



## ***Effects of Human Resource Management Functions on the Performance of Non-Governmental Organizations in Iringa Municipality***

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### **Abstract**

*This study examined the effects of human resource management functions on the performance of Non-Governmental Organizations in Iringa Municipality. The current study specifically focused on three human resources functions namely recruitment, staff training and staff motivation. Both quantitative and qualitative research approach involves. In quantitative research approach 95 respondents were employed while in qualitative 10 were involved. Regression analysis was used to test the relationship of variables while in qualitative thematic data analysis employed. Findings revealed that the regression analysis output confirmed that there is a significant positive relationship between recruitment, staff training and staff motivation with organization performance, as the p-values less than 0.05. The study recommend NGOs to make sure they recruit skilled, committed, hardworking, experience and ethical people to their institutions. The study also recommends the management to increase budget for training activities as it has been revealed that training equip employees with knowledge and skills for them to perform well. Furthermore it is recommended that management to ensure their employees are highly motivated in terms of recognition, fair treatments, job security, compensations and provisions of working tools.*

***Keywords: Recruitment, Staff training, Staff Motivation and Organization Performance***

## 1.0 Introduction

Human resource management as a business function in the organization derives and combines functions and activities related to the employees. Paposa and Kumar (2019) define human resource management as the process of attracting, developing, and maintaining a talented and energetic workforce to support organizational mission, objectives, and strategies. Human Resource Management (HRM) as the strategic integration of Human Resource practices into the management and development of employees. It is a much more comprehensive definition which says that human resource management as a new concept encompasses "the policies, practices, and systems that influence employees' behavior, attitudes, and performance" (Siddiqui and Sahar, 2019).

Human Resources Management functions refer to as process of procuring, developing and maintaining competent human resources in the organization so that the goal is achieved. HRM functions involves planning, organizing, directing and controlling of procurement development compensation integration, maintenance and separation of human resources to the end that employees, organization and societal objectives are accomplished. HRM functions that support the organization's business strategy include; human resource planning, recruiting and selection of employees, training and development, performance management, motivation and compensation management (Cross and Daniel, 2020). These elevate the role of management of such aspects of the employment relationship as compensation, evaluation, hiring, firing and reward systems above the traditional notion of personnel management. This identifies HR practices as strategic to the success of the firm. Although many firms (both large and small) do not fully integrate these HR practices into a strategic HR plan, larger firms tend to have more of the individual practices that are considered part of an HRM system.

Globally, the history of human resource management functions is reflected in prevailing beliefs and attitudes held in society about employees, the response of employers to public policy and reactions to trade union growth (Kumari, Joshi and Pandey, 2014). In the early stages of the Industrial Revolution in Britain, the extraordinary codes of discipline and fines imposed by factory owners were, in part, a response to the serious problem of imposing standards of discipline and regularity on an untrained workforce (Mathias, 1999). In the 1840s common humanity and political pressure began to combine with enlightened self-interest among a few

of the larger employers to make them aware of alternative ways of managing their workforce, other than coercion, sanctions, or monetary reward. 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, 2018).

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 manager 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, Perrewe 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. All the jobs were broken into specific tasks.

In Africa, human resources management is gradually changing in today's organizations and this requires professionals to get well equipped with the challenging role in a complex environment. The complex environment is characterized with uncertainty in the world markets, as organizations today are affected with globalization. The HRM role in the past was administrative but today in Africa organizations have realized that in order a company to gain competitive advantage, employee uniqueness should be considered, with reference to what the company intends to achieve. To gain competitive advantage and attain good performance, organizations invest in Human Resources functions hoping to get better results from the overall performance of the business (Adenye, 2017).

In Tanzania both public and private organizations commit to implement best human resources recruitment, training and management. These organizations ensure that the rights of its employees are respected and national employment laws are adhered to; in addition organizations make sure that their organizations maintain high level of interest and motivation in the work place. Organizations provide opportunities for their employees to further their skills and offer a

clear career path for staff to progress in their career within the company. Despite of the implementation of human resources management functions by most the organizations, it is unknown the extent to which these functions have effects on performance of the organizations, hence the current study intends to analyze the effects of human resources management functions on organization performance, specifically at Non Governmental Organizations in Iringa Municipality.

