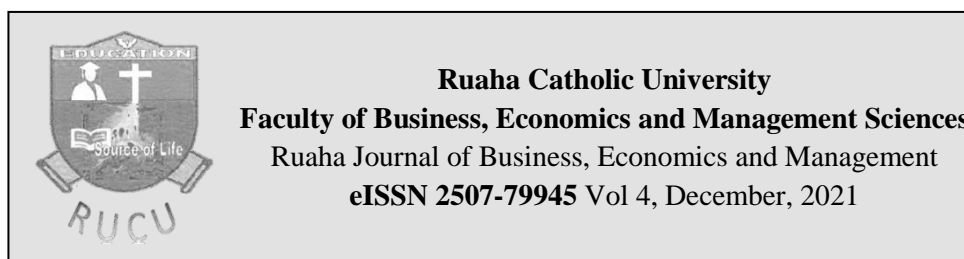


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Effects of Human Resources Practices on Employees Performance in Tanzania. A case of Iringa Urban Water Supply and Sanitation Authority (IRUWASA)

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Abstract

Although the influence of management practices on employee and organizational performance is well documented, there is however limited empirical evidence of the effects of employee engagement, motivation, and job satisfaction. The current Human Resources study, which was conducted at IRUWASA in Iringa Municipality therefore analyzed the impact of human resources practices on employee performance, and parameters examined include; employee engagement, motivation, and job satisfaction on employee performance. The study used a mixed research approach, with quantitative research taking precedence and qualitative research complementing the quantitative design. Since the population was 130, the study used a cross-sectional research approach using data from 97 respondents. Both descriptive (mean, frequencies, and percentages) and inferential statistics were used to analyze the data (correlation analysis). Employee engagement, motivation, and job satisfaction all have a substantial impact on employee performance, according to the findings. According to the survey, HR practices should be improved because providing employees with skills and information enables them to be committed and have high morale, resulting in improved performance. According to the findings, all three variables, namely employee engagement, motivation, and work satisfaction, have a considerable impact on employee performance. IRUWASA is encouraged to keep assimilating these three variables in their employee performance strategies.

Keywords: Human Resource Practices, engagement, employee motivation and job satisfaction

1. Introduction

Human resource management is a corporate function in which duties and activities connected to personnel are derived and combined. Human resource management, according to Paposa and Kumar (2019), is the "process of attracting, developing, and sustaining a competent and dynamic workforce to meet organizational mission, objectives, and strategies." Human resource management (HRM) is defined as the strategic integration of human resource practices into employee management and development. Human resource management, as a novel concept, encompasses the policies, procedures, and systems that influence employees' behavior, attitudes, and performance, according to this definition (Siddiqui and Sahar, 2019).

Human resource planning, employee recruitment and selection, training and development, performance management, employee engagement/involvement, motivation, satisfaction, and

compensation management, according to these authors, are some of the most important HRM practices that support the organization's business strategy. This enhances the function of personnel management to include remuneration, appraisal, recruiting, firing, and reward systems, among other facets of the employment relationship. This recognizes HR practices as critical to the firm's performance. Although many firms (large and small) do not fully integrate these HR activities into a strategic HR strategy, big enterprises tend to have more of the individual practices that make up an HRM system.

The history of human resource management and its methods can be traced back to societal views and attitudes towards employees, as well as organizations' responses to public policy and trade union growth (Kumari, Joshi and Pandey, 2014). The extreme disciplinary measures and fines imposed by factory owners in the early stages of the Industrial Revolution in Britain were, in part, a response to the serious problem of imposing standards of discipline and regularity on an unskilled workforce (Mathias, 1999). In the 1840s, common humanity and political pressure combined with enlightened self-interest among a fraction of the larger employers to raise awareness of alternatives to coercion, punishment, and monetary reward for managing their employees. Human resource management practices are thought to have evolved in the 1920 when the first formal HRM function and department was initiated in America and Europe (Okpara, 2014).

The human resource management functions, once responsible for record keeping and maintenance, has evolved into a strategic partner in organizations (Ferris, Hochwarter, Buckley, Harrell-Cook and Frink, 2019). People who worked during the 1600s to 1700s were guided by a craft system. Under this system, the production of goods and services was generated by small groups of workers in relatively small workplaces, usually in a home. In the early 1900s, many changes occurred in the work place. After industrial revolution, machines and factory methods that increased production were introduced. However, several problems occurred with this increased production. Since the machines required several people to operate them, the number of workers increased dramatically. This forced managers to develop rules, regulations, and procedures to control the workers. Some of the regulations required an increase in job specialization, which led to boring, monotonous jobs (Anthony, Perrrewe and Kacmar, 2016). At that time, with the effect of scientific management, workers were seen as a part of a machine without considering that they were social human beings.

