CHALLENGES FACING THE IMPLEMENTATION OF RECRUITMENT AND SELECTION IN LOCAL GOVERNMENT AUTHORITIES IN TANZANIA:

A CASE OF MAKAMBAKO TOWN COUNCIL
CHALLENGES FACING THE IMPLEMENTATION OF RECRUITMENT AND SELECTION IN LOCAL GOVERNMENT AUTHORITIES IN TANZANIA:

A CASE OF MAKAMBAKO TOWN COUNCIL

By

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Dissertation Report Submitted for Partial Fulfillment of the Requirement for Award of Master’s Degree in Human Resource Management of Mzumbe University, Morogoro

2018
CERTIFICATION

We the undersigned, certify that we have read and hereby recommend for acceptance by the Mzumbe University, a dissertation entitled Challenges Facing the Implementation of Recruitment and Selection in Local Government Authorities in Tanzania: A case of Makambako Town Council

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DECLARATION

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It would be incredulous to think that the accomplishment of this dissertation is purely and sorely my own effort. That is why I gratefully thank the following persons for their greatly needed help.

The first and foremost is to my whole family members for their patience and tolerance which provided me with a good working environment during preparation of writing this dissertation.

Furthermore but in a very special way and great attention, I would like to extend my gratitude to my supervisor, Mr. Hamisi Kiyabo, for his encouragement, reading and his good critical comments on the first up to the final draft leading this work to be approved and look the way it is.

I thank Makambako Town Council and all my respondents who filled questionnaires and accepted to be interviewed for their cooperation during data collection. I also thank my fellow students and friends who supported and encouraged me throughout my academic journey at the Mzumbe University of Tanzania.
DEDICATION

This dissertation is dedicated to my beloved family who has encouraged me through the whole period of my studies at the Mzumbe University of Tanzania. They have taught me to always believe in everything I do and to work hard towards my dreams.
## ABBREVIATIONS

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Full Form</th>
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<tr>
<td>CIPD</td>
<td>Chartered Institute of Personnel and Development</td>
</tr>
<tr>
<td>EOP</td>
<td>Equal Opportunity Policies</td>
</tr>
<tr>
<td>LGAs</td>
<td>Local Government Authorities</td>
</tr>
<tr>
<td>LGRP</td>
<td>Local Government Reform Program</td>
</tr>
<tr>
<td>PO-RALG</td>
<td>Prime Minister Office Regional Administration and Local Government</td>
</tr>
<tr>
<td>URT</td>
<td>United Republic of Tanzania</td>
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ABSTRACT

The objective of this study was to investigate the challenges facing the implementation of recruitment and selection in local government authorities in Tanzania. The selected area of the study was Makambako Town Council and the sample size was forty two (42). The study received a positive response from all respondents. The study utilized case study research design. Thus the data were collected through questionnaires and interviews, and documentary review.

The results of the study show that there are delays of new vacancy permit to Makambako Town Council which is caused by untimely recruitment process at Makambako Town Council. Shortage of staffs to process new employees applications compared with large number of applicants is another major challenge has created inefficiency in recruitment process at Makambako Town Council. The study found autonomy in conducting recruitment process, however still some of politicians were found to interfere in the recruitment process by forcing their people to be recruited. This was found to recruit some of unqualified candidates. Existence of nepotism and corruption was not big however, the study found still some of local officials favored the candidates they relate with while some of other officials were corrupts. The study recommends strict rules and sentenced should be imposed for corrupt officials, LGAs’ staff must be trained on issues relating to recruitment and selection. Conclusively, the demand of staff at local levels is higher while there is need to transfer full authority to LGAs in conducting recruitment while government should ensure politicians are abstained from recruitment panel at local levels.
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CHAPTER ONE
INTRODUCTION TO THE PROBLEM

1.1 Introduction

The section gives introduction. It consists of following parts; background of the problem, statement of the problem, study objectives, research questions, significance of the study, limitations and scope of study as well as organization of dissertation report.

1.2 Background of the Problem

The historical trend of recruitment and selection in the Tanzania Public Service can be traced back from the period after Independence. During this period, the Government did not have clear and well defined human resource policies governing recruitment and selection (Xavier, 2013:3). Based on this historical trend, the government inherited the public administration approach from the colonial systems. This post-colonial administration approaches were guided by general orders, administrative circulars and staff circulars involving direct recruitment and employment through High Level Man power Allocation Committee (HLMAC) of the central establishment.

In 1960s the ability to select graduate from lower to middle level workers was appointed to Civil Service Commission, Local Government Service Commission and Teachers Service Commission. Each Commission set up its modalities, benchmarks and techniques for filling empty posts. These distinctions came about into the community workers getting unequal treatment on issues of appointment and promotions (Brown, 2004:25). Common cadre (operational administration), were enlisted by applying for an occupation to the employers and were endorsed by Appointment Committee (KAMUS); where inside enrollment was done through promotions and transfer (Shangali, 2009:5).

There were challenges associated with traditional system of recruitment. Among others includes appointments were not based on competence and ability. There was no established criterion for the administration of vacancies, so employment was done to fill improperly determined vacancies. In addition operations of committees were not very
transparent thus limiting the effectiveness of management in employment decisions in ministries and regions (Mmari, 2005:1).

Local government reform programme of 1998 through its policy paper came up with ideas of making changes in legislation. These changes enabled the government to proceed with implementation of local government reform according to the government visions and objectives for a strengthened local government system (URT, 1998:23). The reform demanded decentralization of functions and finance within the local jurisdiction. The reform had four policy areas among them included administrative decentralization, this included de-connecting local authority staff from their respective ministries and strategies for foundation of a local payroll. Local governments in this manner recruit their own work force and composed in a route chosen by the separate council with the end goal to enhance service conveyance (Coggburn, 2005:7). Administrative decentralization makes local government staff more responsible to local councils.

Furthermore in 1999 the National Employment Promotion Service Act of 1999 was put in place to strengthen decentralization brought by the Local government reform through its Policy Paper. The act recognizes the Local government Authority (LGA) as the employment agency. This law facilitates the establishment of the National Employment Advisory Committee (NEAC) which was responsible for consulting with and advising the minister upon matters relating to the execution of the provisions of employment. The law also provides an idea of having Local Authority Employment Promotion Committee (LAEPC), which facilitates the decentralization idea (Mmari, 2005:4).

In 2009 the government of Tanzania took back the responsibility of recruiting and selecting candidates from all public service institutions including Local Government Authorities (LGA). The change of government thinking came with the idea of taking the non-core functions of the LGA to the secretariat so as to give room for the LGA to perform the core functions more efficiently. The secretariat was established in January, 2009 in accordance with the Public Service (Amendment) Act, 2007 Section29 with the purpose of facilitating recruitment of all civil servants of all government institutions including LGAs (URT 2007). Recruitment and selection in Local government authorities is governed by Recruitment Secretariat (RS) though posts (lower levels) are recruited by respective council.
The reasons for most of organizations to recruit is to select the people who best address the problems, to make and keep up a qualified and acceptable workforce, though which an organization can fulfill its human resource design. In accordance to the scholars, the human asset design depends on the way recruitment procedure is taken such as “Recruitment procedure starts by indicating human asset prerequisites (numbers, abilities, levels), as ordinary consequence of work analysis and staffing arranging” (Peretomode, 2001:23).

