelberg et al., 2010). When a structure, power, and function of the organization are manifested, legitimized, and perpetuated meetings remains microcosm for the organization Schwartzman (1986).

Yates and Orlikowski (1992) explained that in any organization meetings are used for different functions like organization tools or as a type of transferring information from one person to another. Other functions are like brainstorming and the making decisions (McComas et al., 2007). Meetings are used to solve problems and at the same time be problem creation, information provision and misinformation, different policies revision and development, decision making, and during performing of these important activities build or break the sense of unity in a community. In general, meetings are used in different ways and purposes that influence the impact meetings have on employees in building organizational performance Tracy and Dimock (2003).

Researchers do list the purposes for meetings or acknowledge that meetings that can be used in many ways that serve different organizational functions, few researchers have well organized and arranged list of meeting purposes (Schwartzman, 2002).

2.4.5.2 Suggestion boxes

Devices that are special for receiving employees' ideas, lamentation, suggestion for the sake of improving the inside process of the company and products that is what is known as suggestion box. These are basis of successful employee a suggestion program.

According to Lloyd (1996) the oldest form of employee voice are the suggestion schemes which are significant in any organization whose main goal is to bring changes in their total way of living, technology, and structure. According to Carnevale and Sharp (1993) voice from workers helps to bring out awareness on how to improving and making sure that there is the commitment of the employees, to put into practices of the ideas, raising of cooperation, improve power and self-respect to workers themselves, loyalty improvement and identification with the organization, employee's education on goal setting and good leaders' identification.

To improve the organization efficiency employees are the ones to participate with suggestion boxes. By doing, this helps to make workers reduce that feeling of being frustrated when knowing they are not recognized and given chance to give out their ideas and views on how they are feeling, what should be done, and what should not be done. Usually forms to be written suggestions are being provided to some companies According to (Armstrong, 2003).

2.4.6 Employee problem resolution techniques

2.4.6.1 Discipline Committee

To solve different problems relating to discipline two people must be involved which are supervisors and the staff member or subordinates who are to work together to solve that discipline problem. The basic duty that supervisors need is to make sure

that he works in a close relationship with the worker to make sure they know the root of the problems and find ways to correct problems.

For an organization to be successful in its human capital what is needed is Commitment and performance. Disciplinary procedures to harness, enhance and encourage all employees to cultivate and maintain standards of conduct, attendance, and job performance this is what make employer and employees be committed to their daily duties and as the result, the organization will have good progression. Procedures are usually being made available to employees through employee handbooks whilst others can be displayed in the offices of such organizations. They must be consistent and fair to all in the organization and they should apply to all employees.

If an employer tries to solve problems with the employee informally and fails, he will have no choice but to take formal disciplinary action or dismiss an employee. Usually resolving matters with an employee is a quick way of solving problems to both employee and employer. Sometimes an employee may be needed to bring out evidence during solving misunderstandings or any other problem. According to Eby, (2005) going direct to the formal disciplinary or following dismissal procedures is what an employee can do to solve the matter.

To solve different disciplinary and grievances in an organization with disciplinary basic practical, guidance must be given to employers, employees, and their representatives. These guidelines are used to give out direction on what to do and what not to do while reducing workforce activities.

Unsatisfactory behaviour is what is being corrected during disciplinary procedures and not anything else, rather than to punish. In this explanation that should be given should about what makes misconduct and what makes gross misconduct which at the end calls for a stricter application of the procedure (Cole,1996)

Due to the seriousness of the disciplinary action implication, individuals who are allowed to suspend, dismiss, and demote should be senior managers only in an organization. This means that other managers and other supervisors are not allowed. Having supervisors at every level in an organization is what the organization assumes and what is necessary.

2.4.6.2 Reasons for Disciplinary Procedures

According to (Cole, 1996) there must be disciplinary procedures when certain behaviour arises from an individual in an organization of which the behaviour is against rules and regulation of that company. Equality and realistically must be given to an employee for him to be given justice.

Supervisors and managers define standard acceptable job performance as the one with ethical behaviour, and having professionalism. What makes the supervisor to be held responsible is when employees do not perform at the acceptable standard or when their conduct is interference, embarrassment, or detriment to the operation of the agency that is when supervisors will be told to put into practice corrective measures according to employee relations section (Spring, 2009).

Society for Human Resource Management (2011) explains that within an organization employer should introduce disciplinary rules and acceptable rules of conduct. The gravity of those offenses is spelled by these rules clearly. Gross dishonesty, company property damage, putting into danger the safety and lives of individuals and property, physical attack, gross disobedience, rudeness, harassing of individuals sexually, using abusive language, intoxication on duty, time related offenses and collective absenteeism are some of the offenses.

2.4.6.3 Issues to Consider in Employee Disciplinary Actions

Before any disciplinary action to be taken, there are some factors to be considered and being followed. These factors include communication; describing a job; handling employee handbook which shows out offenses, disciplinary action process, fairness

and consistency as well as making the action fit the offense. During giving out warnings to an employee an employer or supervisor must make sure that he is not the source of pain be it physical or emotional and psychological through his use of communication tool. Using the tool should be in a proper way and those certain conditions that are there are for its significance and successful use by the employers. During employee job, description an employee must specify and give details on what not to do for an employee to avoid warnings that sometimes leads to dismissal. Rewriting of job description must be considered if the problem of performance is occurring in a non-essential job function (Reddin, 1970)

According to employee handbook, it explains that during the disciplinary action process there must be justice also which means warnings must be matching with the disciplinary action process. On a well - written employee handbook, it should give more and different ideas on disciplinary actions, without forgetting to give out an employer to have his freedom depending on circumstances of the employee's actions or performance. Only a list of required disciplinary actions can lead to an employer's ability to remove an employee who is not performing however, no disciplinary actions should be promised and given out. Causing unnecessary pain for those who are nonperformers their co-workers, and the organization as a whole while may making lawyers happy. Past practices or procedure on some regular matters that are the same must be done in an equal way during giving out of warnings or with same disciplinary procedures. For charges of discrimination if employees in a protected group are over-represented in disciplinary action cases, variation is potential grounds. In this discovery is so by relooking at the practices of hiring, policies, other employment practices of employment that shows a red flag for discriminatory treatment.

Involvement of many instrumental approaches to discipline, emphasize writing procedures, investigating the case, hearing with a right to representation, progressive sanctions, and a right of appeal under corrective-representative discipline.

Formal systems help the employees to have justice, securing their legitimacy, and reduce their complaints unrest and legal penalty and cost. There is a risk that this model of delivering discipline 'less justice than legitimating'. The outcome is often determined, despite the right to a hearing and representation (Henry ,1987)

Employee gets frustrated when formalized systems is being rather than agreeing if the result is seen as fair although approval is intended to good future behaviour. Warnings that are verbal and written do transfer, demotion, suspend, and ultimately dismissal are the sanctions employed progressively. The last resort is dismissal this model is being confirmed by several policies. (ACAS, 2003).

2.4.6.4 Warning letter

Oftentimes, when an HR manager is having tough ways to choose on employees who is not performing well, the best way that he or she can do is to give them a warning letter to the wanted employee. Although it can be an uncomfortable situation to warning an employee about his poor and bad conduct or performance, an employee-warning letter is a good HR tool that informs the employee about his or her presence, behaviour, performance or other issues that need to be addressed, not only by the employee but also by the company. It is very good to know and understand that poor attendance, behaviour, and performance can have an effect on the overall well-being of the company, especially its operation and making (Reddin, 1970).

The first stage of progressing discipline is what is known as warnings. Warning is being divided into written and oral. Where written warning is written notice that unless improvement is shown disciplinary action will be taken. Formal written notice and it should be productive in both tone and target but differ from analyzation. Warnings from word of mouth have not said to be successful and to be relied on because it is not easy to prove the allegations. If it is serious enough to demand a warning, it is serious enough to put it in writing.

2.4.6.5 Trade unions

The main purpose of creating trade unions was because of the need to protect workers and the environment around them. The objective of Trade union was created to help the interest of its members who are workers, despite of being given interest of the total labour force and better national interest. For better accomplishment, the responsibility of trade unions is to keep up the capability of the undertaking by making sure that management cooperation promotes good industrial relations.

There have been well, known numbers of trade unions in several numbers of histories. Those unions are service function; a representation function; a regulatory function; a government function; and a public administration function (Ewing, 2005)

2.4.6.5.1 Representation Function

The role of Collective bargaining role to trade union is what representation function is. There are usually an agreement and negotiation among trade unions and employers that leads to regulations of working conditions. These agreements result to change and availability of scales of wages, conditions of working places, training, health and safety, overtime, ways of complaining with the availability of equal rights in participation in workplace or company affairs. Usually union act participates during collective bargaining between employers and employees, how these trade unions act in making sure that these employees are not giving themselves more freedom in what is being considered as the most challenging part.

What brings good and positive agreement between employer and employees is what is known as collective bargaining. Peace and harmony will surround any workplace when trade unions practice as a bridge in any agreement and collective bargaining. When it is done properly, there will be increases in employees bargaining level as a team; there will be rules to govern freedom of the management for chance of actions against the employees. On one side of actions employer are also not allowed when everything will be agreed together. The strength of all trade unions movements is from collective bargaining machinery, in this it makes workers feel motivated since

they know they have the ability and power to approach the management on various matters and bargain for higher benefits (Shashank, 2012).

Despite collective bargaining role for workers' wages and working conditions, Trade unions are not powerful in legal activities to make sure that the employer are providing good wages and working conditions at workplaces. Legal power is not being used and practiced with Trade unions during employer and employees' negotiation on wages and working conditions. Government, political willingness on rising of salaries and working conditions are still being used to make sure that there is acceptance of unions in terms of reference and once it is done and accepted on their expectation, employers will use that weakness on the dismissal of workers and bringing to survive (Srivastava, 2007).

2.4.6.5 Regulatory Functions

Peaceful agreement in industrial relations at workplaces is done due to regulatory functions performed by Trade unions. For an industrial relation system to be good and grow every day it needs trade unions because they work together. There is no much to say because they are those practitioners of industrial relations. Even if there is a common agreement, misunderstanding between capital and labour will still be there despite industrial relations. In order to have peaceful industrial relation, the labour unions should make sure there is a provision of job security and goods working environment free from any danger. Tanzania is not an exception to these circumstances as it is witnessed in some undertakings where Trade unions play a very good role in making sure that there are peace and harmony in industrial relation.