2.1 Theoretical Literature Review

2.1.1 The AMO Theory (Ability, Motivation, and Opportunity to Participate)

According to the AMO theory, the components of Ability, Motivation, and Opportunity are the three independent work system elements that form employee characteristics and eventually lead to improved performance of an individual and organization in general. Through these components' organization interests are best served due to the fact that AMO theory paves the way for the line managers to use effective approaches that will improve performance, these approaches include employees' engagement, involvement and job satisfaction enhancement.

Ability refers to those practices and policies that HR practices to ensure employees possess or gain the required skills, knowledge, and ability to perform their tasks within minimum supervision, for example, employees' engagement in various organization matters like involvement in decision making or formulation of various organization policies. Secondly, motivation refers to the ways in which the employees are motivated to put more effort into performing certain tasks mainly by rewarding them for the efforts they have already put into their jobs. Lastly is opportunity enhancing HRM practices which aim at engaging employees' involvement through providing opportunities. Opportunities refer to practices that delegate decision-making authority, responsibility from top management to lower cadre staff through information sharing. All these three practices strengthen employees' trust and faster performance.

3.0 Methodology

In this study, the mixed research method was used since both qualitative and quantitative approaches were used consecutively, with a stronger emphasis on the quantitative method because it used a statistical model to assess data and provide thorough proof that answered the study's research questions. The study used two rounds of data collecting: the first phase focused on quantitative data collection and analysis, while the second phase focused on qualitative data follow-up to explain and supplement the quantitative findings. The quantitative method was used when surveying IRUWASA personnel, while the qualitative method was used when interviewing the managers of the units in which these employees are working. The study employed a descriptive cross-sectional research design to examine the impact of human resource practices on employee performance. It's cross-sectional since the data collection, analysis, and interpretation were all completed at the same time. The target population for this study was all 130 workers of the Iringa Urban Water Supply and Sewerage Authority (IRUWASA) in Iringa Municipality, with a sample size of 97 respondents determined by Krecjie and Morgan (1970). Quantitative and qualitative data were acquired using a questionnaire and an interview guide, respectively. Descriptive and inferential statistics were used in the analysis.

4.0 Results

4.1.1 Respondents' Gender

According to Table 4.1, the study had a total of 97 (100%) respondents who completed the questionnaires. There were 56 males (57.7%) and 42 females (42.3%) among the total responders. According to the findings, male employees at IRUWASA outnumber female employees by a significant margin. Men are more aggressive and more likely to have ambition towards success, according to Robbins and Judge (2008), hence men do better than women. Most stereotypical disparities that are typically used to describe men and women in organizations are invalid, according to Ivancevich, Konopaske, and Matteson (2011). Several studies corroborate this idea, finding no variations in work performance between men and women.

4.1.2 Respondents' Age

According to the statistics, 53 (54.7 %) respondents were between the ages of 20 and 34. 33 (34.1%) of those who responded were between the ages of 35 and 44. 38 (35.1%), while 11 (11.3%) were above the age of 50. The figures show that all age groups were taken into account when the data was gathered. On other hand youth aged between 20-34 years constituted 54.7% of the sample size. A person's age is the number of years he or she has lived since birth. Older people will not work as efficiently as their younger counterparts , especially in the execution of certain duties (Gelderblom, 2006). In carrying out specific responsibilities assigned by the organization, a young individual's body is unquestionably stronger than that of an older person. Parents, on the other hand, can perform better than younger in certain jobs. This is due to variables such as experience, which allows older people to provide greater counsel than youngsters. Workplace changes are dependent on the employee's age. If the job needs a lot of physical labor or a quick reaction, age can be a disadvantage, but expertise or age experience can help improve performance in relation to the tasks at hand (Warr, 1994).

4.1.3 Respondents' Marital Status

Table 1 shows that 17 of the total respondents (or 17.5 %) were single. There were 58 married respondents (59.8%), 10 divorced respondents (10.3%), and 12 separated respondents (12.4%). According to the findings, IRUWASA had a higher percentage of married employees than single employees. Married folks have more responsibilities to their families and require greater employment stability and security. As a result, they are expected to devote more time and effort to their current employer than their single colleagues. Marriage, according to Becker (2018), is economically beneficial since it allows for higher specialization. He suggests that married workers are able to specialize in labor market activities while their spouses specialize in household production. According to Crawly (2005), married employees have higher intention to perform due to family commitment than unmarried employees.