To be specific, pulling in conceivably local qualified contenders toward submit an application for unfilled posts within association should possible throughout recruiting inside company, otherwise potentially recruitment outside company (outer sources). Following the stage, Company ought to plan determination techniques toward aid deal with comparative capabilities of work candidates with evaluate their competency in support of great talented to specific occupation (Cascio, 1986:8). Those techniques incorporate applications and curriculum vitae, interviews, reference checks, tests. “The significant part of recruitment is for the association to select the best candidate with the correct capacity, demeanor and readiness” (Snell, 1999:19). Recruitment of staff for the civil service is one of the basic errands of present day government and fall in the core of the issue of work drive association.

Basu (1994:12) demonstrated, in this way it ought to be noticed so as to successful employees staffing at work place, decision of proper system whether centralized or decentralized be imperative with the goal that it could offer the correct individuals, on opportune time as of perfect position focusing to idea of job, costs, community and political variables. The practices of staffing in an organization are centralized when the HR department plays off all components of employment. As it were enlistment choices for all establishment organizations perpendicularly composed and done by the one central recruitment sector for example (PSRS) in Tanzania.

But for the decentralized recruitment rehearses mainly regularly found into instance of various as well as geologically broaden sector arrangement that winds up plainly imperative to comprehend the requirements of every district and urban authorities and casing the recruitment strategies and techniques as needs be. Under this regard
every office does its own recruitment. It ought to be comprehended that decision between the two will rely on administration logic and requirements of specific association (Basu, 1994:16).

The Tanzania administration framework is made up of two fundamental structures. As indicated by Sections 145, 146 of the URT Constitution, 1977 LG As exists to advance improvement and country democracy based system locale (district) and sub-region levels of government. Progressively, rural authority (district council) goes down through a Ward, under which exist village authorities lastly the 10-house cell system. Also, urban councils keep running down through municipality if the top structure is a city under which exists the Ward, at that point the Mtaa/Street government. Present no village authority in urban government.

As of this system clarified on top of where LGAs representatives are set up within rural and urban governments. But, the fundamental reason for setting up local government authorities is to enhance quality, access and impartial government services especially to the poor of which must be given through self-sufficient local governments which have enough workers through decentralized recruitment system.

This approach was started keeping in mind the end goal was to guarantee that the local government authorities have enough workers by enlisting and dealing with their own particular staffs. This is essential because of the way that a well appropriation and unwavering quality of representatives in the local governments would mean the nearest overseeing and carrying out of different advancement programs community level are accomplished. A recent study that “influencing extensive eye on staffing approaches used to utilize public servants in Tanzania including local authorities’ representatives has encounter a current move from partial decentralization to centralized recruitment technique” (Minja, 2001:20).

Generally, in recruitment and selection practice the human resource officer advertises the post such as on the news paper. However in this case, for the decentralized recruitment the local government authorities will need to seek for the permit from central government before publicizing the posts, for those applicants who
demonstrate the intrigue and apply for a post are short recorded and the individuals who qualify are welcomed for interview. The invitation for interview is done through newspaper telephones or websites. Then, the questions for interview are prepared according to the positions and finally selected the best candidates are although; in the actual selection in the case of local government authorities don’t take after the procedures because of corruption and nepotism. Leaders interfere by changing decision and employ candidate of their interest. Consequently, this study aimed to investigate the challenges facing this implementation of recruitment and selection in LGAs in Tanzania.

1.3 Statement of the Problem

Decentralization by devolution (D by D) policy, endorsed by the Government of Tanzania (GoT) in the Policy Paper for local government reform program, 1998, set modality for recruitment and selection under LGAs. Recruitment and selection in Local government authorities is governed by Recruitment Secretariat (RS) though posts (lower levels) are recruited by respective council. This way, LGAs should select their own particular staff, composed in a path chose by the separate councils with a specific end goal to enhance service delivery, and this termed as administrative decentralization. Administrative decentralization influences local staff responsible to the local councils. According to Research on Poverty Alleviation report, of 2008, D by D in the aspect of administrative decentralization has been supported by numerous developing nations as an alternative suggests for increase effectiveness, efficiency and fairness in the employment of local staff

Inverse to the desire, in every way that really matters, central government still holds authority to enlist and terminate local staff due to poor execution in the decentralized framework, in spite of the fact that there are positive outcomes of decentralization, for example, efficiency in recruitment and selection.

However, one of the arguments which have been advanced in the writings concerning its failure is the “existence of corruption and nepotism in the LGAs
gatherings and non-appearance of capacity of the local council to employ required number and quality staff” (Wilfred, 2015:26).

However, there is limited empirical knowledge on the challenges facing the implementation of recruitment and selection in local government authorities in Tanzania. For instance Jesca M. (2015) did her study on the “Perception of Local Government Authorities’ Stakeholders on Centralized Recruitment and Selection Function in Mbeya District Council, Tanzania”, Patrick (2013) conducted his study on the “Effects of Centralized Recruitment in the Rural Districts of Tanzania” while Hussein (2015). Did “Decentralization and Human Resource Development; Documented Challenges in Local Government Authorities in Tanzania”.

Hence, this study intended to generate empirical data to enhance our understanding on the challenges facing the implementation of recruitment and selection in local government authorities in Tanzania

1.4 Objectives of the Study

1.4.1 Main Objective

Main goal of the study was to investigate the challenges facing the implementation of recruitment and selection in local government authorities in Tanzania: A case of Makambako Town Council.

1.4.2 Specific Objectives

The investigation grounded with key specific targets:

i. To examine how delay of new vacancy permit affects the recruitment process in Makambako Town Council.

ii. To investigate how capacity of local government authorities affects the recruitment process.

iii. To examine in what ways political interference affect the recruitment process in Makambako Town Council.

iv. To explore on how corruption and nepotism affect the recruitment process in Makambako Town Council.
1.5 Research Questions

The study was guided by the following research questions:

i. How delay of new vacancy permit affects the recruitment process in Makambako Town Council?

ii. How capacities of local government authorities affect the recruitment process?

iii. In what ways political interference affects the recruitment process in Makambako Town Council?

iv. How corruption and nepotism affect the recruitment process in Makambako Town Council?

1.6 Significance of the Study

This investigation discovered the difficulties that the local government faces in recruitment and selection. It is basic to consider of the significant approaches utilized as a part of enlistment as this is vital in pulling in and drawing in the perfect individuals with the correct aptitudes and mentality expected to be good results in organization. Accordingly, the investigation discoveries highlighted recruitment system utilized by local government authorities when given decision to recruit at local level. Besides, the investigation gives a strong premise to Tanzania government to obtain appropriate measures in carrying out recruitment process.