Sikalumba (2011) argued to the effect that, it is a matter of an employer and employee to agree on a better rate in respect of his wage if such a wage should not be below the fixed minimum rate by the government. This has been a loophole for employers to exploit and harass their workers and it has been a great problem especially the persons doing domestic workers like the hotel, catering, retail, and cleaning just to mention a few, this is because there is a strong institution established

to monitor persons doing domestic works. Conservation, Hotels, Domestic and Allied Workers Union (CHODAWU) has been established to assist domestic workers but still, they are subjected to the low payment of salaries, overworking without payment of overtime deprivation of terminal benefits, and so on. This study attempted to give concern in this aspect and provide appropriate recommendations

2.6 Empirical Literature Review

Several empirical studies of human resource department concerning effectiveness towards improving organization performance that is undertaken worldwide:

Kajiru (2014) conducted a study about the operation of local government authorities in the environment where the provision of services is not the only target to exist. As it is seen that nowadays the character of competition is not only with private sectors but also in the local government where they both compete in standard of services, they both provide. It is therefore unavoidable for local government to adopt HR strategies concept during service provision.

Establishment of the effectiveness of HR Strategies for local government authorities in Tanzania using Babati District Council in Manyara Region as a case study was the main purpose of this study.

Human resource has gained fame due to the use of local government authorities that have helped local governments to achieve their targets according to the finding.

Quansah (2013) explained that there has been a positive links on organization performance and Human resources for some years. Human resources proper establishment on rural banks performance impacts, examining the general HR practices and programs of the rural banks, evaluation of how employees look at HR practices and programs of the rural banks all these were the objectives. 150 respondents consisting of managers and other employers from each of the four branches in rural banks were chosen to be researched. Purposive and convenience sampling techniques were used. The findings of the study revealed that HR practices

being improperly planned; implemented and managed by non-HR experts and that the practices, programs, and policies of these rural banks are lowly perceived by their employees are what a researcher came up with as the findings.

MohdFitri Mansoret al, (2014) Human Resource Management (HRM) is the functioning organization that makes accomplishment of both organizational and individual focus and target. The main aim is at investigating the influence of human resource practices towards improving organization performance. Objectives of the study where to look at training and development bond as well as compensation and benefits towards improving performance of an organizational. It aimed also at identify the strongest variable that influences on improving organizational performance. The finding came up with two positive hypotheses that have been proposed to both variables which are training and development as well as compensation and benefits positively contributing to improving organizational performance. The framework is very important to the organization that acts as guidelines in preparing human resource strategy by human practitioners particularly in deciding

Ramenran (2012) for a firm to have good employee retention it needs to have empowering employees, development and training, compensation and system of doing appraisal. Aim of this study was on knowing consideration of the how employee's empowerment, fairness of the cost and reward, job design in training, and expectation on good management retention performance. 278 samples of individuals were used and quantitative data was used. Multiple regression analysis in this study explained that employee retention is nothing without training and development, appraisal system compensation. Training, compensation, and appraisal are very important for the university of Y lecturers retention decision; while empowerment is less essential to lecturers' thought as this can be attributed to the Asian culture characteristic of higher authority agreement.

Huselid (1995), explained that HRM practices act as a system, not as isolated ones as discussed, that strategic HR research which looks at work system with good and upper performance. Skill, motivation and opportunity attract bundles of practices that are being explained to link innovation and organizational performance. Package of skill in an organization contains selection of meaningful practices, enrolling of new people, and training. Improvement of the motivational package is known as compensation direction, promotional of different opportunities, and profit. Opportunity package contains different work practices, complaints independence.

Onyango and Kipchumba (2012) SHRM practices and performance study that was done in Kenyan hotels came up with 38 motivations and performance of an organization after linking strategic human resource management practices. Employee cultural values and organizational characteristics are being dependent on the rise of the link between SHRM practices, the performance of an organization, and motivation of the employee.

The findings came out that train predicted hotel performance and developing with reward systems and motivation at work was predicted through training and development, compensation systems plus performance appraisal leading to organizational uniqueness with a lot of significance in connecting SHRM practices and performance of an organization.

Aguta, (2013) wrote on human resource impact on an organization's performance where sample of 214 respondents from two banks and self-administered questionnaires was used. Data were analyzed by the use of SPSS and frequency during the analyzation of demographic data. Findings were to prove when an organization adopts good human resource management practices the outcomes will lead to better organizational performance.

2.7 Research gap

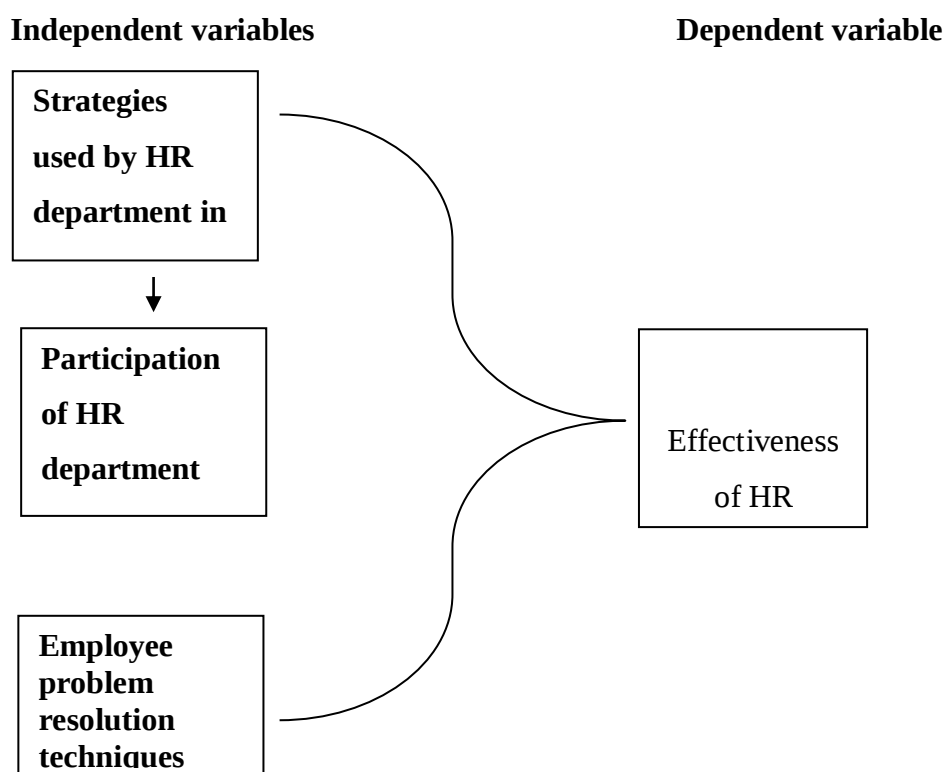
Studies have been prepared and written about the overall effectiveness of human resource departments in the improvement of organizational performance but none have been done on real estate companies and leaving rules and regulation to be taken

care of line managers and board of directors who are on one way or another not non Human resource experts to put into practice strategy, policy, processes, programs and practice which is a setback in most organizations. The concentration of the study on the effectiveness of human resources departments towards improvements of organization performance in Tanzania, a case study of Highlands Estates Limited.

2.8 Conceptual Framework

The conceptual framework has been presented to describe the relationship among the studied variables. In this study strategies used by HR department in improving employee performance; participation of HR department and employee in reaching company goals and employee problem resolution techniques are taken as independent variables. The dependent variable is effectiveness of HR department on improvement of organizational performance.

Figure 2. 1: Conceptual Framework



Source: Researcher, (2019) based on empirical literature

2.6 Relationship of variables

The figure 2.1 helps to illustrate the relationship between the dependent and independent variables. In this study, the main focus is on variables and their relationship to be collected and analyzed for the information to be well understood.

The conceptual model in the figure above is mainly about the connection among variables that are independent and dependent. Where model assumes that strategies used by the HR department in improving employee performance; motivation, capacity building, training and communication, Participation of HR department and employee; meetings, seminars and suggestion boxes in reaching company goals, employee problem resolution technique; discipline committee, warning letter and trade unions are the most causatives for the effectiveness of HR department on the improvement of organizational performance in Tanzania.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

The whole community benefit from the generation of new knowledge and answering their problems which is due to the scientific method employed. The researcher collected, analyzed, and interpreted the study findings to solve such problems. Controllable, precise, logical, and verifiable is what the whole activity needed. Questions from the research were being answered through different techniques in this chapter.

3.2 Research Design

This study adopted a qualitative design approach as it aims at collecting information from respondents on effectiveness of human resource department towards improvement of organizational performance. Kothari (2004) argued that qualitative study is concerned with quality phenomena such that things relating to quality or kind. This approach was used because it helped in interaction with the people of Highland Estates Ltd and also provides an in depth understanding of the ways people come to understand, act and manage daily activities of the employees and management. For instance, when there is interest to investigate reasons for Highland Estates Limited employees' behaviour (i.e. to determine the level of approval from a human being concerning the study. Concrete and realistic statistical data from the field concern was from a case study designed. Moreover, questionnaires, personal interviews, and observation were the tools for acquiring data from the respondents, and they were suitable since they accommodated those with writing skills and those with no writing skills.

3.3 Study Population

Common individuality or attributes of interest to the researcher shared by the group of people is what is known as population Grove, (2001). Population which was targeted was Highland Estates Ltd and management with experience of three years (2017-2019). The study population included all employees, customers, and Management personnel of Highland Estates Ltd.

3.4 The Study Area

Highland Estates Limited in Pwani region was the area where this case study was conducted with the main aim of assessing the effectiveness of the human resource department towards the improvement of organizational performance. The researcher selected Highland Estates Limited as the area of the study due to closeness to the researcher, budgetary constraints and time available for research.

3.5 Sample and sampling techniques

Representative taken out of all people whereby its results can be generalized is what is known as a sample (Kothari, 2004). In this study, the researcher targeted a sample of 82 numbers of people to represent the whole population which is implacable to deal with. The researcher chooses a sample from Highland Estate Limited for data extraction (Robinson, 2014). The availability on information of the lived experiences of the participants, rather than the number of participants is what is known as sampling in qualitative research (Grossoehme, 2014). Participant's quality over the quantity is what qualitative research should look at in sample size. The generalize ability of research findings is being influenced by the sample (Robinson, 2014).