Siddiqui and Sahar (2019) in the study on the impact of human resources practices depicted have the potential of practical implication for managers and employees alike where they can increase engagement level in banking sector through strategic and tactical communication process and fulfilling human resource needs of employees to meet the requirement of current job settings. (Siddiqui and Sahar, 2019; Ezam and Hyder, 2018), education sector (Paposa and Kumar, 2019; Iqbal, Khan, Mohmad and Mujtaba, 2019; Hanaysha and Hussain (2018) or consulting firms (Kum, Cowden and Karodia, 2014) or telecommunication industries (Amadi, 2014) or lodging industry Costen and Salazar (2011) and little has been done in nongovernmental organizations. Therefore, this study validated the influence of recruitment, training and motivation on employees' performance. Methodological gap: Most studies used single approach either qualitative or quantitative. But this study employs mixed methods. Due to this gap the influence of human resource management functions on organization performance specifically in Non Governmental Organization in Iringa Municipality.

## **2.0 Theoretical Framework**

### **2.2.1 Human Capital Theory**

Human Capital Theory (HCT) is one of the most commonly used economic frameworks in research and policy making. HCT is a framework that examines the relationships between training and organizational performance. In the essence, HCT suggests that staff training increase staff skills which increase the performance and productivity of individual and so the organization (Garibaldi, 2016). In this theory, skills are placed at the center and considered as resources for performance and organizational success (Tan, 2014). HCT is an extension of the capital concept which hypothesizes that expenditures on skills are capital investments that will yield organization performance. Skills are assumed to lead to greater productivity, which is ultimately translated into organizational performance (Netcoh, 2016).

The Human Capital Theory build on the notion of the rise of intangible resources and intellectual capital which are the shift in the way assets are viewed in the organization. In the knowledge economy, it is the intangible abilities and skills of the workforce (commonly referred to as firm's intellectual capital) which contribute towards the organization performance (Mahoney & Kor, 2015). The Human Capital Theory suggests that organization which conducted staff training enhance skilled employee which facilitate better performance than those with less skilled employee. The HCT fuels the idea that employees' knowledge and skills can be developed through investment in education or training (Harter & Dyer, 2018). It is therefore important to assess how skills can be leveraged to facilitate organization performance (Burkus, 2020).

The assumptions of the theory are that Human capital is portable and is owned by the employee and not the employer, unlike the physical/structural or financial capital that are owned by the employer (company owner). This is due to the fact that human capital refers to all resources possessed by people in form of; skills, knowledge, and capabilities that significantly influence their productive capacity and that determine individual employability (Tomer, 2016). The strength of the theory is that it provides insights into the importance of human resources in organizational development. The theory postulates that people invest in their human capital to maximize the present value of their lifetime earnings (Peddikayil & Manthiri, 2018). Investment takes place in areas of; knowledge, experience, skills, and capabilities that are embedded in employees which is obtained through staff training. Investment is also aimed at improving the behavioral elements of employees such as motivation, engagement, and commitment (Fitz-Enz, 2009). However, the theory does not provide an explicit explanation of real productivity, which is achieved through; training, motivation, and capital equipment thus, human capital should not be considered a factor of production (Freeman, 1976).

The theory subsequently provides that learned knowledge and acquired skills are significant factor in the effective performance (Wolinski, 2020). The theory in this case argues that the learned skills and acquired knowledge are the real key determinant of performance. The theory, therefore, warrants all the efforts and resources devoted to staff training. Skills are used to assess the functioning of employees and they determine if an employee can work properly and independently. Nowadays employees (human resources) are the most valuable factors of production and in all organizations count as the most important capital and producer of the main qualifications. However, human resources need to be skilled so that they can assume different roles and responsibilities which improving organizations' performance (Gerber, Nel, & VanDyk, 2018). Skills are required in the areas of critical thinking and problem solving, communication, collaboration, and creativity & innovation (Casey, 2015). The study in hand will greatly bank on human capital theory which addresses the necessity of staff training for improved performance. A major strength of the HCT is that it helps policymakers and researchers evaluate the relationships between education (skills) and training as inputs and organizational performance as outputs, and it provides a useful lens for understanding how policy can be developed to incentivize organizations' investment in advancing employee skills (Netcoh, 2016). Hence this theory enables the research staff training variable in the current study.