Furthermore, to those academicians and understudies especially those in the field of human resources are likewise recipients of this investigation since it fills in as a documentary source of information. Finally, this study has been submitted in partial fulfillment for the necessities of the award of Master’s level of Human Resource Management (HRM) of Mzumbe University.

1.7 Limitations of the Study

Deficient collaboration was major hindrance that researcher experienced when undertaking this investigation. Solution to this was to elaborate the expectation and importance of the study until point when the respondent comprehended and this manner cooperated. Likewise replies with deficient data were expected to happen,
however the research hoped to outline the framework to cover all the predictable user prerequisites to recognize any unsuitable reactions to questions and perhaps utilized possible techniques to gather the required data for instance to ensure them that this study was for academic purpose and their privacy was maintained. Other respondents had busy schedule therefore it was hard to meet with them for face to face interview; however questionnaire technique was used for those kinds of respondents to collect data.

1.8 Scope of the Study

Because of limited time the study was carried out at Makambako Town Council in Njombe region. The study intended to look into the challenges facing the implementation of recruitment and selection in LGAs in Tanzania. However, results and recommendations intend to serve all local government authorities.
CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

The section gives the introduction of literature reviews of study. It consists of the following sections including: theoretical as well as empirical literature review, conceptual framework and concluding remarks. The literature review aids the researcher in conceptualizing the framework of study.

2.2 Theoretical Literature Review

This section covers diverse concepts and objective of topic done by different researchers. It additionally covers theories in connection to the study being contemplated as a method for contextualizing research thought.

2.2.1 Concept of Recruitment and Selection

Condrey (2005:39) defines recruitment as the arrangement of exercises organization do to draw in work competitors with capacities and dispositions expected to help the organization achieve its objectives. Choice then again is the procedure of choosing from among the pool of applicant’s candidates who are most likely to perform the work (Kuusi, 2009:22). Generally, recruitment and selection is the way toward getting HR into company, offices, segments and employments. It is done in order to get the right person for the right job.

2.2.2 Recruitment Methods

There are different techniques for enrollment however foreffortlessness, they have been ordered under two expansive headings, internal recruitment and External recruitment. Some of the internal and external recruitment sources include promotion, transfer, advertisement, online recruitment respectively. Shown in figure 2.1


**Figure 2.1: Methods of Recruitment**

![Diagram showing internal and external recruitment methods]

**Source:** (Condrey, 2005)

### 2.2.2.1 Internal Recruitment

Internal recruitment refers to enlisting employees from inside the association. In choosing prerequisite of workers, starting thought ought to be given to an organization's present representative, which is concerned with internal recruitment, Armstrong, (2000:7). Definition parts of some of significant recruitment under internal sources regions take after:

**Promotions:** It refers to advancing or updating staff who is as of now existed in the compensation roll and added to the authoritative execution. It is moving a worker to a higher position with high duties, offices, status and pay (Sherman et al, 1998:38).

**Transfer:** Transfer is a horizontal move making development of people from one position another. Under it, employees are enrolled inside through exchange starting with one work put then onto the next. It is a decent wellspring of creating qualified representatives from congested offices (Keshav, 2013:37).

### 2.2.2.2 External Recruitment

External source of recruitment include advertisement, e-recruitment, employment agencies, labour office, education and training establishment (Beardwell, and Claydon 2007:9). Details of some of the major sources are discussed in this section.
Advertisement: is the most common form of external sources of recruitment. Organizations publicize empty position on both electronic print and media to get to a bigger pool of candidates. Beardwell, and Claydon (2007:10), an ad has correspondence as its essential fundamental guideline and it ought to be worded in a way that triggers reactions from work searchers.

Online-Recruitment: utilizes online devices, for example, an association's open web webpage or its own particular intranet to enlist staff. Rotella (2000:33) numerous web clients know the trouble, dissatisfaction of dealing with data to discover pertinent and valuable material.

2.2.3 Concept of Local Government in Tanzania

“Local Governments are the level of governments that are closest to the general population and accordingly in charge of serving the political and material needs of individuals and networks at a particular local area,” (2015:2). Such area could be a country setting or urban setting, a town, a suburb in a city or a city, contingent upon the size.

Local Governments (LG) should know better the requirements of the area what the general population can contribute. Tanzania has a two-level arrangement of government: the Central Government and Local Governments. Local Governments are either urban Authorities (city, civil and town council), or rural Authorities (area committees). The last fuse residential communities (township Authorities) and additionally town boards. In any case, one might say that since Independence, the Government has been finding a way to enhance the viability and proficiency of Local Government coming full circle into the present Local Government Reform Program (Kisangani, 1997:29).

2.2.4 Policy Framework for Local Government System

2.2.4.1 National Employment Policy 2008

Plan of the National Employment Policy is intended to add to the increasing speed of employment growth and move the country towards full work and the decrease of
neediness. This objective can be accomplished just if the approach is overwhelmingly sought after and completely executed. Being a dynamic exercise, the Employment Policy execution techniques should be evaluated consistently to guarantee their proceeded with importance to the National Development Vision 2025 goals and other National Policy Frameworks. Given the multidimensional idea of the business challenges, the execution of the National Employment Policy requires the dynamic cooperation and contribution of numerous on-screen characters, and their compelling coordination by Government. This may require building up new establishments or further fortifying the current ones at all levels.

The National Employment Policy execution objective will be accomplished with great and sound financial and social, political condition that offer need to work advancement as a focal goal of national improvement designs. The administration sees its job as that of making an empowering situation for business creation in which the Private Sector and other non-Government Actors will assume the key job. The Government accepts the general accountability for organizing all national and global endeavors went for full HR improvement and usage. This arrangement along these lines, diagrams the jobs to be played by the significant on-screen characters in approach usage. These incorporate the Central Government, Local Government Authorities, Employers and Workers Organizations, the Private Sector, Development Partners, and Civil Society Organizations (CSOs) including the NGOs and Community Based associations (CBOs), Financial Institutions, Academic, Training and Research Institutions and Mass Media.

a. The Central Government

The Central Government will be in charge of making helpful full scale financial condition and the designation of venture assets that will encourage employment growth at all levels. NEP (2008:39), this will be influenced by doing the accompanying:

• Put set up the essential foundation offices, which will give fundamental help to growth in the employment concentrated interests in potential segments.
• Take measures to lessen the dangers and exchange expenses of loaning, to cultivate the development and extension of the farming, non-formal divisions and different areas that have potential in quickening employment growth.

• The Ministries in charge of Economic Planning, Regional and Local Authorities and that of Labor and Employment expect the essential job of guaranteeing that the objective of full and unreservedly picked and gainful business turn out to be really and a need in national financial and social advancement.

• Coordinate and screen the employment implications of national venture choices, to guarantee that financial improvement approaches and projects are pro employment intensive.

• Implement vivaciously and successfully the Public current and advancement uses to be steady to programs with greater work creation impacts.

• Ensure provincial zap and other related administrations, for example, streets systems, correspondence and social administrations are promptly accessible.