To reduce any possible bias at Highland Estates Limited 82 respondents were chosen from all levels and departments without forgetting customers all these were given the interview. Human Resource Manager and General Manager Operations are the main key informers who were included.

The probability sampling which includes simple random sampling without replacement and non-probability sampling which includes purposive sampling is sampling technique employed in this study.

Random sampling technique was chosen because it helps in making sure that each individual has the same probability of being chosen at any moment.

Highland Estates Ltd management used simple random sampling without replacement where by population subject was not to be replaced before the selection of other respondents. The technique provided equal chances of the selection in the population given. Highland Estates Limited employees used simple random sampling with no replacement in which random sampling was most appropriate and the population is of more homogenous. In the enrolment list, every next fourth Highland Estates Limited employee was selected.

Purposive sampling is another sampling technique to be employed whereby each top manager of the department of Highland Estates Limited who provided useful information relevant to this study was selected.

There are five departments which make Highland Estates Limited, by using lottery method only 3 departments were randomly selected as follows, a paper is written the name of each department on a piece of papers which look alike was picked by one individual whose eyes were closed, the name of the department was read as it was written on that paper. The process was to be repeated where seven departments were randomly selected from thirteen departments.

This study includes 4 top managers, 78 respondents who are both employees from different departments and customers form Highland Estates Limited in total the sample size included 82 respondents. Population selection with regards to this study nature whose intention is to assess the effectiveness of the human resource department towards the improvement of organizational performance in Tanzania.

The provision of reliable information in this study was from those individuals who are from the target population.

Highland Estates Limited has a bigger number of employees and the management which results to use of a sample size which is easy to manage and small in size that can be chosen to represent the whole community. 82 respondents were the main aim of this study regardless of their sex and those who provided reliable and valid data.

Table 3. 1: Sample Size distribution Table

S/No	GROUP	SAMPLE SIZE
1	Employees	40
2	Customers	38
3	Top management	04
Total		82

Source: Researcher, 2020

3.6 Source of data

During collecting data primary and secondary data were used. Rwegashora (2006) defined data source as a point of two sources of information in social science research and these are a primary and secondary source

3.6.1 Secondary data

This study used printed and electronic materials, published resources including books, journals, articles, and reports for clarifications as secondary data. According to Green (2000) secondary data have important supplementary uses such as providing a better understanding of the problem, assisting in planning for the primary data collection; and help define the population and select the sample for primary data collection.

3.6.2 Primary data

The researcher distributed questionnaires directly to the field area to collect the original data from the respondents Zikmund (2003) defines Primary data as first-

hand information that the researcher direct collected from their main source and assembled specifically for the research project at hand.

3.7 Data Collection Tools

Questionnaires and interviews were used in this data collection.

3.7.1 Questionnaire in Research

Data collection in this study was done by using a questionnaire. Well organized and arranged list of questions written on a paper is what defines questionnaire (Kothari, 2006). A questionnaire can be closed-ended and open-ended questions allowing respondents to have options in selecting the correct answers, another opportunity is to express all issues concerning the study without any problems. Questionnaire was use at Highland Estates Limited because it covers a large number of respondents at a short time. But it also gives the privacy and freedom because of absence of researcher. Data collection is being given the first priority because it is a better method and it has the ability to acquire more and different information.

3.7.2 Interview

When seem to be a convenience interview was used to bring information from some of respondents. One interview schedule was used in this research to the main targeted key informants and management of Highland Estates Limited because it allows good flow of questions and clarification in order to understand information given well. Due to time management interview was used to obtain information from the managers.

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3.8 Data Analysis

Qualitative was used in this study during data analysis. There is a need of analysis statistical Package for Social Science (SPSS), classifying, and tabulation of data during data analysis. To make analyzation easy questionnaire was well arranged to make sure all same answers were in the same group. Collection of data was done through interview analysation; it was then being compared with various answers

from the respondents during data collection of data regardless of being authentic and validity.

3.8.1 Identification of Independent and Dependent Variable and their Measurements

Categories measured different surveys. Independent variables calculated descriptive statistics during summarization. Five dependent variables are being represented by five categories (subscales). 1 to 5 was coded according to the response of the survey item depending on the importance of each one. One for 'strongly agree, two for just agree, three for 'indifference, and four represented disagree and last variable represented strongly disagree.

3.9 Reliability and Validity

Accurate representation of the population in general measures the intended available information and consistency of study results over time given is what defines reliability. Assessment of data collection tools by different observers was done before computing reliability test, which was more a knowledgeable concerning the study topic. The questionnaire was reviewed by knowledgeable person who reviewed the questionnaire to ensure the validity content.

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3.10 Ethical Consideration

The following points in this study are taken into consideration; participating voluntary without use of force, formed with permission which means the researcher was adequately given information on the aim of the research and not otherwise, before being interviewed. To avoid stealing and Fraud, the researcher did not "Cut and Paste" but instead a source of and authors was recognized and acknowledged. Confidentiality and anonymity were there to questionnaires to keep confidentiality of the information given by respondents.

The researcher obtained superior and sound data that enabled the research findings to be of high value in addressing the real picture of the phenomenon under the study through applying the ethical strategies.

CHAPTER FOUR

RESULTS AND DISCUSSION OF FINDINGS

4.1 Introduction

Assessing effectiveness of Human resource department towards the improvement of organizational performance in Tanzania in particular at the Highland Estates Limited was the main objective of this study. The specific research objectives were to identify the strategies used by the human resource department in improving employee performance, to examine the participation of the human resource department and employees in reaching company goals, and to examine employee problem resolution techniques.

Characteristics of the respondents followed by observing the general research objective, and then it explains the specific research objective is what this chapter begins with. It also followed by the presentation of the results regarding the effectiveness of the human resource department towards the improvement of organizational performance in Tanzania.

4.2 Demographic characteristics of respondents

As was shown in the objective part in chapter one demographic characteristic are being considered to be able to explain about different variables that are available. The age, experience, gender, and education of the respondents have a direct link with the mentioned variables above.

4.2.1 Age of Respondents

Age of respondents was one of the factors that were considered to be looked at. As far as Highland Estates Ltd is concerned, strategies used by the HR department, participation of the HR department and employee's problem resolution technique should be conducted among people who still have the power and energy to work. Hence the researcher needed to know the age of the respondents. Table 4.1 summarizes the response. Under this table the classes of ages were summarized as

follows; below 27 years; between 28-37 years; between 38-47years; between 48-57years; and those who are above 58years.

Table 4. 1: The table below shows the details of the respondents' demographic data.

Age in years	Frequency
Below 27	20
28-37	25
38-47	15
48-57	17
Above 58	4
Total	82

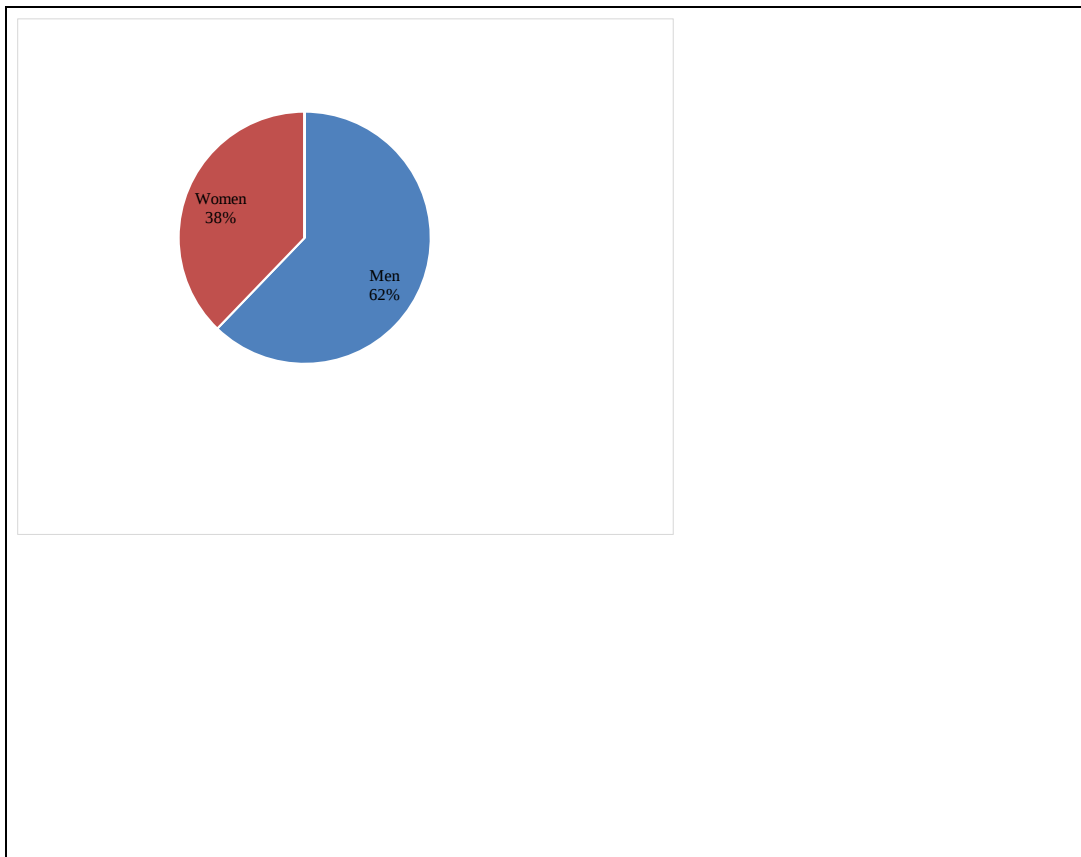
Source: Field Findings, 2019

4.2.2 Sex of Respondents

The sex of respondents was one of the aspects that were considered in the study to see how the study was gender - inclusive. Gender is very important to assess whether the opinions are gender biased or not since it is one of the things that help in bringing the effectiveness of the HR department on the improvement of organizational performance.

The figure 4.1 summarizes the results.