### **2.1.2 Resource Based Theory**

Resource Based View (RBV) of Barney (1991) suggests that sustainable competitive advantage is attainable when firms have a human resource pool which cannot be imitated or substituted by rivals. According to the Resource-Based view, firms should constantly evaluate their workforce to ensure that they have the right people with the right skills in the right places to ensure sustained competitive advantage (Barney, 2001) and when this is not the case, firms should make-up for the shortfall by employing appropriate recruitment and selection criteria. The theory maintained that the major part of any firm's strength or weakness stem from the calibre of the people employed and the quality of their working relationships. To this end, Matimbwa and Ochumbo (2018) revealed that firms which recruit and retain exceptional individuals have the capability of generating human capital advantage. According to Sparrow et al., (2018), technology and capital can be acquired by most firms any time, for a price, but it is not easy to acquire a ready pool of highly qualified and motivated employees. Thus, in order to be differentiated, the companies need to be very careful with the recruitment and selection

process. Hence this theory informs the current study for the recruitment variable.

### **2.1.3 Herzberg Two Factors Theory**

This is a motivational theory developed by Fredrick Herzberg who conducted intensive study on the experience and feelings of about 200 engineers and accountants in nine different companies in United State of America concerning their previous jobs. Theorist found that there were two categories of needs essentially independent of each other affecting behavior in different ways thus are maintenance or hygiene factor and motivational factors. Hygiene Factors these include several factors like company policy and administration, technical supervision, interpersonal relationship with peer and subordinates, salary, job security, personal life, working conditions and status. These are not intrinsic part of a job, but they are related to conditions under which a job is performed. They produce no growth in a workers output they only prevent losses in workers performance due to work relations. These maintenance factors are necessary to maintain reasonable level of satisfaction of employees, increase beyond this level will not provide any satisfaction while decrease below this level will dissatisfy employees.

Motivational factors are capable of having positive effect on job satisfaction often resulting in an increase in one's total output. These include achievement, recognition, and advancement; work itself, possibility of growth and responsibility. Most of these factors are related to job contents. An increase in these factors will satisfy the employees; however, any decrease will not affect their level of satisfaction and organization performance. Since these increase the level of satisfaction of employees may be used in motivating them for higher output. Implication of Herzberg model is based on the fact that most of the people are able to satisfy their lower order needs considerably. The model has been applied in the organization including non-governmental organizations and has given several new insights. One of the insights is job enrichment which involves enrichment of jobs in such a way that they have more motivators than before, the idea behind job enrichment is to keep maintenance factor constant or higher while increasing motivational factors (Prasad, 2015). The theory alerts human resource managers that an employee cannot be motivated by a single motivation factor instead a combination of motivation factors like promotion, career achievement, recognition as well extrinsic factors such as salary, medical benefits, transport benefits and working condition are required to achieve better performance. This theory informs the research on the motivation variable and its impact on organization performance.

### **3.0 Methodology**

This study was conducted in Iringa region in Tanzania, specifically at three Non- Governmental Organizations within Iringa municipality namely LYRA, Feed the Future and Forest development trust, the reason behind selection these NGOs is due to the fact that National Council of NGOs Report (2020) reported that these NGOs had fail to implement human resources functions effectively and in turn affects performance.

The study used mixed methods since both qualitative and quantitative approaches with stronger emphasis on quantitative method since it applied statistical model to analyze data which provide comprehensive proof that answer the research questions under the study. The quantitative approach was predominantly used since the study's aim is to determine the causal- effect relationship between recruitment, training and motivation on performance. The qualitative with an in-depth interview conducted with top management of the three NGOs under study. The study employed explanatory cross sectional design. The study used a sample of 95 respondents for quantitative data and 10 respondents for qualitative data. Data were collected using questionnaire and interview and analyzed using frequencies, percentages, regression and thematic analysis.