• Sensitize the general public on issues identified with employment and need to underline on the uplifting states of mind and culture towards work

• Providing to partners Monitoring and Evaluation rules and keep up a focal Labor Market database

• Providing consistent work showcase data for educating people in general on the pattern of work advertise qualities

b. Regional and Local Authorities

• To create, screen, and arrange business employment activities in their territories of ward to accomplish the goal of this approach.

• To set up separate Committees and Focal Desks to facilitate and cover the usage of the work creation activities at Regional and Local levels.
• Promote employment concentrated direct interests in divisions and regions with work possibilities.

• To set up an arrangement of accumulation, investigation and dispersal of important data on work creation on a standard premise and feed it to the National labor Market data database

• To give fundamental country bolster administrations including rustic streets, markets, aptitudes preparing and business support to business visionaries for advancing and improving rural creation and non-cultivate exercises. (NEP, 2008:41)

2.2.4.2 Local Government Reform Program (LGRP) Phase I

The Local Government Reform Program (LGRP) was built up under the then Prime Minister Office Regional Administration and Local Government (PO-RALG) in 1998. While the Ministry's headquarter is in Dodoma, the Secretariat of the LGRP is in Dar es Salaam and five Zonal Reform Teams situated in the areas. The Ministry currently has been moved from the Prime Minister Office to the President Office, Regional Administration and Local Government. The order of the LGRP is to improve coordination of the change procedure and to give both warning and specialized help to PMO-RALG and the Local Government Authorities (LGAs); particularly the Council Reform Teams staffed by LGA chose agents and named authorities that have been given the errand of conveying forward the changes. (Basu, 1994:43), the LGRP had five segments incorporate administration, rebuilding, back, legitimate and human asset.

In human Resource as the zone of intrigue: The primary target of this part is to enhance responsibility and proficiency of human asset use at the neighborhood level. The wide expectation here is to give neighborhood specialists full control over their human asset contributions through permitting them expert over the extent of their foundations, arrangements and advancements, administration issues, and-in the long haul states of administration. Other key exercises identify with enhancing the interior administration limit and methods of neighborhood specialists (through the generation
of different rules and controls) and capacitating and preparing of local staff, (Basu, 1994:11).

2.2.4.3 Local Government Reform Program (LGRP) Phase II

The LGRP-II (D by D) was based upon accomplishments and activities of prior periods of LGR. This segment gives a concise history of Local Government in Tanzania and setting of since 1978 neighborhood governments were continuously restored, beginning with urban council. In 1984 rustic LGAs were built up. The recently presented s showed various shortcomings:

i. The structure of the LGAs was uniform all through the nation without respect to the nearby condition

ii. They were not able collect enough cash to give effective administrations

iii. They were not straightforward

iv. The individuals were not associated with LGA undertakings

v. The LGAs were self-assertive in their dealings

vi. LGA Staff was not satisfactorily qualified

The route for neighborhood government change in Tanzania was opened when; following the presentation of multi-party majority rule government, the Government of Tanzania (GoT) started various open area changes in the mid 1990s. The Local Government Reform Program (LGRP) was considered in 1997, when the Local Government Reform Agenda was supported. In 1998 GoT distributed a Policy Paper on Local Government Reform, which expressed that the neighborhood government framework was to be founded on "political devolution and decentralization of capacities and funds inside the structure of a unitary state". That year the Local Government Reform Team (LGRT) was shaped, under the Ministry of Regional Administration and Local Government (later PO-RALG, now PMO-RALG).
Financing was concurred through a Common Basket Fund. The program began its first stage in 1999. The LGRP initially comprised of four principle approach territories:

- Political decentralization
- Financial decentralization
- Administrative decentralization

The main Action Plan and Budget (APB January 1999 – June 2002) was trailed by two Medium Term Plans and Budgets (MTP July 2002 – June 2005 and MTP July 2005 – June 2008). The underlying project was evaluated and the program was investigated, together by GoT and Development Partners, in June 2001 and October/November 2004. LGRP was assessed in February/March 2007.

The 2001 survey recognized fundamental changes (monetary decentralization, human asset self-sufficiency and legitimate harmonization) and operational exercises. The 2004 survey prescribed an attention on procedures to implant Decentralization by Devolution (D by D) crosswise over government. The MTP 2005-2008 was organized around the accompanying foundational results:

- Decentralization by devolution
- Local government financially enabled and made responsible
- Human asset strengthening of local government
- Legal system for decentralization by devolution and two operational results:
  - LGAs rebuilt
  - Principles of good administration clung to moreover the MTP included areas on limit working of PMO-RALG and Regional Secretariats, and on program administration. Vital advancements in the approach condition of the LGRP incorporate its connections with other open area changes (Public Service Reform
Program, Public Financial Management Reform Program, Legal Sector Reform Program, and HIPC Debt Reduction Program), national destitution decrease methodologies (PRSP and MKUKUTA), national races and change of government, and changes in the modalities of worldwide collaboration by improvement accomplices. As for the last mentioned, the Joint Assistance Strategy for Tanzania (JAST 2006:16) is of specific significance.

2.2.4.4 Local Government Policy (Decentralization by Devolution)

Decentralization has been characterized as the “transfer of authority and duty (including administrative authority and obligation) from the central government to subordinate or semi-autonomous association or the private segment” (Litvack and Seddon, 1999:24). Inside the Tanzanian setting, in this manner. The D-by-D arrangement was started in 1996 in the wake of being supported by the legislature in the Policy Paper on Local Government Reform. There frames contained in the strategy paper plainly spread out arrangement of devolution of utilitarian obligations versus the prior true de-concentrated way to deal with administration, which had kept on enduring in spite of the reintroduction of chose nearby governments.

A decision was made in 1996 to offer impact to a strategy of decentralization by devolution instead of by de-fixation. This is reflected in what has been portrayed as vision of future LGA which was figured and supported at a National Conference: 'towards a mutual vision for Local Government in Tanzania' in May 29th-31st, 1996. As indicated by this common vision, the general target was to enhance the conveyance of administrations to the general population and the fundamental system was decentralization. The key substance of the vision abridged in the Local Government Reform Agenda 1996-2000.

In accordance with the vision expressed above, viable decentralization changes started to be actualized since2000. This took after a strategy archive issued in 1998 (URT, 1998). The target of the change is to enhance benefit conveyance by making nearby experts more majority rule and self-ruling inside the structure built up by focal government and under states of extreme asset requirements. The strategy
expresses that decentralization of government and change of nearby government incorporates four fundamental arrangement zones political, monetary, focal neighborhood connection and authoritative decentralization.

In a territory of managerial decentralization: this standard includes de-connecting nearby expert staff from their separate services and techniques for foundation of neighborhood finance. Nearby governments will in this way have and select their own work force staff, sorted out in a route chose by the separate boards keeping in mind the end goal to enhance benefit conveyance. Managerial decentralization influences local government to staff responsible to local councils.