Figure 4. 1: Sex Distribution of Respondents



Source: Field Findings, 2019

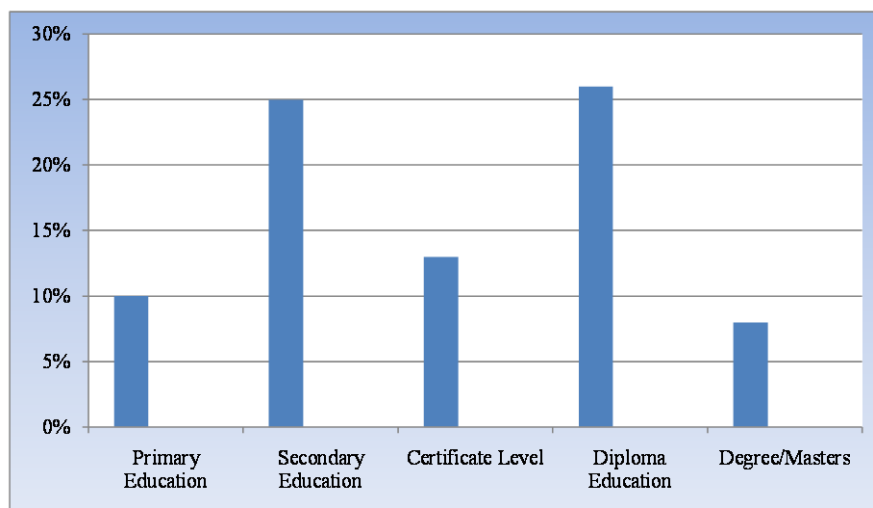
It shows that majority of respondents were males who constituted about 62.2% and 37.8%, females. From these findings, we see that, although the number of males dominates in the study which might also reflect the composition of workers at Highland Estates Limited, the fact that there were also a significant number of women represented shows that the gender inclusive was the main target.

4.2.3 Educational Level of Respondents

This was another factor that was considered in the study, as it detects the trend of the effectiveness of the HR department on the improvement of organizational improvement and the minimum qualification of working at Highland Estates Limited. The categories of respondents were distributed as follows; those with primary education; secondary school education; college certificate/diplomas;

advanced diplomas/degree; master's degree and above. The summary of the response is shown in figure 4.2.

Figure 4. 2: Educational levels of Respondents.



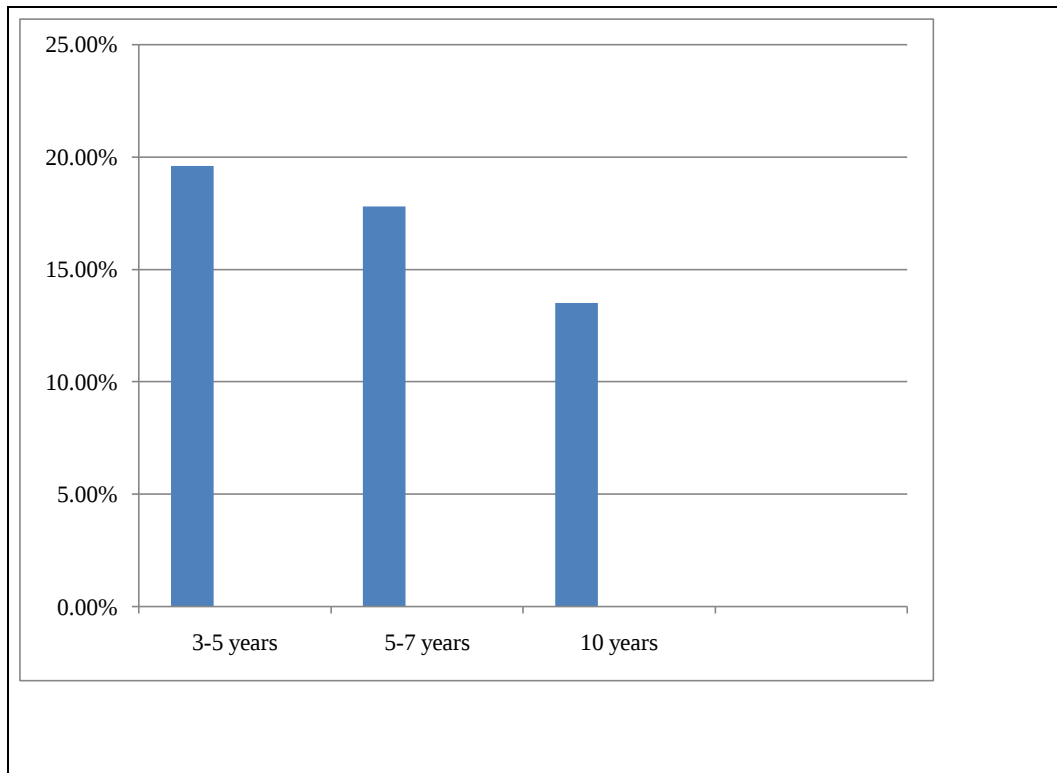
Source: Field Findings, 2019

From figure 4.2 the education levels of respondents show that numbers of the respondents are literate with an education level of advanced diplomas or diploma this category was represented by 26%. The next category was represented by 8% who had a degree, masters' degree and above. Another category of respondents were those with college education with certificates who represented 13%; those with secondary school education were represented by 25%; those with primary school level where 10%

4.2.4 Experience of Respondents

Work experience of an employee worked with Highland Estate Limited is being calculated by the number of years an employee has. It was important to study this aspect as it helps to indicate whether respondents had sufficient information such as an organization's motivation, training, meetings communication, and other matters concerning the company. Figure 4.3 summarized the result

Figure 4. 3: Work experience of Respondents



Source: Field Findings, 2019

Concerning years of being employees with their company, 50% of respondents have less than 2 years of being employed, 19.6% have 3 to 5 years of being employed, 17.8% have 5 to 7 years of being employees, and the rest 13.5% of them have been working with the company for more than 10 years. The longer the employee worked with the company, the stronger the experience gained by the employee. From this, we can conclude that employees at Highland Estates Limited are trying to have the effectiveness of the human resource department towards the improvement of organizational performance in Tanzania.

However, about 25% of the top management have being working with the company for 5 years and about 75% have been working with the company for about 1-4 years. Therefore, this also suggests that the company has good management with a lot of experience in handling issues related to the human resource department towards the improvement of organizational performance in Tanzania. Most of the respondents

were having adequate experience in the organization whereby this response gave confidence to the researcher. Therefore, the response given reflects the correct picture of the organization.

4.2.5 Customers Experience

The study further showed that more than (45%) have been customers for less than 2 years. However, 20% being customers with the company for almost 5-10 years and the other 15% have been customers for more than 10 years. In this fact, we can understand that majority of the customers have to be customers for a long time with the company and therefore have a good relationship with the company and that means they know the company well as the sisal Cultivator & Seller.

4.3 The effectiveness of human resource department towards improvement of organizational performance in Tanzania.

The dependent variable under this study was the effectiveness of the human resource department towards the improvement of organizational performance in Tanzania. The main domains examined were; strategies used by the human resource department in improving employee performance, to what extent do the human resource department and employees participate in reaching company goals and employee problem resolution techniques.

4.3.1 Strategies used by the human resource department in improving employee performance

In this domain, the main interest of the researcher was to know the strategies used by the human resource department in improving employee performance. The assumption under this study is that there are various human resource strategies in different departments at Highland Estates Limited. Furthermore, to understand human resource department in improving employee performance three (3) factors were considered. These included training, capacity building, and motivation. These were discussed as shown here below:

4.3.1.1 Training

Under this Domain, The Researcher was interested on How Training Improves Employee Performance at Highland Estates Limited. To understand these several questions were asked to the respondents and answered as follows;

Table 4. 2: Response on Training

S/ N	Statement	Strongly disagree	Disagree	Neutra l	Agree	Strongly agree
01	There is training to the HR personnel at Highland Estates Limited on human resources related matters”	54(65.8%)	10(12.2%)	08(9.8%)	10(12.2%)	00
02	Trainings on issues related to human resources are conducted frequently at Highland Estates Limited	54(65.8%)	5(6.0)	00	23(28.0%)	00
03	Human resources personnel at Highland Estates Limited are well educated, experienced and skilled on HR related matters	00	12(14.6%)	15(18.3%)	10(12.2%)	45(54.9%)
04	All human resources practitioners are involved during training	75(91.5%)	00	07(8.5%)	00	00
05	The acquired training helps the human resources practitioners on all issues related to HR	62(75.6%)	00	00	20(24.4)	00
06	The acquired training helps the HR practitioners on organizational performance	02(2.5%)	08(10%)	12(15%)	28(35%)	30(37.5%)
07	Training ensures motivation to the employees for better work performance.	05(6.25%)	05(6.25%)	10(12.5%)	36(45%)	24(30%)
08	Training attempts to increase the quality of human relations in the organization	15(18.75%)	10(12.5%)	12(14.5%)	20(25%)	25(31.25%)
09	Training increases number of qualified workers at Highland Estates Limited	00	00	00	12(14.6)	70(85.4%)
10	Training raises a worker’s future productivity at Highland Estates Limited	00	00	00	12(14.6%)	70(85.4%)

Source: Field data (2020)

The aim of this part was to understand how training improves employee performance at Highland Estates Limited. The study revealed when respondents were asked to comment on the statement the findings from Table 4.2 show that, the perception of respondents is divided into various factors that they responded to. While some factors indicated not to agree with organization, there are those which a respondent indicates to agree with the statements asked about the organization. The results are further explained hereunder.

- There is training to the HR personnel at Highland Estates Limited on human resources related matters.

The majority of the respondents 65.8%strongly disagreed with the statement while 12.2% of respondents disagreed, 12.2% agreed to the statement. 9.8% of respondents were neutral to the statement. This kind of statement indicates that training to the HR personnel at Highland Estates Ltd on human resource related matters has some challenges since respondents are satisfied.

- Training on issues related to human resources are conducted frequently at Highland Estates Limited

On this statement 65.8% strongly disagree, those who disagreed were 6.0% making a total of 71.8% who did not agree with the statement. 28% of respondents agreed. No respondents were indifferent. Although the majority did not agree which indicates that the training on issues related to the human resource is not conducted frequently despite it is important in any organization which needs positive development which brings some challenges due to a significant number of those who disagreed and those who agreed.

- Human resources personnel at Highland Estates Limited are well educated, experienced, and skilled on HR related matters.

On this statement 12.2% respondents agreed, those who strongly agreed were 54.9% making a total of 77.1% respondents. On the other hand, those who disagreed with the statement were 14.6%. The respondents who were indifferent to the statement were 18.3%.

- All human resources practitioners are involved during training.

In this majority equivalent to 91.5% strongly disagreed, none of the respondents agreed or strongly agreed while 8.5% were neutral. This kind of response shows that there is a challenge for human resource practitioners' involvement during training.

- The acquired training helps HR practitioners on all issues related to HR organizational performance.