### **4.0 Results and Discussion**

#### **4.1 Effects of recruitment on the performance of Non Governmental Organizations**

The current study examined the effects of recruitment on the performance of Non Governmental Organizations in Iringa Municipal. Recruitment aspects were covered in terms of recruiting skilled, experienced, committed, and hardworking and ethically people. The findings of the current study show that 59(62.1%) admitted that recruitment of skilled person contributed to the performance of an organization and 58(61.1%) agreed that recruitment of experience person facilitate organization performance. This is due to the fact that an employee skills creates an understanding of work duties and how to effectively perform daily job tasks, as when employee has an adequate skill set, she is better equipped to plan each day activities so that she can reach her performance targets.



**Table 1: Recruitment**

Recruitment	Disagree	Neutral	Agree
Skill	13(13.7%)	23(24.2%)	59(62.1%)
Experience	16(16.8%)	21(22.1%)	58(61.1%)
Commitment	13(13.7%)	25(26.3%)	57(60.0%)
Ethics	18(18.9%)	18(18.9%)	59(62.1%)
Hardworking spirit	13(13.7%)	22(23.2%)	60(63.1%)

**Source: Field data (2022)**

Similar findings were obtained by Farid and Taher (2021) report that personnel with high skills and experience in work are likely to perform well. Similarly, Zote and Tole (2018) consider employees competence as one of the major determinants of organization performance, and that employee's skills and experience can better be achieved if they have proper knowledge and skills in the jobs assigned. In addition on work experience Quinones *et al.*, (2021) asserted that work experience gives employees opportunity to apply skills and knowledge and in turn attainment of organization performance. These findings imply that work experience matters in performance of non governmental organization as relevant work experience prepares employees for more senior and advance positions, reduce training costs and enable employees to attain his or her career path. Another benefit of work experience enable employee to gain professional network to help advance career in the future, as sometimes a certain number of years of experience is required for completing specific qualification, furthermore work experience increase confidence towards jobs and hence save time and increase efficiency.

Likewise 57(60.0%) declared that recruitment of committed staff has positive effects on performance of organization and 59(62.1%) agreed ethics is very important for performance and 60(63.1%) also pointed out recruitment of hardworking staff has effect of performance of organization. Regarding commitment, (the state or quality of being dedicated to a cause, activity), study findings suggest that committed employees are more effective compared to uncommitted ones. Commitment is identified under the 'commitment-trust' theory of relationship marketing (Samwel, 2018). It is contended that relational exchanges between an organization and its various stakeholders lead directly to co-operative behaviours that are vital for long-term mutually beneficial relationships which facilitate organization performance.

However commitment is achieved through recruiting qualified people, treating employees fairly and maintaining trust, increasing payments and rewards, encouraging work-life balance, maintaining promotions, and establishing healthy relationships among colleagues and managers (Farid and Taher, 2021). Furthermore the study revealed that ethics has positive effects on performance, as it is believed that employees with stronger work ethics than co workers typically are more productive. Similar results were obtained by Prasad and Adhikari (2021) asserted that ethical behaviour is one of the important predictors in organization performance. Furthermore the study pointed out that success of organizations depends on the alignment of values between employees and organization. Besides respect is a core value in organization recognition, engagement, and strong culture. Respectful treatment increased individual perception that they are welcomed or accepted within a group in which they are member.

In addition to that the study revealed that majority of respondents admitted that recruitment of hardworking staff contribute to the performance of organization. The spirit of hard work is the effort that employees or workers are required to put up in doing anything at a workplace to meet set targets and achievement of organizational goals. This finding also supported by Ekwoaba *et al.*, (2015) pointed out hard work promotes efficiency and effectiveness that contribute to increasing productivity in public and private sectors. Where employees develop the spirit of hard work, there is a cordial relationship between management and the employees. Also through hard work employee gain experience and it helps them to discover many new things. This experience enables us to think smartly to solve a critical problem and achieve success. There is no short cut to performance. Hard work is the only key to achieving it, as it teaches employees discipline, dedication and determination.