2.3 Tanzania Decentralized Recruitment: Historical Overview

2.3.1 The Decentralized Recruitment Phase From 1982-2006

During the early 1980s, Tanzania arranged the preparation for significant decentralization changes. Under this regard decentralization has been characterized as a procedure that includes one or the majority of the accompanying viewpoints: First, the moving of workload from halfway found authorities to staff or workplaces outside the national capital (de-fixation). Second, the exchange of administration from the middle to semi-self-sufficient associations and offices inside the general population benefit structure (assignment).

Third, the transfer of political and decision making power and authority for overseeing open administrations to freely chose neighborhood governments (devolution) and fourth, the transfer of administration and financing capacities to a private association (privatization), additionally six vital bits of enactments were passed in 1982 in particular, the Local Government (District Authorities) Act Number 7 of 1982, the Local Government (Urban Authorities) Act Number 8 of 1982, the Local Government Finances Act Number 9 of 1982, the Local Government Services Act Number 10 of 1982, the Local Government Negotiating Machinery Act Number 11 of 1982 and the Decentralization of Government Administration (Interim Provisions) Act Number 12 of 1982.
All these parliamentary Acts expected to found the local government with equitable structures and establishments that had been deadened by the 1972 Parliamentary Act being vested with the ability to actualize and compose its own undertakings. Under this course of action, administration of staff was relied upon to be decentralized with the goal that neighborhood government specialists could designate, create and teach their own particular staffs. To forestall superfluous political impedance in the recruitment at the region level, the Public Service Act of 2002 and the Public Service Regulations of 2003, bury alia, lessened the quantity of region committee individuals expected to frame the Employment Board (there was just a single individual from the area gathering in the board). From 1982 to 2002, the Finance and Planning Committee, to a great extent made out of neighborhood legislators, had been the principle body accused of the administration of enrollment.

For all intents and purposes, “the recruitment procedure with regards to decentralization should occur as one with the spending procedure both at the nearby and local government levels” (REPOA, 2008:13). The evaluations demonstrating the numbers and kinds of specialists, and the related costs (staff remittances), are talked about and suggested by all the nearby governments' advisory groups previously they are tabled at the full District Council for support. In the wake of concurring upon the number and sort of laborers (e.g. units of bookkeepers) to be selected in a specific money related year, the spending gauges are exhibited to the Civil Service Department for endorsement and preparing of business licenses.

REPOA (2008:13), under this phase the factors influencing the use of decentralized recruitment approach were:-

First, the need to strengthen local authorities by giving them more power and authority to control their staffs in terms of hiring, developing and firing them. Second, to provide more room for district authorities to respond quickly with workforce demands and therefore to be responsive to specific local needs in terms of number of workers needed and their qualities as well as filling the existing positions gaps in time.
Third, the need to retain workers due to the fact that decentralized recruitment arrangement was perceived to be effective as far as retaining recruited workers, particularly when the employees were recruited from inside the local or nearby district. These people would be completely mindful of the working and living condition where they would begin working, and in this manner would not be astonished by the absence of administrations in the rustic locale. Hence it was normal that, decentralized recruitment may enhance the maintenance of both very gifted specialists and lower units, since businesses can coordinate the desires for forthcoming laborers to the real living and workplace.

Anyway at the area level the recruitment of laborers under a decentralized course of action has encountered an issue of inability to get the required proficient workers. Accordingly the advance toward fractional decentralized game plan (cross breed enlistment approach) apparently was more powerful both in selecting qualified staff(professional workers such as health officers) and balancing their distribution across Districts, (rural districts on its special attention) (REPOA, 2008:18).

2.3.2 The Partial De-Centralized (Hybrid) Recruitment Phase in the Context of Decentralization: From 2006 – 2010

Reacting to a progression of revealed major issues identified with the enlistment of expert laborers, for example, instructors, health officers and accountants under the decentralized course of action, the central government chose to restore to some degree a concentrated recruitment approach of expert workers through the issuance of a Presidential Establishment Circular (BC. 46/97/03/A/123) in November 2006.

With this round about, the administration would have liked to enhance the appropriation of experts, for example, instructors, accountants and health officers the nation over accessible in the work advertise and those straight from preparing foundations (URT, 2012:6).

During 'old' centralized stage, areas would get whatever was posted from the central government. The new arrangement of partial centralization was some way or another gives more space to area workers to arrange for what they require as far as numbers
and kinds of laborers, and to present their solicitations to the central level. In light of these necessities, the Public Service Commission in a joint effort with the Civil Service Department liaises with the preparation organizations to discover contender to fill the recognized gap. “What's more, vacancy announcements are made by central authorities to focus on those as of now in the work showcase” (Basu, 1994:14).

Every one of the courses of action for short-posting and talking the best applicants are additionally midway oversaw before are presented on particular regions. A major factor influencing the adoption of this approach in this phase was the failure of some of local authorities (District council) professional workers as pointed out earlier in the explanation of this phase.

Hasenan (2010:31), however there were some challenges associated with the adoption of partial decentralized recruitment approach in the context of decentralization, those challenges include:-

Firstly, the decentralization of recruitment prompts unwarranted results of expanded recruitment costs, inability to control happenings of nepotism and favoritism, and poor data keeping on needs, accessibility of abilities, difficulties and openings. Also, the conflicting of the Public Service Commission as both an oversight organization and inclusion in enlistment which make a need to build up autonomous body (institution) which will coordinate worried about the recruitment of people in general hirelings Hasenan (2010:31).

Thirdly, the delegating experts (region gatherings) inability to characterize appropriately enrollment and choice criteria, fourth, poor record keeping, for example, a rundown of candidates, rundown of short recorded competitors, business allow and talk with score sheet/comes about, these data are critical proof in review or investigation for demonstrating whether there were justify hones or not. Fifth, in a portion of the posts the competitors short recorded for meet don't meet the base capabilities for the post. Hasenan (2010:31), this brought about choosing the wrong competitors and 6th, a portion of the Appointing Authorities (region committees)
were not ready to educate all talked with hopefuls the result of the meeting which is critical angle to guarantee that enlistment technique is straightforward.

2.4 Political Interference on Recruitment Process

According to Senyucel (2009:41), effective HRM depends on the conditions inside a specific organization setting. In this manner, the political polarization of regions or committees have the capability of adversely influencing the HRM settings among can be seen as a pre-cursor to inadmissible HRM works on, inciting the event of practices, for example, nepotism and the 'framework organization' procedure. Mashala, (2012:22), framework organization inside political circles, for example, of South Africa is referred to as the arrangement of individuals having a place with a specific political gathering (more often than not the decision party), in government divisions, paying little heed to capabilities or experience.