On this statement, 75.6%strongly disagree with the statement, while a minority of the 24.4% agreed to the statement. This shows that there are some challenges in the acquired training given to the HR practitioners on organizational performance.

- The acquired training helps the HR practitioners on organizational performance.

Majority of the respondent 37.5% strongly agreed, 35% agreed which makes a total of 72.5 respondents who agreed.10% disagree 2.5% strongly disagree and 15% were neutral.

- Training ensures motivation to the employees for better work performance.

On this statement, 45% agreed, those who strongly agreed were 30% making a total of 75% who agreed with the statement. On the other hand, those who disagreed with the statement were 6.25% followed by 6.25% of those who strongly disagreed, making a total of 12.5% of those who disagreed. The respondents who were indifferent to the statement were 12.5%. Although the majority of respondents agreed with the statement, there are yet indications that the training of activities faces some challenges in motivating the employees for better work performance.

- Training attempts to increase the quality of human relations in the organization.

On this statement, the majority of respondents indicated that they agree with the statement where the response accounted for 25%, those who strongly agreed were 31.25% making a total of 56.25% who agreed with the statement. On the other hand, those who disagreed with the statement were 12.5% strongly agreed were 18.5% with a total of 31% the respondents who were indifferent to the statement was 14.5%. Although the majority of respondents agreed with the statement, there are yet indications that there are some challenges in training attempts to increase the quality of human relations in the organization.

- Training increases the number of qualified workers at Highland Estates Limited.

On this statement, 85.4% strongly agreed and 14.6% agreed which brings a total of 100%. This indicates that there is a need for training since it increases the number of qualified workers.

- Training raises a worker's future productivity at Highland Estates Limited.

The majority of the respondents 85.4% strongly agreed 14.6% agreed to this statement none of the respondents had a negative view for the statement. This indicates that everybody agrees with the training done in the company because it raises worker's future productivity.

4.3.1.2 Capacity building

Under this domain, the researcher main interest was on how capacity building improves employee performance at Highland Estates Limited. To understand this, respondents were given questions to answer as follows;

Table 4. 3: Response on Capacity building

S/N	Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
01	There is a policy on capacity building at Highland Estates limited on human resources related matters	30(36.6%)	32(39.0%)	12(14.6%)	8(9.8%)	00
02	Employees at Highland Estates Limited are highly encouraged in decision making and by maintaining close relationships with the employees	40(48.8%)	35(42.7%)	07(8.5%)	00	00
03	Senior managers at the company advocate human capacity building through development of employees' professional skills and promotion of teamwork	22(26.8%)	25(30.5%)	18(22.00%)	7(8.5%)	10(12.2%)
04	Employees at Highland Estates Limited are involved by the company into various programs to build and enhance knowledge and skills	40(48.8%)	35(42.7%)	07(8.5%)	00	00
05	The major capacities that enhance growth at Highland Estates Limited include leadership development and knowledge networking	32(39.00%)	00	12(15.00%)	38(46.00%)	00

From the findings above comments given by the respondents on the statement whereas follows;

- There is a policy on capacity building at Highland Estates Limited on human resources related matters.

On this statement 36.6% strongly disagreed 39% disagreed which brings a total of 75.6% of respondents who disagreed that their policy on capacity building 9.8% agreed 14.6% where neutral.

- Employees at Highland Estates Limited are highly encouraged in making decisions and by maintaining close relationships with the employees.

The majority of the respondents 48.8% strongly disagreed 42.7% disagreed which brings to 91.5% of people who disagree and very few 8.5% had a neutral view and none of them agreed to the statement.

- Senior managers at the company advocate human capacity building through the development of employees' professional skills and promotion of teamwork.

30.5% disagreed on this 26.8% strongly disagreed which brings a total of 67.3% while 8.5% agreed 12.2 strongly agreed and 22% were neutral.

- Employees at Highland Estates Limited are involved by the company into various programs to build and enhance knowledge and skills.

The majority of the respondents 48.8 %strongly disagree, 42.7% disagreed 8.5% where neutral. This indicates that employees are not involved in various programs to build and enhance knowledge and skills.

- The major capacities that enhance growth at Highland Estates Limited include leadership development and knowledge networking.

The respondents 39% strongly disagreed with the statement and the majority 46% respondents agreed and 15% were neutral. This indicates that despite those who agreed with the statement but there some challenges to the major capabilities that enhance the growth.

4.3.1.3 Motivation

In this part, the main interest of the researcher is to know how motivation improves organizational performance. To understand the several questions were asked to the respondents as seen in the table below;

Table 4. 4: Response on Motivation

S/N	Statement	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1	Management at Highland Estates Limited motivates employees	25(31.25%)	18(22.5%)	20(25%)	15 (18.75%)	04 (2.5%)
2	Employees at Highland Estates limited are given their basic salaries on time	30(37.5%)	20 (25%)	00	19(23.75%)	13(15.85%)
3	Employees at Highland Estates Limited are rewarded once they perform well their jobs	30(37.5%)	32(40%)	10(12.5%)	00	10 (12.19%)
4	Employees at Highland Estates Limited are given allowances apart from their basic salaries	25(31.25%)	20(25%)	15 (18.75%)	10(12.5%)	12(14.7%)
5	Management at Highland Estates Limited congratulates and give prizes to the best workers	21 (25.6%)	15(18.3%)	00	16(19.05%)	30 (36.6%)
6	Management at Highland Estates Limited offer opportunities like short vacation to the employees	00	00	11 (13.4%)		71(86.6%)
7	Management at Highland Estates Limited offer scholarship vacancies to the employees	13(15.85%)	19(23.75%)	00	30(37.5%)	20 (25%)

Source: Field Data (2020)

As noted on the above table when the respondents were asked several questions related to motivation and organizational performance respondents responded differently concerning the specific question. With regards to the statement

- Management at Highland Estates Limited motivates employees.

The respondents on this statement indicated that majority disagrees with it. The response is 22.5% agree, 31.25% strongly agree with total of 53.75% of those who agree. Those who disagreed with the statement were 18.75% followed by 2.5% of those who strongly disagreed, making a total of 21.25% of those who disagreed. The

respondents 25% were indifferent. This shows that there are challenges in the motivation of employees from the management.

- Employees at Highland Estates Limited are given their basic salaries on time. 37.5% strongly agreed to the statement and very few of them 25% agreed to the statement, 15.8% strongly disagreed 23.75% disagreed, this implies that Highland Estates Limited employees are given their salaries on time and this motivates them to perform their official duties with integrity.

- Employees at Highland Estates Limited are rewarded once they perform well their jobs. 37.5%strongly agreed, 40% agreed to the statement and 12.19% strongly disagreed while neutral respondents where 12.5%.

- Employees at Highland Estates Limited are given allowances apart from their basic salaries. The majority of the respondents 31.25% strongly agreed, 25% agreed to the statement, 14.7% strongly disagreed 12.5% disagreed, 18.75 remained neutral this implies that Highland Estates Limited employees are given their allowances apart from their basic salaries.

- Management at Highland Estates Limited congratulates and gives prizes to the best workers. Some respondents 25.6% strongly agreed to the statement 18.3% agreed to the statement, 36.6% strongly disagreed 19.05% disagreed; this indicates that there are challenges in congratulating the best workers.

- Management offer opportunities like a short vacation to the employees. 86.6% strongly disagreed,13.4% where neutral.

- Management at Highland Estates Limited offers scholarship vacancies to the employees.

37.5% disagreed, 25% strongly disagreed and 15.85% strongly agreed to the statement 23.75% agreed. This, therefore, implies that Highland Estates Limited does not offer scholarships to the employees.

4.3.1.4 Communication

Under this part, the researcher interested to know how communication improves organizational performance. To understand these several questions were asked to the respondents as presented in the table below; -

Table 4. 5: Response to Communication

S/N	Statement	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1	There is communication between management and subordinates at Highland Estates Limited	00	30(36.6%)	9(11.0%)	43(52.4%)	00
2	Employee feel free to express their views to the management at Highland Estates Limited	07 (8.5%)	05(6.1%)	05(6.1)	20 (24.4%)	45(54.9%)
3	Disputes are fist resolved through dialogue at Highland Estates Limited	25(31.25%)	20(25%)	17(20.75%)	10(12.5%)	10(12.5%)
4	Management takes into consideration the views expressed by the employees at Highland Estates Limited	20 (25%)	15(18.75 %)	12(14.5%)	20 (25%)	15 (18.75%)
5	A manager explains the nature of an assignment to his subordinates at Highland Estates Limited	45(56.25%)	20(25%)	5 (6.25%)	5(6.25%)	7 (8.75%)
6	Employees reports work progress to the manager	50(62.5%)	20(25%)	05(6.25%)	02(2.45%)	05(6.25%)
7	Communication influences much to the organizational performance at Highland Estates Limited	30(37.5%)	43(53.75 %)	00	05(6.25%)	02(2.5%)
8	Communication between management and subordinates enhance better management on organizational performance at Highland Estates Limited	45 (56.25%)	20(25%)	05(6.25)	03 (3.75%)	09(10.75%)

Source: Field Data (2020)

As noted in the above table findings from the study revealed that when the respondents were asked to comment to the statement

- There is communication between management and subordinates at Highland Estates Limited.

52.4% of respondents disagreed with the statement while 36.6% of the respondents agreed to the statement, 11% of respondents remained neutral. This implies that there is a challenge in communication between management and subordinates at Highland Estates Limited.

- The employee feels free to express their views to the management at Highland Estates Limited.

8.5% strongly agreed to the statement, 6.1 % agreed, 6.1% were neutral, 54.5 strongly disagreed and very few of them 24.4% disagreed with the statement.

- Disputes are first resolved through dialogue at Highland Estates Limited

Findings from the study shows the majority of the respondents 31.25% strongly agreed 25% agreed, 20.75% were neutral to the statement, 12.5 % disagreed, (12.5%) strongly disagreed with the statement.

- Management takes into consideration the views expressed by the employees at Highland Estates Limited.

Findings revealed 25% strongly agreed while 18.75% agreed, a minority of them 14.5% had neutral view and 18.75% strongly negatively responded to the statement, 25% disagreed.

- A manager explains the nature of an assignment to his subordinates.

The majority of the respondents 56.25% strongly agreed, 25 % of respondents agreed, 6.25% had neutral view to the statement and 8.75% negatively responded. 6.25% also disagreed. This implies that there is a good relationship that resulted from good communication between management and workers at Highland Estates Limited.