Table 1: Respondents' Profile

Gender of respondents	Frequency	Percent
Male	56	57.7
Female	41	42.3
Total	97	100.0
Age of respondents	Frequency	Percent
20-34	53	54.7
35-44	33	34.1
50+	11	11.3
Total	97	100.0
Marital Status	Frequency	Percent
Single	17	17.5
Married	58	59.8
Divorce	10	10.3

Separated	12	12.4
Total	97	100.0
Education levels	Frequency	Percent
Not attended	7	7.2
Primary education	12	12.4
Secondary education	39	40.2
Technical education	13	13.4
University education	26	26.8
Total	97	100.0
Work experience	Frequency	Percent
0-5 year	11	11.3
6-10 years	22	22.7
11-15 years	33	34.0
Above 15 years	31	32.0
Total	97	100.0

Source: Field data (2021)

4.1.4 Respondents' Education

Results in Table 1 show that 7(7.2%) had never attended schools, 12(12.4%) lacked basic primary education, 39 (40.2%) of respondents had attained secondary level of education, 13(13.2%) hold technical education certificates from Vocational Training Institutes like VETA and the remaining 26(26.8%) had university degrees. According to Easterlin (2007) the skills gained through education are a mark of performance level that an employee can exhibit. However, different fields of specialization are needed in order to meet the labor needs within Universities. Cushway (2003) observes that in modern times, individuals may be used productively in a flexible manner disregarding their original qualifications when they were being employed. This may not be reflected in job descriptions. In line with this is the fact that organizations are majorly interested in talents, or what can be positively established as possible contributions to organizations if hired, more than the academic qualifications that the workforce has.

4.1.5 Respondents' Work Experience

Regarding employees work experience results in Table 1 shows that 11(11.3%) had 5 years of work experience, 22(22.7%) had 6-10 years, 33(34.0%) had 11-15 years, and the remaining 31(32.0%) exceeded 15 years of work experience. Dickson and Lorenz (2009) posit that an increase in work experience also increases competence. Substantial work experience also implies adequate expertise. In psychological terms, skilled employees who have above-average abilities with adequate education or knowledge can easily achieve the expected outcomes. Marisa and Sonia (2005) define the working experience as a period of

time in which a person is actively involved in a company and reflects the loyalty of the workforce in an institution where he works. A longer working period will make a person perform better and be more reliable.

4.2 Influence of Employees Engagement on Performance

Regarding the influence of employee engagement on employees' performance, the results in Table 2 reveal that employee engagement enhances internal communication which in turn facilitates performance. This is evidenced by the mean of 4.56 and a standard deviation of 1.164 implying that the majority of respondents believe that employee engagement enhances internal communication. Also, the study reveals that employee engagement or involvement enriches employees' decision-making skills since the aggregate score shows a mean of 3.81 and a standard deviation of 1.286. Employee engagement was also found to have a relationship with performance as it was revealed that it increases employees' commitment and participation in various issues as aggregate score shows mean of 3.70 and standard deviation of 1.243 and 3.74 and standard deviation of 1.354 respectively. The study reveals that by engaging employees in various organizational issues, their capacity to meet deadlines also increases, as evidenced by a mean score of 3.45 and a standard deviation of 1.444. Lastly, the study found that employee engagement increases the feeling of ownership as evidenced by a mean score and standard deviation of 3.99 and 1.477 for ownership and 3.33 mean and standard deviation of 1.491 for handling customers with great care.

Table 2: Employee engagement

Employees engagement	Mean	Std. Deviation
Employee engagement enhances internal communication.	4.65	1.164
Employee engagement enriches employees with decision-making skills.	3.81	1.286
Employee engagement employee's commitment in the organization.	3.70	1.243
Employee engagement enhances employee participation/involvement.	3.74	1.354
Employee engagement increase employees' capacity in meeting deadlines.	3.45	1.444

Employee engagement makes employees feel he or she is part of the organization.	3.99	1.477
Employee engagement practices enable employees to handle customers with care.	3.33	1.491

Source: Field data (2021)

Furthermore, when asked which benefits employees and the organization receive from employee participation in resolving various organizational challenges, the above findings were consistent with qualitative findings quoted below, as one interviewee noted.

"At IRUWASA, we have a variety of human resource practices, such as human resource planning and employee engagement/ involvement, for a variety of reasons, including educating new employees with practical knowledge, training them to cope with new technology or system changes, and so on. All of these practices have been useful since employees now have the information and skills they need to complete their responsibilities, as well as the ability to follow regulations, policies, and government instructions. Employees will feel valued and appreciated if they are kept informed about what is going on in the organization."