These findings were also supported by interview results as one of the key informants asserted that

*“In our organization we normally recruit competent employees, and the whole process of recruitment is done by experts. We put time and work into finding the right people including head hunting. Also we prepare well structured interviews and create an evaluation scorecard that can be used to grade and compare the performance of candidates on a series of criteria”. So by doing that we are able to get the right employees for the right jobs at the right time and in turn the organization performance is achieved.*

In addition to that another key informant cemented that

*“In the course of searching for skilled, knowledgeable, experienced and ethical person, we look beyond the CV, this is because the best qualified candidates on paper may not be the best fit the job, in this case we do reference check from their referees including their previous employers. This has been very useful for our organization. However despite of this efforts but in some situation we experience a challenge of getting the most qualified pool of people in the labour market and it has been found in past years that there is a possibility of recruiting a highly competent person with bad behaviours, this is due to the fact that competence goes beyond someone academic qualifications, it include trustworthiness, honest and having positive attitude towards his/her job.*

Based on descriptive findings the study has found recruitment of skilled, experienced, committed, hardworking and ethically people, and these findings also supported by Hanafi and Ibrahim (2018) on the impact of recruitment and selection on Service Performance, found level of education has an effects only when it comes to evaluation of employee competencies in terms of creativity and problem solving ability and the study further clarifies that employee competencies namely knowledge, skills, commitment, hard working and attitude have significant direct and positive impact on service performance from the stand point of customer.

#### **4.2 Effects of staff training on the performance of Non Governmental Organizations**

Regarding the effects of staff training on the performance of Non Governmental Organizations, the researcher posed some questions by focusing on five items namely; seminars, refresher training, job enrichment, job rotation and bonuses. The study findings revealed that 58(61.1%) declared that there are several seminars provided by employers. This is important because workshops and seminars can address common problems or issues that business professionals may face on a regular basis. Participants can share their insights and thoughts on how to resolve the problem which can offer a fresh perspective when dealing with problem. Through seminars provide a chance to interact with experts from the specific field, and improve the confidence among the individual which in turn high performance is attained. Similar finding were obtained

by Said and Aldawi (2017) who pointed out that seminars are used by many organizations as a way of equipping employees with skills and knowledge required to perform a certain job accordingly. They further asserted that through seminars employees learn new things in their professions, stay updated about latest trends in their field, obtain inspiration by success stories, meet potential clients, get new ideas and solutions, get certified or learn new skills.

**Table 2: Staff training**

Staff Training	Disagree	Neutral	Agree
Availability of seminars	17(17.9%)	20(21.1%)	58(61.1%)
Provision of refresher training	13(13.6%)	23(24.2%)	59(62.1%)
Job enrichment	19(20.0%)	23(24.2%)	53(55.7%)
Job rotation	18(18.9%)	21(22.4%)	58(61.1%)
Job enlargement	19(20.0%)	22(23.1%)	54(56.8%)

**Source: Field data (2022)**

Furthermore the interview findings were in line with these findings as one key informant said that

*“In our organization we use different ways of training our employees’ skills which involves movements of employees from one official responsibility to another for example taking on higher rank position within the organization and one branch of the organization to another. These rotations facilitate employees to acquire skills and knowledge of the different operations within the organization and facilitate performance”*

The study further found 59(62.1%) declared that non governmental organizations always provide refresher training to existing staff. Refresher training is an aspect of retraining taken by a person already qualified or previously assessed as competent in the field with intention of updating skills and or knowledge to changes standard or providing the opportunity to ensure that no important skills or knowledge have been lost to lack of use.

Furthermore another person from top management explained that

*“In our organization we conducted several training for newly recruited staff and existing staff. Orientation training has been very useful as new employees get familiarized and trained on the new job within an organization. During this process, we normally exposed*

*to different undertaking for example the nature of their new work, how to take their identified tasks and responsibilities and what is generally expected of the employees by the organization. Also we have set enough budget for refresher training to our existing staff especially when we launched new work methods. I can declare that sometime these training are not conducted as planned because of financial constraints but in most cases we do them because these training facilitate achievements of the organization goals”*

Similarly study findings were obtained by Manuel (2017) who found there is positive relationship between refresher training and performance because it increase efficiency, reduce mistakes, even employee knowledge base, promote employees excellence and equality, enhance safety and compliance among employees, costs savings, increased pool of talents and increased self confidence and empowerment of the employees.