- Employee's report work progress to the manager.

62.5% of the respondents strongly agreed to the statement, 6.25% had a neutral view of the statement, 6.25% strongly disagreed with the statement, 25 % agreed, 7.45% disagreed. This also implies that employees at Highland Estates Limited report their work progress to their managers.

- Communication influences much to the organizational performance at Highland Estates Limited.

53.75% agreed to the, 37.5% strongly agreed, and very few of them 2.5% strongly disagreed with the statement, 6.25% disagreed. This implies that communication plays a greater role in organizational performance at Highland Estates Limited.

- Communication between management and subordinates enhances better management of organizational performance at Highland Estates Limited.

56.25% of respondents strongly agreed to the statement, 25 % agreed, while a minority of them 10.75% strongly disagreed, 6.25% were neutral, 3.75% disagreed with the statement. This implies that better organizational performance is more influenced by communication. One of the respondents when asked to give their views on communication and organizational performance argued as follows:

Communication is a better tool towards achieving something where human beings' relations are involved. He gave an example that without good communication even at the family level when there is no good communication between husband and wife such a marriage cannot last long. He finally concluded that the achievement of any organization depends much on communication between employees and management. (Interviewed Respondent, March 20, 2020).

4.3.2 Participation of human resource department and employee in reaching company goals.

Under this part, the researcher was interested to know how the participation of the human resource department and employee in reaching company goals. The assumption under this study is that participation of the human resource department and employee plays a greater role in the organization in reaching company goals. Two issues were considered in order to understand the role played and participation of the human resource department and employee. The first issue was meetings, and the second issue was suggestion boxes.

4.3.2.1 Meetings

Under this part, the researcher was interested to know how meetings are done by the human resource department to ensure that Highland Estates Limited reaches her company goals. To understand these several questions were asked to the respondents as presented in the table below; -

Table 4. 6: Response on Meetings.

S/N	Statement	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
01	There is a policy regarding meetings done by Hr Department Highland Estates Limited	16 (19.5%)	15 (18.3%)	06 (7.3%)	25 (30.5%)	20(24.4%)
02	Meetings at Highland Estates Limited helps the organization to accomplish much of their work	50 (60.9%)	15 (18.3%)	03 (3.7%)	04 (4.9%)	10 (12.2%)
03	Managers at Highland Estates Limited spend over 75% of their time preparing for, attending, and leading meetings	5(6.1%)	09 (11%)	07(8.5%)	35 (42.7%)	26(31.7%)
04	Meetings at Highland Estates Limited increases organization performance and thus helps organization to reach her goals	45 (54.9%)	20 (24.4%)	05(6.1)	05 (6.1%)	07(8.5%)

Source: Field data (2020)

As noted above when the respondents were asked to comment to the statement

- There is a policy regarding meetings done by the HR department at Highland Estates Limited.

The respondents 19.5%strongly agreed to the statement, 18.3 % agreed, while24.4% strongly disagreed, 30.5% of respondents disagree, 7.3% of respondents where neutral to the statement. This implies that there is no policy regards meeting done by the HR department.

- Meetings at Highland Estates Limited help the organization to accomplish much of their work.

The respondents 60.9%strongly agreed to the statement, 18.3 % agreed; while 12.2% strongly disagreed 4.9% of respondents disagree 3.7% of respondents were neutral to the statement. This implies that meetings help the organization to accomplish much of their work.

- Managers at Highland Estates Limited use more of 75% of their time preparing for, attending, and leading meetings.

The respondents 31.7% strongly disagreed, 42.7% disagreed, 6.1% strongly agreed, 8.5% of respondents remained neutral. This, therefore, means that despite there is a policy on meetings at the company such meetings are not conducted regularly and this calls for the introduction of mandatory meetings program attendance at Highland Estates Limited

- Meetings at Highland Estates Limited increases organization performance and thus help the organization to reach her goals.

The respondents 8.5% strongly disagreed, 6.1% disagreed,54.9% strongly agreed, 24.4% of respondents agreed, 6.1% of respondents remained neutral. This, therefore, means that despite there are some challenges on meetings at the company but meetings increase organization's performance and thus helps the organization to reach her goals.

4.3.2.2 Suggestion boxes

This researcher is interested to know how suggestion boxes put by the human resource department helps to ensure that Highland Estates Limited reaches her company goals. To understand these several questions were asked to the respondents are shown in the table below;

Table 4. 7: Response on Suggestion boxes.

S/N	Statement	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1	There are suggestion boxes at Highland Estates Limited put by HR department	35 (42.7%)	30(36.6%)	07(8.5%)	05(6.1%)	05 (6.1%)
2	Suggestion boxes help customers to air their views in the manner an organization operate	45(54.9%)	05(6.1%)	07(8.5%)	20 (24.4%)	05(6.1%)
3	The views by customers put in the suggestion boxes help organizational performance at Highland Estates Limited	45 (54.9%)	22 (26.8%)	05(6.1)	03 (3.7%)	07(8.5%)

Source: Field data (2020)

When the respondents were asked to comment to the statement

- There are suggestion boxes at Highland Estates Limited put by HR department.

42.7%strongly agreed 36.6% agreed 6.1% disagree 6.1% strongly disagreed 8.5% where neutral.

- Suggestion boxes help customers to air their views in the manner an organization operate

54.9% strongly agreed 6.1% agreed 24.4% disagree 6.1% strongly disagreed 8.5% where neutral

- The views by customers put in the suggestion boxes help organizational performance at Highland Estates Limited

54.9% strongly agreed to the statement 26.8% agreed 3.7% disagree 8.5% strongly disagreed 6.1% where neutral.

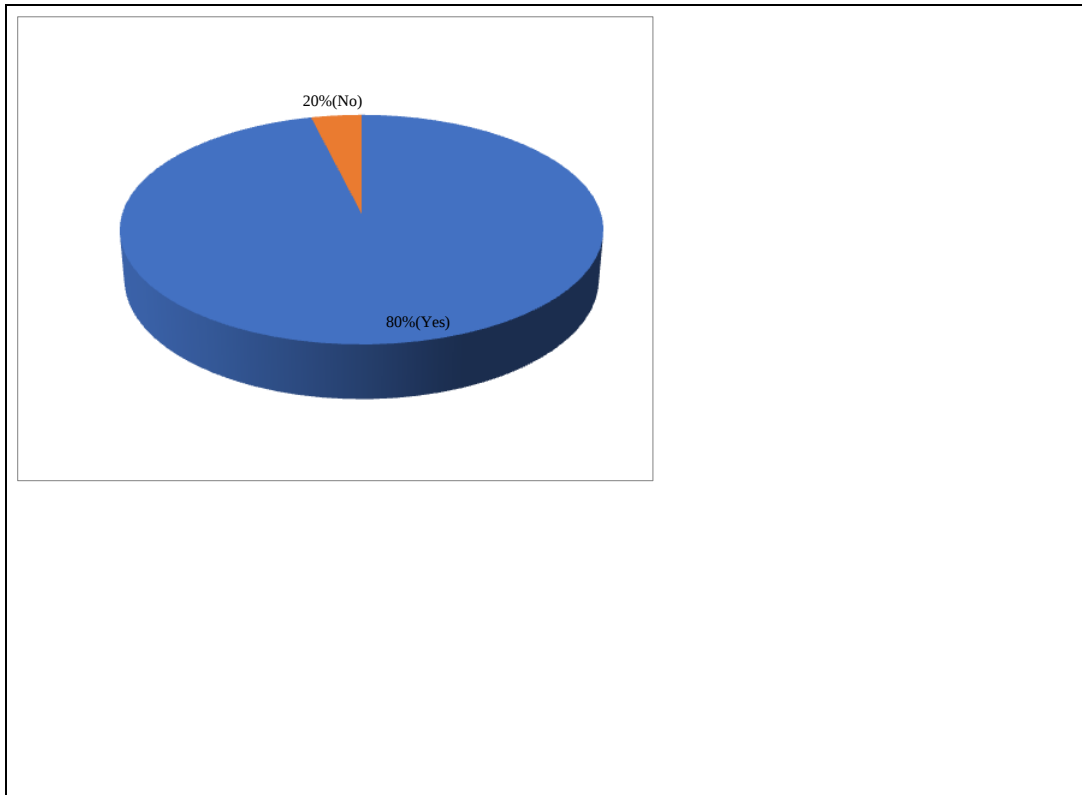
4.3.3 Employee problem resolution techniques

The researcher's main interest was to know how an employee problem resolution technique helps a human resource department in improving employee performance. The assumption under this part is that various employee problem resolution techniques help a human resource department in improving employee performance. Several issues were considered to understand how employee problem resolution techniques help a human resource department in improving employee performance. These include the following; -

4.3.3.1 Disciplinary committee

Under this part, the aim was to know whether there is a disciplinary committee at Highland Estates Limited. Findings from the figure below reveals that the majority 80% said 'Yes' while on the other hand, 20% said 'No'. This implies that at Highland Estates Limited disciplinary hearing is conducted to solve for various problems related to employees at the organization.

Figure 4. 4: Response on whether there is a disciplinary committee at Highland Estates Limited



Source: Field data, 2020

Furthermore, respondents argued to the effect that several offenses/misconducts are subjected to disciplinary hearing. For instance, during an interview with one of the managers, it was said that problems related to misconducts as provided under the company policy violations of such policy amounts to misconduct which qualifies to be filed to a disciplinary hearing. The essence of this mechanism is to discipline the employees and discourage all forms of misbehaviour and thus increase employees' organization performance. This confirms the Society for Human Resource Management (2011) which provides the effect that employers are to establish disciplinary rules and acceptable rules of conduct within the business.

These rules should spell out the offences and the gravity of those offenses. Some of the offenses include; gross dishonesty, wilful damage to company property, wilful endangering the safety and lives of others and property, assault and fighting, gross

insubordination, insolence, insubordination, sexual harassment, abusive language, intoxication on duty, time related offenses and collective absenteeism.

However, it was said by the respondents that before hearing the suspect/respondent is served with a notice which stipulates the nature of offense complained of. During hearing all the parties are given a chance to be heard and finally the committee issues a decision that binds all the parties. Furthermore, in the case of one party aggrieved with such a decision is given a right to appeal against such a decision to the appellate authority as provided for under the company policy. The policy of Highland Estates Limited allows the aggrieved party to file the appeal within seven days from the date on which the decision was issued.