Restriction parties in South Africa, for example, the Democratic Alliance (DA) are of the feeling that various neighborhood specialists are loaded with representatives whose information of nearby government issues is faulty due to being sent on 'framework' grounds (DA, 2012:38). The decision party, the ANC is the one regularly blamed for such arrangements, to the degree that HRM hones in regions have endured feedback day by day being blamed for ill-conceived and counterproductive. remarking on the issue of framework organization, Kanyane (2012) demonstrate about how it is without justify and advances devotion the last being viewed as not consistent with the arrangement of good open administration. Essentially, Areff (2012) agrees when he noticed that the sending of uncouth individuals in South African nearby experts in light of the political polarization of districts or boards does not forecast well with the directs of authoritative ability in conveying administrations productively and viably. Research proves underpins the above attestations. For instance, the Department of Cooperative Government and Traditional Affairs (CoGTA), (2009) gave proof of posts being filled in some nearby government experts (LGAs) in the nation on political grounds.
So also, Paradza et al (2010) gave an account of political deduction among three territories in the Africa, while Dzansi and Dzansi (2010:51) found that the work of unfit people in view of political gathering association required the consideration of government as it seemed to have been so wild in government divisions. Inside the administration itself, there is far reaching affirmation that the thought of HRM as a panacea for benefit conveyance has not been figured it out. With creators, for example, Kabene et al (2006:30) placing that compelling HRM has turned out to be pivotal and basic to the accomplishment of individual and authoritative objectives and goals. LGAs are tested to make work put settings, that is, strategies, and projects that advance reasonable treatment of each worker paying little respect to political connection.

2.5 Capacity of Local Government Authorities on the Recruitment Process

More to be overseen by agents with no better abilities and who can't depend on a more extensive scope of assets. Those agents are not very much prepared not just for the outline of enlistment and choice techniques yet additionally for complex tasks, for example, the enrollment of drivers and security protects countrywide. As supported by wood (2000:13) without some type of centralization, the even conveyance of workers to each edge of the nation is difficult to figure it out. The investigation led in Chamwino Council additionally found because of committees’ reliance on the central government for spending endorsement, they can’t generally get a satisfactory number of staff. Besides, Chamwino Council regularly thinks that its hard to hold midway enlisted workers when they wind up unfit to adapt to provincial conditions, an average result of poor determination choices by central offices (Mmari, 2005:25).

2.6 Corruption and Nepotism on Recruitment Process

More than other managers, human resource managers serve two parties in the organization (Ulrich et al. 2007:31). On the one hand, they work for the organization as a whole. On the other hand, they have to guard the interests of employees. This part of their job gives rise to an additional dimension to take into account when
weighing the pros and cons of HRM decentralization: fairness without corruption and nepotism.

As defined by Jenkins (2012:8), fairness means, in short, equal opportunities for all employees and candidates. Worded in a more articulated way, this statement means that decisions that affect people are fair when they are based on business- and policy-related criteria only, devoid of discrimination, arbitrariness and secrecy, and thus safeguard equal opportunities for all employees. With regard to recruitment and selection this means that all (categories of) eligible applicants get the same treatment, irrespective of their racial background and their personal relationships with decision makers. This actually in according to Jenkins (2012:16) thus for safeguarding fairness across local authorities some form of centralization is evidently needed, if only to prevent the corruption and nepotism. And in line with scholar, put bluntly, councilors used to demand their own relatives and friends to be selected or sometime demand bribes (Antwi et al, 2007:3).

And it’s because local actors such as councilors are especially involved in the appointment of lower grade personnel; remarkably, this is associated with recruitment and selection ineffectiveness rather than effectiveness, because improper decision criteria are seen to infiltrate decision-making processes. As to the fairness of the selection processes the above mentioned fact that councilors sometimes demand their own relatives and friends, to be selected is relevant. “It points to the existence of local forms of nepotism or possible tribalism and corruption”(Antwi et al, 2007:18).

2.7 Time of issuing Recruitment Permit to Local Government Authorities

The councils' reliance on central organizations and the subsequent unpredictability of techniques in issuing enlistment allow to local authorities create a few forms of inefficiency. "Practices are called effective when wanted outcomes are accomplished utilizing a base sum time" (Beugre and Offodile, 2001:10). The strategies not just take up much time, they likewise offer ascent to economic inefficiency in light of the fact that, fully expecting the finish of dependable techniques to issue allow while
impermanent workers may should be utilized utilizing the assets of the councils themselves.

The study conducted in Chamwino found, the delay of recruitment permit from central government to local authorities Mmari (2005); this was marked as one of the drawbacks hinder effective recruitment process to local government authorities (LGAs). Munga (2009:24) view "one approach to anchor effectiveness is to keep complex procedures from being part up into isolated parts, with each part being overseen by a different on-screen character". In a perfect circumstance an entire procedure is in the hand of one single actor. In that circumstance no time and cash should be spend on between performing artist coordination.

The technical term 'time' applies to this Munga (2009), concerning HRM in government organizations this is unmistakably pro decentralization contention: the more tasks and obligations are thought inside the neighborhood experts, the less need there is of coordination of work between the focal and de-central operators.

2.8 Review of Supporting Theories

There are diverse theories which endeavor to clarify enlistment of workers in the organization and evaluating their reasonableness for a specific employment. Be that as it may, with the end goal of this investigation the three supporting theories to be specific equity theory, decentralization theory and institutionalism theory supported the study.

2.8.1 Equity Theory

The Equity theory is identified to be relevant for the researcher to be able to define the existence of fairness in recruitment process by local government authorities, as Makambako Town Council being the case study. For organizations to endeavor to adapt equal opportunity policies (EOP) to their recruitment and determination programs, Stredwick, (2009:35) recognized three levels of equal opportunity approaches: equal opportunity as equal chance (non discriminatory), equal
opportunity as equal access (fair procedures) and equal opportunity as an equal share (outcomes and positive action)

The Chartered Institute of Personnel and Development - CIPD (2011) factsheet on Good Employment Practices and assorted variety administration in the working environment contends that, associations ought to guarantee that enlistment and determination forms are reasonable and decent variety well disposed. For this to be achievable, the organization must have the ability to build a culture of respect and pride of all delegates through great use of particularly plot plans and techniques which reinforce both individual and business needs. Likewise, the urging of respect to recognize exchange perspectives matter and those distinctions is everyone's obligation (Stredwick, 2009:19).

2.8.2 Decentralization Theory

One of the key suppositions of decentralization theory is that proximity amongst government and subjects build the resident's control on benefit conveyance (Hope, 2001:12). This contention is in accordance with considering other developing countries which accept that local governments have local knowledge and data which places them in great positions to plan approaches and projects and render administrations which are steady with local needs and conditions (Hays and Kearney, 2001).

2.8.3 Institutionalism Theory

The theory of institutionalism demonstrates that the institutions outline the limits of conduct by characterizing parts, commitments and restriction. They characterize the course of conduct which is fitting, allowed or prohibited in specific conditions yet in addition the organizations offer significance to human activity and impact the observation, inclinations. Different authors such as (Hendriks, 1996; Powell and DiMaggio, 1991) demonstrate that despite the fact that the actors are supposed to abide to these formal rules and procedures but in practice, they do not often do. For instance is the recruitment procedure in Tanzania, Thailand, Uganda and Philippines nearby governments which demonstrates that the result of recruitment process in
local government is affected by casual social tenets which incorporates social elements, political obstruction and the ethnicity contrasts. Aside from that, the procedure is impacted by nepotism, tribalism and defilement which therefore influence the nature of enrollment (Kinemo et al 2015; Bossert et al. 2000).