In addition the study found 53(55.7%) pointed out that there is job enrichment affect performance of non governmental organizations. As job enrichment expand the range of tasks employees perform and the skills development. This makes for more stimulating and interesting work and adds variety, challenge and depth to employees daily routine. Enriched jobs give employee more independence, independence and responsibility. These findings are in line with the study done by Farid and Taher, (2021) who found job enrichment increase employees job satisfaction, lower turnover, lower training costs, enhance better communication among management and employees and increase performance.

This is also supported by key informant when responded to a question of how training contributed to organization performance

*“Training plays a vital role in improving performance as well as productivity of our organization. This in turn leads to placing our organization in the better positions to face competition and stay at the top”*

Furthermore the study findings depicted that majority 54(56.8%) declared that job enlargement has an effect on performance of organizations, as through job enlargement a wider range of activities are created, it reduces monotony, it teaches a variety of skills and helps career growth, it earns a higher wage and it gives more autonomy, accountability and responsibility. Similar results were obtained by Nguso (2019) who reported job enlargement contributed positively in

enhancing employee performance also it improves job satisfaction because there has been an increase of different skills among the employees and hence tasks are being performed effectively and efficiently .

Not only job enlargement the study also found 58(61.1%) agreed that job rotation affect organization performance. This is due to the fact that job rotation broaden skills because they expose employees to different functional areas of the company. The study findings are in line with the study done by Hanaysha and Hussain (2018) who found job rotation allows staff to learn new skills, enhance staff satisfaction, makes staff better at solving problems, helps to prevent fatigue, expands staff perspectives on the task and improves the staff retention rate. Based on the findings the study found that job rotation increase performance because job rotation improved employee knowledge of company operation, reduced boredom among employees, increase innovation from employees, identified innovation from employees, identified employees interests and skills in new areas, reduced strain on employees physically and increase productivity.

#### 4.3 Effects of staff motivation on the performance of Non Governmental Organizations

Regarding the effects of staff motivation on performance, the researcher posed questions based on five items namely; working tools, salaries and allowances, treatments, job security, and recognition. The study revealed that 59(62.1%) availability of working tools increase performance of Non governmental organization. Matimbwa and Ochumbo (2018) also supported the study findings as having the right tools for the job make employee work efficiently and effectively. These findings imply that ensuring employees have the right tools to do their job well can benefit their productivity but perhaps even more importantly and it may affect their job satisfaction.

**Table 3: Staff motivation**

Staff Motivation	Disagree	Neutral	Agree
Working tools	13(13.7%)	23(24.2%)	59(62.1%)
Salaries, allowances	16(16.8%)	21(22.1%)	58(61.1%)
Fair treatments	13(13.7%)	25(26.3%)	57(60.0%)
Job security	18(18.9%)	18(18.9%)	59(62.1%)
Recognition	13(13.7%)	22(23.2%)	60(63.1%)

**Source: Field data (2022)**

The study also find that majority of employees 58(61.1%) declared salaries and allowances provided facilitate organization performance as motivate actions which otherwise might not occur without the monetary benefits. Ajalie (2017) asserted that people are often motivated by money. The salary a worker is paid by his employer can have a great influence on his performance. A worker doesn't simply view his salary as a dollar amount; he sees it as the value his employer places on him as a worker. The level of appreciation he feels have direct impact on his overall performance. Furthermore a worker is more likely to perform to his potential if he's happy with the salary and allowances. A person earning a high salary and allowance feels motivated to do a good job, because he wants to please his employer to retain his position.

Also the study found 57(60.0%) of all respondents admitted that fair treatments affects organization performance. Fair treatments are workplace ensures employees' rights are being respected and that each employee is given individualized treatment. Every employee deserves to be treated fairly at workplace in terms of being treated with dignity, respect and equality when it comes to promotions, pay raises or other opportunities based on job performance. Similar results were obtained by Fujishiro (2015) who found fairness can be a coping recourse for employees who are exposed to stressors, for example employees may be less adversely affected by high workload if the supervisor assigns tasks equally among employees compared with a supervisor who does not.