Furthermore, the researcher asked a question to the respondents on the approaches adopted by the HR department at Highland Estates Limited to address discipline at the company. The respondents responded as follows; -

4.3.3.1.1 Adherence to dressing code

Among the measures taken by the company to ensure that discipline is maintained at the workplace the prohibition of unethical dressing. Among the discovered type of unethical behaviour committed by the unethical employees was unethical dressing. Through the questionnaire the majority of the respondents showed that there was a problem of improper dressing among employees. Female employees were mentioned to misconduct more than male employees. Female employees were mentioned also during an interview especially wearing short, tighten, and transparent dressings. During the interview one of the managers commented that:

Look here, though I'm a man, I have to handle the case of these young female employees who violate the code of conduct purposely by wearing an unethical dress. It always put me in a hard time when I keep on telling the same employee to wear ethical clothes. (*Interviewed respondent 24, March 2020*)

There is a correlation of what an employee behaves by wearing indisciplined dresses as shown in the statement. It is argued by many respondents that the more an employee behaves including wearing decent clothes the more such an employee can perform well in his/her duties in an organization.

4.3.3.1.2 Providing seminars and workshops

Seminars and workshops were another approach used. Management at Highland Estates Limited employed the approach of seminars and workshops mostly to HR head of departments on Interpretation and clear referencing of the working documents that are the findings obtained through interviewed discovered. When interviews for example one of the managers said that:

We have a challenge of a clear interpretation of documents especially these concerning regulations and laws. Therefore, we conduct a few seminars and workshops through our experts specifically the head of the HR department. We have been doing this for the HR department because of the limited budget but we hope by doing so, our message can be conveyed to all other staff and employees easily.
(Interviewed Respondent, March 24, 2020)

How the approach was employed was kept well in the narration. Seminars and workshops according to the statement were provided but specified only a few departments particularly the HR department so that finally they were supposed to be spread organizations staff and employees. Due to that seminars and workshops are very important because there are a lot of changes and reformations.

4.3.3.2 Warning letter

Under this part, the researcher was interested to understand how an employee warning letter as an employee problem resolution technique helps a human resource department in improving employee performance. Respondents were asked several questions to understand how an employee warning letter as a problem resolution technique helps a human resource department in improving employee performance. These include the following; -

Table 4. 8: Response on Warning letter.

S/N	Statement	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
01	Warning letter is issued to employees once they commit offence at the company	35(42.7%)	40(48.8%)	05(6.1%)	00	02(2.4%)
02	An employee warning letter is a great HR tool that informs the employee about his or her attendance, behaviour, performance	30(36.6%)	32(39%)	12(14.6%)	00	08(9.8%)
03	Warnings are generally considered to be the first step in the ladder of progressive discipline	25(30.5%)	20(24.4%)	17 (20.7%)	10(12.2%)	10(12.2%)
04	Warning letter deter bad behaviour of the employee and thus helps an employee to perform better in an organization	45 (54.9%)	25(30.5%)	00	7(8.5%)	5 (6.1%)

Source: Field data (2020)

Findings from the study as indicated in the table above revealed that when the respondents were asked to comment on the statement.

- A warning letter is issued to employees once they commit offense at the company.

48.8% of respondents agreed, 42.7% of respondents strongly agreed, 6.1% had a neutral view to the statement and 2.4% strongly disagreed. This implies that warning letters as a means of dispute resolution through making discipline to the employee is issued at Highland Estates Limited.

- An employee warning letter is a great HR tool that informs the employee about his or her attendance, behaviour, performance.

39% agreed to the statement, 36.6% of respondents strongly agreed, 14.6% had a neutral view to the statement, 9.8% strongly disagreed. This implies that the warning letter has challenges being used as a tool that inform the employees about the attendance behaviour and performance.

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- Warnings are generally considered to be the first step in the ladder of progressive discipline.

The respondents 24.4% agreed to the statement, 30.5% of respondents strongly agreed, 20.7% had a neutral view to the statement and 12.2% disagreed strongly, 12.2 agreed to the statement. This implies that warning is generally considered as the progressive discipline despite it having challenges.

- Warning letter on bad behaviour of the employee and thus helps an employee to perform better in an organization.

The respondents 30.5% agreed, 54.9% of respondents strongly agreed and 6.1% strongly disagreed, 8.5 agreed.

CHAPTER FIVE

DISCUSSION OF THE FINDINGS

5.1 Introduction

This chapter discusses the main findings of the study as presented from the field and findings from other scholars in order to match the results for conformity. The main study objective was to assess the effectiveness of the human resource department towards the improvement of organizational performance in Tanzania. The study used the case study of Highland Estate Limited.

5.2. Strategies used by the human resource department in improving employee performance.

- **Training.**

The finding shows that even though training is not conducted frequently at Highland Estates Limited it plays a greater role in improving employee performance at Highland Estates Limited. This confirms the observation of Mwapira D (2015) who argued for effective performance in organization training is being used as the main tool management. This further supports Muzaffar, M. (2012) viewed that training design a significant effect on the organizational performance, and delivery style has a significant effect on organizational performance, and training and development has significant effect on organizational performance.

- **Capacity building.**

Capacity building improves employee performance at Highland Estates Limited. This confirms Lopes and Theisohn, (2003) Endogenous dynamic process that relies on one's motivation, effort, and perseverance to learn and progress which enables organizations to change, flourish and grow as being argued is being considered as capacity building. Leadership development and knowledge networking are being considered as major capacities to enhance growth.

- **Motivation.**

Motivation is an important factor towards organizational performance. This is because the more an employee is motivated the more the better organization performance. Commenting on this aspect one of the respondents during an interview had this to say:

People need to be motivated to effectively utilize their potentials. He further said that motivated employees perform better than those not motivated. As an employee is motivated, he/she tends to be diligent in performing his/her duties and thus increases organizational performance. (Interviewed Respondent, 23th March 2020).

The findings from the study have revealed that there is an important connection among motivation and performance of an organization. In every organization employee who performs well on their duties are those who get motivated compared to those employees who are not being motivated. This is where a researcher supports Ayo et al (2017) who argued that to achieve and enhance effective organizational performance a leader (manager) has to motivate the employees in an organization. It was further argued by the study that motivation is the key to the development and improvement of any activity in an organization to the effect that the motivated employees perform better than those who are not motivated. This, therefore, confirms that there is a greater relationship between management motivation of the employees and organizational performance.

- **Communication.**

Communication plays a greater role in achieving better organizational performance in any organization. These results show that there is better organizational performance at Highland Estates Limited because there is good communication between the management and workers. This is where a researcher agrees with Justin (2006) who argued that better or bad management is partially determined by the adequacy and clarity of communication between management and subordinates.

This further is supported by Beery et al (2016) who argued communication influences better management and thus improves organizational performance. He further argued that through communication the manager explains the nature of an assignment to his subordinate while the subordinate reports work progress to the superior. Feelings and attitudes are also expressed in the process of communication. Any type of organized activity demands communication. This, therefore, entails that there is a significant relationship between communication and management to the effect that whether good or bad organizational performance is mainly determined by either good or bad management resulted from communication.

5.3 Participation of human resource department and employee in reaching company goals.

- **Meeting.**

It can be argued that meetings are done by the human resource department to ensure that Highland Estates Limited reaches her company goals. This is where a researcher agrees with Tracy and Dimock (2003) who argued that in meetings, groups solve and create problems, give information and misinformation, develop and rework policies, make retooled decisions, and while doing these focal activities build or fracture sense of community among participants. Their work suggests that meetings can be used for various purposes and that those purposes influence the impact meetings to have on Without seminars and workshops, it is difficult to adopt changes as a result there must be a lot of misconduct because employees would be outdated. Through adherence to the code of conduct, employees perform better and this encourages organization performance.

- **Suggestion Boxes.**

It can be conclusively said that suggestion boxes kept by the human resource department helps to ensure that Highland Estates Limited reach her company goals. These findings support the observation of Carnevale and Sharp (1993) Improvement, increases employee commitment to the implementation of such ideas, elevates cooperation, enhances workers sense of power and dignity, improves loyalty and

identification with the organization, educates employees in goal setting and helps to identify leaders are all ideas produced by a form of employee voice as a suggestion scheme. Furthermore, support observation by Armstrong (2003) improving the efficiency of an organization by employee participation is what makes suggestion scheme valuable. When workers believe there are no recognized channels of communication for them to air their ideas/views suggestion scheme is being used to reduce the feelings of frustration.

5.4 Employee problem resolution techniques

Without seminars and workshops, it is difficult to adopt changes as a result there must be a lot of misconduct because employees would be outdated. Through adherence to the code of conduct, employees perform better and this encourages organization performance.

- **Warning letter.**

This implies a warning letter helps an employee to perform better in an organization. In the above discussion, it is clearly shown that a greater role towards shaping employees in an organization and thus leads to the performance of organizations. Redden, (1970) did inform that employee about his or her attendance, behaviour, performance or other issues that need to be addressed, not only by the employee but also the company is through employee warning letter which is the HR great tool. The overall well-being of the company, especially its operation and production can be affected by poor attendance, behaviour, and performance.

CHAPTER SIX

SUMMARY, CONCLUSION AND RECOMMENDATIONS

6.1 Summary

The main focus of the study mainly was to assess the effectiveness of the human resource department towards the improvement of organizational performance in Tanzania particularly at Highland Estates Limited. The specific research objectives were to identify the strategies used by the human resource department in improving employee performance, to examine the participation of the human resource department and employees in reaching company goals, and to examine employee problem resolution techniques.

82 respondents were used as a sample. Primary and secondary data was what a researcher used in data collection

methods. Primary gathering of information methods included questionnaires and interviews. In order to have enough information about the problem and to simplify data analysis researcher decided to use questionnaires to get information from Highland Estates Limited employees. Information was gathered from top managers at Highland Estates Limited through interviews. The study used secondary methods which include documentation as the secondary method whereby documents from libraries and another research works were used. It includes the process of getting the necessary information from the documents. Documents such as papers journals, articles, newspapers, books, and other research reports which are related to the problem of the specific study.

To obtain respondents simple random sampling and non-probability sampling (purposive sampling) technique was used by this study. The population in Highland Estates Limited is more homogenous which makes simple random sampling to be of more use and perfect for the place. Purposive sampling was used during selection of

the top management of Highland Estates Limited from each section who provided information that was valid and very important to this study.