2.9 Empirical Literature Review

The urge to decentralize government human resource management and administration, as it is subsumed in the Local Government Reform is not a uniquely Tanzanian phenomenon. It has really risen all inclusive in the previous three decades as a component of nonexclusive open segment changes. With respect to recruitment, one of the professed goals of decentralized recruitment is to enhance effectiveness through increasing the fit between qualification of selected candidates and job requirements of the local government staff. This can additionally be accomplished in the decentralized setting through expanding the traits of the local staff and the everyday work settings, enhancing standard recruitment strategies by utilizing local opportunities and timely filling of the vacant positions Coggburn, (2001:3).

Second is to build the effectiveness through diminishing the cost of recruitment process by utilizing basic techniques, brief period and assets (Coggburn, 2001; Njovu, 2013) and reasonableness through legitimacy based enlistment (Ishii et al expected; Sevic, 2001, Polidano et al 1998; Kinemo et al. 2015). NikhilaPai(2004) conducted a comparative survey on decentralized recruitment approach in United States of America particularly in California province in which found that decentralized approach allows most of the hiring and recruiting to take place within the agency with the open position.

The study further point out that decentralized recruitment its value in a situations where lower authorities need to recruit and fill out less specialized positions such as lower administrative positions, office supporting staffs such as secretaries, office attendants, drivers, watchmen/women and other related lower cadre staffs. In Tanzania, the fundamental formal legislation overseeing recruitment and choice of local work force incorporate the Public Service Act no 8 of 2002 as amended by Act
No. 18 of 2007. The president appoints city directors while the minister responsible for local government is empowered to appoint town council, municipal council and district council directors as well as their heads of departments. Other enactment overseeing enlistment incorporates; the Public Service Regulations of 2003, Public Service Scheme of 2003 and the standing request of 2009.

Some of the previous researchers found that the recruitment procedures were skipped by officials; Polidano et al (1998:17) in their study found that the presence of corruption the nepotism on recruitment process was one of the causes while the final decision makers in recruitment process were associated to it. For instance decentralized recruitment and selection in Philippines and Thailand found that formal recruitment procedures were not really followed, the CEO was the one who had power to recruit while the competent candidates were not employed.

This has additionally been demonstrated by the common administration models which demonstrate that the casual standards outside the common administration impact the procedure inside an administration in little states than enormous states (Sevic, 2001). These discoveries are additionally reliable with the examination led by (Kinemo et al, 2015; Munga, 2009; Njovu, 2009) which demonstrates that the decentralized enlistment is linked with nepotism and defilement organize by neighborhood control holders. These nearby power holders, for example, the councilors impact the enrollment sheets to contract their relatives.

2.10 Conceptual Framework of the Study

A conceptual frame work is analytical device with a few varieties and settings. It is utilized to make conceptual distinctions and compose thoughts. Strong conceptual structures catch something genuine and do this in a way that is anything but difficult to recall and apply. For instance, Isaiah Berlin utilized the illustration of a "Fox" and a "Hedgehog" to influence conceptual distinctions in how vital scholars and creators to see the world (Isaiah, 1953:40). Isaiah portrays solitary thought or arranging rule to see the world (illustrations given incorporate Dante, Pascal, Plato). Therefore,
Figure 2.2 depicts the conceptual framework that has been developed for the study by the current researcher and the relationship between the research variables.

**Figure 2.2: Conceptual Framework which illustrates Recruitment Practice**

<table>
<thead>
<tr>
<th>Independent Variables</th>
<th>Dependent Variable</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Factors for Effective Recruitment Process:</strong></td>
<td><strong>Effective Practice of Recruitment Indicators</strong></td>
</tr>
<tr>
<td>i. Timely recruitment permit</td>
<td>Recruitment timeline</td>
</tr>
<tr>
<td>ii. Personnel capacity</td>
<td>Number of qualified candidates</td>
</tr>
<tr>
<td>iii. Non-political interference</td>
<td></td>
</tr>
<tr>
<td>iv. Non-corruption and nepotism</td>
<td></td>
</tr>
</tbody>
</table>

**Source:** Researcher (2018)

Figure 2.2: Conceptual framework illustrating the relationship between factors for effective recruitment process (independent variables) and effective practice of recruitment (dependent variable).

From figure 2.2, there are four factors include personnel capacity, non political interference, non corruption and nepotism and timely recruitment permit that can affect the effective practice of recruitment. All these variables have been thoroughly discussed in the literature review.

### 2.11 Research Gap

This chapter concerned with literature reviews from different authors. However, in any case, different variables identified with the local government authorities which taken as challenges on the quality of recruitment and selection in local government authorities have gotten little consideration. In this manner, the principle goal of this study sought to investigate challenges relating with local government authorities in the implementation of recruitment and selection in Tanzania, as Makambako Town Council being our case.
CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The section provides introduction of research methodology, consists of research design, study area, population of the study and unit of analysis, sample, sampling techniques, and the sample size, data collection methods and data analysis method, ethical issues, validity and reliability of the study.

3.2 Research Design

Research design is referred as the blue print of the investigation. The outline of an examination characterizes the investigation type (descriptive, connection, exploratory, meta-logical) and sub-type (for instance descriptive longitudinal contextual analysis, look into question, speculation, free and ward factors, test plan and, if pertinent, information accumulation techniques and a factual investigation design). Basic types of research designs include case study, experimental and survey (Robson, 1993:5).

Comparing case studies with other research designs, the contextual analyses are proper for the illustrative stage of examination, while surveys are suitable for the descriptive stage and experiment based on causal inquiries (Yin, 2002:16). According to the researcher’s current study, only case study as the type of research design was employed.

Case study design attempts to enlighten a choice or set of choices: why they were taken, how they were executed, and with what result. Case study permits utilizing mix of techniques, for example, interview, survey, observation which can encourage in accumulation of information and it is less expensive and advantageous to oversee in light of the fact that researcher does not have to enquire the entire populace. Therefore, the case study design was applied at Makambako Town Council to investigate the challenges facing the implementation of recruitment and selection in local government authorities in Tanzania.
3.3 Study Area

Study area is interdisciplinary fields of research and grant relating to specific geographical, national/government, or social locales (David, 2004:1). Furthermore, essence of this is that it provides relevant information of the study to the researcher, population data, precise and recent map of the area and its indications.

Since it becomes very difficult to carry out the study all around the country or zonal wide study, the study was conducted in Makambako Town Council, this correspond with Msabila and Nalaila’ (2013:23) view, that the researcher should indicate the place where the study will be conducted. The selection of this study area was based depended on numerous reasons: Firstly, the researcher had eager interest in local government authorities’ recruitment and selection practice. In this regard, the researcher found to be an essential to locate an authority that would be fitting for the investigation, also the exploration questions. Secondly, Makambako Town Council is one of local authorities faced with the difficultness in implementing recruitment and selection.