Furthermore, job security has been found to affect organization performance as 59(62.1%) declared that it has effects. Job security is all about the probability that an individual will keep their job, a job with a high level of security is such a person with the job would have a small chance of losing it. Nguso (2019) asserted that job security typically results in a more relaxed atmosphere in the workplace, enhance employees' engagement. More satisfied employees lead to a reduced chance of turnover. A secured job improves employee efficiency level and productivity.

*“ We have many criteria when deciding who to be promoted from one post to another, but the main one is his or her performance, we always recognize good and bad performers in our departments and give them appreciations letters and warning letters for those who under performs”.*

It is the fact that reward and recognition programs serve as the most contingent factor in keeping employees' self esteem high and passionate. A workplace that has plenty of room

for progression encourages employees to work to their highest potential since they have a clear direction to work towards. A lack of these opportunities can make employees feel stuck in their role and this causes crashes in motivation and productivity levels. When employers include a valued employee in long-term business plans, workers have a reason to feel valued and thus have a goal to strive towards. Recognizing employees for their hard work by offering promotions is also a great way of motivating a team. If performance issues are not dealt with, whether they be positive or negative, then there is no room for improvement.

Oosthuizen (2001) stated that it is among the function of managers to motivate the employees successfully and influence their behavior to achieve greater organizational efficiency. Andrew (2004), asset that commitment of all employees is based on rewards and recognition. Lawler (2003) argued that prosperity and survival of the organizations is determined through the human resources how they are treated. Most of organizations have gained the immense progress by fully complying with their business strategy through a well balanced reward and recognition programs for employee. Deeprose (1994) argued that the motivation of employees and their productivity can be enhanced through providing them effective recognition which ultimately results in improved performance of organizations. The entire success of an organization is based on how an organization keeps its employees motivated and in what way they evaluate the performance of employees for job compensation.

The study further found 60(63.1%) admitted that job security affects organization performance. Employees' recognition is the acknowledgement of organization's employee for exemplary performance. Essentially the goal of employee recognition in workplace is to reinforce particular behaviors, practices or activities that results in better performance and positive business results. In line with the study findings Cross and Daniel (2018) posited that employee recognition improve loyalty towards organization, enhance better morale, transparency is enhanced and healthy competition.

#### **4.4 Regression Analysis of the influence of each predictor on Organization Performance**

The regression analysis output confirmed that there is a significant positive correlation between staff training, recruitment and staff motivation, as evidenced by the p-value of 0.028, which is less than 0.05. Saunder et al., (2014), recommend that the p-value should be equal to or less than



0.05 to be significant. The regression analysis output confirmed that there is a significant positive relationship between Recruitment and organization performance as the p-value is 0.014, which is less than 0.05. Saunder *et al* (2014) suggest that the p-value should be equal to or less than 0.05 to be significant. Furthermore, the regression analysis output confirmed that there is a significant positive relationship between staff training and organization performance, as the p-value is 0.038, which is less than 0.05, likewise staff motivation was also significant with p value of 0.026

**Table 4. Regression Coefficients' on the influence of each predictor variable on Organization**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	23.055	3.527		6.538	.000
Recruitment	0.203	.107	.241	1.895	.014
Training	0.298	.135	.278	2.205	.038
Motivation	0.188	.120	.195	1.565	.026

a. Dependent Variable: Organization Performance

**Source:** Field Data (2022)

## 5.0 Conclusion and Recommendations

Based on the findings the study concludes that recruitment, staff training and staff motivation have positive effects on Non governmental organization performance. The study recommend NGOs to make sure they recruit skilled, committed, hardworking, experience and ethical people to their institutions. The study also recommends the management to increase budget for training activities as it has been revealed that training equip employees with knowledge and skills for them to perform well. Furthermore it is recommended that management to ensure their employees are highly motivated in terms of recognition, fair treatments, job security, compensations and provisions of working tools.

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