Data obtained were analyzed through the Statistical Package for Social Science (SPSS) software program.

This study found that the human resource department in improving employee performance uses various strategies that are there. The most used strategy by the HR department motivation followed by training and capacity building. The majority of the respondents were seen to be more convinced by motivation strategies used by the HR department. The most motivation techniques were rewards and promotion. However, training was observed to be done not frequently and this hindered much on reaching organizational goals.

Furthermore, the study found that HR department participated in various in reaching company goals. The most way of HR department participation was meetings followed by suggestion boxes. It was revealed that meetings played a greater role in ensuring that the HR department participates in reaching company goals. Meetings were seen to be conducted at the company though not regularly.

Finally, the study observed that there are various employee problem resolution techniques used by Highland Estates Limited. The most used problem resolution technique was the disciplinary committee and through warning letter. However, it was said by the respondents that before hearing the suspect/respondent is served with a notice which stipulates the nature of offense complained of. During hearing all the parties are given a chance to be heard and finally the committee issues a decision that binds all the parties. Furthermore, in the case of one party aggrieved with such a decision is given a right to appeal against such a decision to the appellate authority as provided for under the company policy.

6.2 Conclusion

In general, this study found that the effectiveness of the human resource department towards the improvement of organizational performance was more determined strategies used by the human resource department in improving employee performance, the extent of human resource department, and employee participation in reaching company goals and employee problem resolution techniques.

Strategies used by the human resource department in improving employee performance were expressed in terms of motivation, capacity building, training, and communication. Furthermore, meetings, seminars, and suggestion boxes were used as variables in determining the extent of the human resource department and employee participation in reaching company goals.

However, the discipline committee and warning letter were observed to be the most problem resolution technique used by Highland Estates Limited.

Finally, the introduction of training on issues related to the effectiveness of human resource department towards the improvement of organizational performance, Introduction of various motivation programs which aims at motivating employees at Highland Estates Limited and Good government policy on issues related human resource department and organizational performance are the measures to be taken to improve organizational performance.

The main contribution of this study was to focus on the drivers of organizational performance, providing levers for change, taking part in change management programmes and supporting continuous improvement and total quality management, maintain a good climate of employee relations, create and develop effective organizations and build a well-motivated; committed, skilled and flexible workforce by developing strategies, policies, employment practices in the areas of motivation, commitment, employee development and reward.

6.3 Recommendations

In general, the researcher deems it necessary to make the following recommendations in improving organizational performance

- i. There must be the introduction of training HR department and organizational performance related matters.
- ii. Introduction of various motivation programs which aim at motivating employees at Highland Estates Limited.
- iii. There must be good government policy on issues related to the human resource department and the performance of an organization.
- iv. For any organization or a company to be effective human resource department must play a key big role. The new design of business strategies in the organizational effectiveness assistance is being provided by the human resource personnel. Impacting the company goals and hiring new employees is the essential role played by human resource professionals in a company.
- v. Education and Growth must be leaders main focus because they need to have new and active measures for them to work with different groups of people and as well as individuals. For a good leader to plan and understand the strength and weaknesses of different professionals he or she must improve the effectiveness of an organization. Professionals education in different areas of the business must be taken into consideration before a company makes any changes. Abilities, skills, and strengths must be considered also. There should be an identification of areas where professionals face difficulties when working as a team.

Identification of strength and weakness of workers who do have different educational background leads to the growth of the company and build effective teams. Teams to be developed should have the strength and good matching skills. Skills, knowledge, and background assignment should be given to the professionals in order to work on the specific goals. For the company to be efficient it needs improvement of the abilities or make use of unique skills and understanding of different professionals and their duties and skills within the business.

- vi. During customer evaluations in terms of their needs and interests, they should be kept in mind for the good organization effectiveness to work. Customers look for another option of their needs and goals when professionals fail to provide them with good quality products or services they needed to have. To improve services in an organization customer should fill in surveys or answer questions about the services provided to them. The most valuable needs and goals that a company should find out is all about what the customers want from the company or the services. Customers filling out complaints or giving out their feedback unidentified should be provided to those businesses with direct contact or direction with the customers. In order to gain feedback from the customer different sources of social media and other online tools should be used. Questions should be asked on social media in order to let and to let customers leave comments and bit of advices to a company.
- vii. Quality Services or Products work out. In the effectiveness of a company, clients play a big role but an appropriate level of quality for the products or services provided must be identified in the business. The main target is on focusing of Balance of quality with cost effective solutions. The main target of any business is to make sure that on their improvement of their products they are not going beyond the budget and price they planned.

Decision-making requires active participation of leadership in an organization. Different professionals should help out in advising on how to improving the products without increasing the coast of materials. To reach out the specific goals without reducing quality of the final product or service ways of minimizing time should be discussed. Different options on ways to develop the organization are being gained by a leader in multiple perspectives during his involvement in decisions from professionals with multiple fields.

- viii. Technology use. Main technological tools play as essential tool. Computers tablets or smart phones are being used in order to improve efficiency. Even if different members of a team are not part of the work, they can still be up to

date with another state of projects by use of software or sharing tools like. A set budget should not exceed during determining ways of protecting the business and the client information by working with the technological professionals. Improves efficiency or effectiveness designed programs should be used in the office. Arranging of the office large system transferring of information and spreadsheets use are some good examples.

6.4 Suggestions for future Research Works

Due to time limitations and resources, the researcher only looked at the effectiveness of the HR department on the improvement of organizational performance at Highland Estate. Limited. There is room to study these factors in another department as well.

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APPENDICES

Appendix I: Questionnaire and Interview Guide

SELF ADMINISTERED QUESTIONNAIRES AND INTERVIEW GUIDE TO HIGHLAND ESTATE LIMITED

Dear Respondent,

This questionnaire is a tool for soliciting information about the study to assess the EFFECTIVENESS OF HR DEPARTMENT ON IMPROVEMENT OF ORGANIZATIONAL PERFORMANCE. Please fill free to give your opinions as information provided shall highly confidential and strictly used for the purposes of this study.

PART A: Demographic characteristics

1. Sex

a. Male [] b. Female []

2. Age a. Below 27 [] b. 28– 37 [] c. 38 – 47 [] d. 48 – 57 [] e. 58 and above

3. Educational Level

a. Primary School

b. Secondary School []

c. College certificate/diploma

d. Advanced Diploma/degree e.

Masters and Above f.

Others.....Please Specify

4. Position in the Company Please Specify.....

1. Experience with Highland Estates Limited.

a. Less than a year

b. 1-5 Years []

c. 6-10 years

d. More than 10 years

Part B: Research Questions

Strategies used by the human resource department in improving employee performance.

Please indicate the level of agreement on the following statements based on five-point Likert Scale. Key: 1. strongly disagree; 2. Disagree; 3. Neutral; 4. Agree; 5. Strongly Agree

	Statements	1	2	3	4	5
1						
2	Trainings on issues related to human resources are conducted frequently at Highland Estates Limited					
3	Human resources personnel At Highland Estates Limited are well educated, experienced and skilled on HR related matters					
4	All human resources practitioners are involved during training					
5	The acquired training helps the human resources practitioners on all issues related to HR					
6	The acquired training helps the HR practitioners on organizational performance					
7	Training ensures motivation to the employees for better work performance					
8	Training attempts to increase the quality of human relations in the organization					

2. How capacity building improves employee performance at Highland Estates Limited

	Statements	1	2	3	4	5
1	There is a policy on capacity building at Highland Estates Limited on human resources related matters					
2	Employees at Highland Estates Limited are highly encouraged indecision making and by maintaining close relationships with the employees					
3	Senior managers at the company advocate human capacity building through development of employees' professional skills and promotion of teamwork					
4	Employees at Highland Estates Limited are involved by the company into various programs to build and enhance knowledge and skills					
5	The major capacities that enhance growth at Highland Estates Limited include leadership development and knowledge networking					

3. How does motivation improves organizational performance

	Statements	1	2	3	4	5
1	Management at Highland Estates Limited motivates Employees					
2	Employees at Highland Estates Limited are given their basic salaries on time					
3	Employees at Highland Estates Limited are rewarded once they perform well their jobs					
4	Employees at Highland Estates Limited are given allowances apart from their basic salaries					
5	Management at Highland Estates congratulates and give prizes to the best workers					
6	Management at Highland Estates Limited offer opportunities like short vacation to the employees					
7	Management at Highland Estates Limited offer scholarship vacancies to the employees					

4. How communication improves organizational performance.

	Statements	1	2	3	4	5
1	There is communication between management and subordinates at Highland Estates Limited					
2	Employee feel free to express their views to the management at Highland Estates Limited					
3	Disputes are first resolved through dialogue at Highland Estates Limited					
4	Management takes into consideration the views expressed by the employees at Highland Estates Limited					
5	A manager explains the nature of an assignment to his subordinates at Highland Estates Limited					
6	Employees reports work progress to the manager					
7	Communication influences much to the organizational performance at Highland Estates Limited					
8	Communication between management and subordinates enhance better management on organizational performance at Highland Estates Limited					

5. How meetings done by human resource department ensure that Highland Estates Limited

	Statements	1	2	3	4	5
1	There is a policy regards meetings done by HR department Highland Estates Limited					
2	Meetings at Highland Estates Limited helps the organization to accomplish much of their work					
3	Managers at Highland Estates Limited spend over 75% of their time preparing for, attending, and leading meetings					
4	Meetings at Highland Estates Limited increases organization performance and thus helps organization torah her goals					
5						

6. How suggestion boxes put by human resource department help to ensure that Highland Estates Limited

	Statements	1	2	3	4	5
1	There are suggestion boxes at Highland estates Limited put by HR department					
2	Suggestion boxes help customers to air their views in the manner an organization operate					
3	The views by customers put in the suggestion boxes help organizational performance at Highland Estates Limited					

7. Is there a disciplinary committee at Highland Estates Limited

a. No

b. Yes

8. How an employee warning letter as an employee problem resolution technique helps a human resource department in improving employee performance.

	Statement	1	2	3	4	5
1	Warning letter is issued to employees once they commit offence at the company					
2	An employee warning letter is a great HR tool that informs the employee about his or her attendance, behaviour, performance					
3	Warnings are generally considered to be the first step in the ladder of progressive discipline					
4	Warning letter deter bad behaviour of the employee and thus helps an employee to perform better in an organization					