4.3 Influence of Employee Motivation on Organizational Performance

On the influence of employee motivation practices on employees' performance, Results in table 3 reveal that employees' motivation practices boost their work morale owing to a mean score of 3.49 and a standard deviation of 1.459. Enhances employees' overall personality had a mean score of 3.45 and a standard deviation of 1.258, reduction of supervision level scored a mean of 3.34 and standard deviation of 1.180, enhancement of pro-activeness with a mean score of 3.31 and standard deviation of 1.202, absenteeism reduction with a mean score of 3.19 and standard deviation 1.286, ability to defend the employer with a mean score of 3.38 and standard deviation of 1.185 and lastly enhanced organizational image with a mean score 3.45 and standard deviation of 1.250.

Table 3: Motivational practices

Motivation practices	Mean	Std. Deviation
Motivational practices boost employee morale.	3.49	1.459
Motivational practices enhance employees' overall personality.	3.45	1.258
Motivational practices reduce the need for supervision in our organization.	3.34	1.180

Motivational practices enhance employees' proactivity.	3.31	1.202
Motivational practices reduce employee absenteeism.	3.19	1.286
Motivation practices make employees defend the current employer all the time.	3.38	1.185
Motivation practices help organization in improving their image	3.45	1.250

Source: Field data (2021)

Moreover, one interviewee stated that *“Motivation practices like training, coaching, and leading and equipping staff with knowledge and skills, are used to boost employee morale because they increase staff confidence and in turn reduce the need for constant supervision”*.

4.4 The influence of Job Satisfaction on Employees Performance

On the influence of job satisfaction on employee's performance, Results in table 4 reveal that job satisfaction enhance employee's commitment to their responsibilities as evidenced by a mean score of 3.07 and a standard deviation of 1.340, also job satisfaction enhances teamwork as per a mean score of 3.05 and standard deviation of 1.219. Flexibility had a mean score below the average mean of 3.0, thus despite the implementation of job satisfaction practices, employees of IRUWASA are not flexible. It was further revealed that job satisfaction increased the ability to cope with organizational changes as evidenced by a mean score of 3.49 and a standard deviation of 1.378. Further revelations were that the ability to meet standards was enhanced according to a mean score of 3.43 and a standard deviation of 1.274. lastly, the notion that job satisfaction decreased the need for constant supervision was supported as evidenced by a mean score of 3.10 and a standard deviation of 1.186. conclusively, therefore, job satisfaction improves employee performance.

Table 4: Job satisfaction practices

	Mean	Std. Deviation
Job satisfaction improves my commitment to the job.	3.07	1.340
Job satisfaction increases my teamwork spirit.	3.05	1.219
Job satisfaction increases my flexibility.	2.94	1.248
Job satisfaction increases my desire to keep working in this organization	3.41	1.188
Job satisfaction practices enhance my ability to cope with organizational change.	3.49	1.378

Job satisfaction enhances my ability to meet organizational deadlines	3.43	1.274
I require minimal supervision because am satisfied with my job	3.10	1.186

Source: Field data (2021)

In addition to the above findings, the correlation analysis was conducted to test the study's hypotheses and results in Table 5 below reveal that; Employee motivation, employee engagement, and employee job satisfaction had a considerable influence on employee performance.

Table 5: Correlations Output

		PERF	EME	MOTP	JOS
PERF	Correlation Coefficient	1.000			
	Sig. (2-tailed)	.			
	N	97			
EME	Correlation Coefficient	.087	1.000		
	Sig. (2-tailed)	.0396	.		
	N	97	97		
MOTP	Correlation Coefficient	.182	.151	1.000	
	Sig. (2-tailed)	.0275	.139		
	N	97	97	97	
JOS	Correlation Coefficient	.097	.029	.206*	1.000
	Sig. (2-tailed)	.0345	.777	.043	.
	N	97	97	97	97

*. Correlation is significant at the 0.05 level (2-tailed).

5.0 Conclusion and Recommendations

According to the findings, HR policies improve internal communication, enhance employees' decision-making abilities, and promote employee organizational engagement. Increase employees' ability to meet deadlines, increase feelings of ownership, and treat employees with care. Additionally, motivation practices improve performance by boosting employees' morale, enhancing their personalities, reducing supervision costs, increasing employees' pro-activity, lowering absenteeism, and enhancing the organization's image. It is also conclusive that job satisfaction increases employee commitment, teamwork, ability to cope with organizational change, and the ability to meet work standards. Finally, because HR practices were proven to have an impact on employees' performance in various ways, the study advises

IRUWASA to continue delivering these HR practices, but to do so while adhering to all key training procedures.

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