Makambako Town Council is one of the six councils of the Njombe Regions of Tanzania. Its managerial seat is Makambako Town. It is circumscribed toward the north and east by Mufindi District, toward the south by Njombe Rural District and toward the west by Wanging'ombe District. As per the 2012 Tanzania National Census, the number of inhabitants in Makambako Town Council was 93,827. Figure 3.1 indicate the location of Makambako Town Council in Njombe Region.
3.4 Unit of Analysis

The unit of analysis is the significant entity that is being examined in an investigation; it's the 'what' or 'that’s identity' being considered (Msabila and Nalaila, 2013:21). For instance one of the following could be a unit of analysis in a study:

- Individuals (for instance; Town Director, Chairman of employment board, human resource)
- Groups (For instance; employment board members, drivers, office attendants, and security guards and department heads)
- Geographical units (census, state)

Therefore, for the purpose of achieving the general objective of the study; Town Director (TD), Chairman of employment board and his members, human resource officers, drivers, office attendants, security guards and other department heads were the unit of analysis from which the sample of respondents was selected and provide
reliable data of the problem. These were considered as appropriate units that provided the required data on challenges facing recruitment process.

3.5 Population

According to Kombo and Tromp (2006:47), population alludes to a whole gathering of people from which the sample is taken. Sample was chosen from the population of 1282 Makambako Town Council staffs on the basis of their duties and decision making in different levels and sometimes victims of the decisions. See table 3.1 population category
### Table 3:1: Population Category

<table>
<thead>
<tr>
<th>SN</th>
<th>DEPARTMENT/UNIT</th>
<th>ACTUAL POPULATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Administration and Human Resources</td>
<td>73</td>
</tr>
<tr>
<td>2</td>
<td>Finance and Trade Department</td>
<td>11</td>
</tr>
<tr>
<td>3</td>
<td>Planning, Statistics and Monitoring</td>
<td>4</td>
</tr>
<tr>
<td>4</td>
<td>Agriculture, Irrigation and Corporative</td>
<td>24</td>
</tr>
<tr>
<td>5</td>
<td>Livestock and Fisheries Department</td>
<td>11</td>
</tr>
<tr>
<td>6</td>
<td>Primary Education Department</td>
<td>553</td>
</tr>
<tr>
<td>7</td>
<td>Secondary Education Department</td>
<td>340</td>
</tr>
<tr>
<td>8</td>
<td>Water Department</td>
<td>7</td>
</tr>
<tr>
<td>9</td>
<td>Works Department</td>
<td>5</td>
</tr>
<tr>
<td>10</td>
<td>Health Department</td>
<td>214</td>
</tr>
<tr>
<td>11</td>
<td>Lands and Natural Resources</td>
<td>13</td>
</tr>
<tr>
<td>12</td>
<td>Community Developments</td>
<td>14</td>
</tr>
<tr>
<td>13</td>
<td>Environment and Sanitation</td>
<td>1</td>
</tr>
<tr>
<td>14</td>
<td>Legal Unit</td>
<td>1</td>
</tr>
<tr>
<td>15</td>
<td>Procurement Management Unit</td>
<td>5</td>
</tr>
<tr>
<td>16</td>
<td>Beekeeping Unit</td>
<td>1</td>
</tr>
<tr>
<td>17</td>
<td>Technology, Information and Relation</td>
<td>2</td>
</tr>
<tr>
<td>18</td>
<td>Internal Auditor Unit</td>
<td>2</td>
</tr>
<tr>
<td>19</td>
<td>Electoral Unit</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>TOTAL</td>
<td>1282</td>
</tr>
</tbody>
</table>

**Source:** (Makambako Town Council profile, 2017/2018)
3.5.1 Target Population (Universe)

“Target population is the populace for whom the discoveries will be summed up or for which data is wanted. To whom are the findings relevant: Teachers? Farmers? doctors? (Bernard, 1973:17). In this study, the target population was Town Director (TD), Chairman of employment board and his members, human resource, drivers, office attendants, security guards and other department heads respondents to whom in relation to the investigator’s current investigation (Challenges facing the implementation of recruitment and selection in local government authorities in Tanzania).

Table 3.2 Target Population

<table>
<thead>
<tr>
<th>Town Director</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chairman of employment board</td>
</tr>
<tr>
<td>Members of employment board</td>
</tr>
<tr>
<td>Human Resource officer</td>
</tr>
<tr>
<td>Office attendants</td>
</tr>
<tr>
<td>Security guards</td>
</tr>
</tbody>
</table>

Source: (Field data, 2018)

3.6 Sampling Design

Generally, sampling design is a strategy or plan of how one will get or select a sample from given a populace before any information are gathered, steps in sampling include: identify target population, identify accessible population, determine sample size, having sampling frame lists, and then select sample.

3.6.1 Sample Size

Forty two (42) people targeted for the study of which comprise of 1 Town Director (TD), 1 head of human resource, 19 other department heads/section, 1 chairman of employment board, 3 recruitment board members, 7 drivers, 5 office attendants and 5 security guards. The reason was to fulfill the requirements of efficiency, representative, reliability and flexibility in data collection. Table 3.2
### Table 3.3: Sample Size

<table>
<thead>
<tr>
<th>Respondent</th>
<th>Sample Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Town Director</td>
<td>1</td>
</tr>
<tr>
<td>Head of departments</td>
<td>19</td>
</tr>
<tr>
<td>Chairman of employment board</td>
<td>1</td>
</tr>
<tr>
<td>Recruitment board members</td>
<td>3</td>
</tr>
<tr>
<td>Drivers</td>
<td>7</td>
</tr>
<tr>
<td>Office attendants</td>
<td>5</td>
</tr>
<tr>
<td>Security guards</td>
<td>5</td>
</tr>
<tr>
<td>Human resource manager</td>
<td>1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>42</strong></td>
</tr>
</tbody>
</table>

**Source:** (Field data, 2018)

### 3.6.2 Sampling Techniques

According to the researcher’s current study; the purposive and accidental sampling techniques were utilized.

#### 3.6.2.1 Judgmental Sampling Technique

Scholars such as Laerd (2012:1) describe purposive sampling as it speaks to a gathering of various non-probability inspecting systems. Otherwise called judgmental, specific or subjective testing, purposive examining depends on the judgment of the analyst with regards to choosing the units (illustration individuals, cases/associations, occasions, bits of information) that are to be contemplated. Ordinarily, the sample being examined is very little, particularly when contrasted and likelihood testing procedures.

“The primary objective of purposive sampling is to center around specific qualities of a populace that are of intrigue, which will best empower you to answer your exploration questions” (Laerd, 2012:4). The quintessence of this system is, for example, it can be utilized crosswise over such in subjective research outlines. In the meantime purposive examining strategy can provide researcher with the support to make speculations from the sample that is being contemplated, regardless of whether such speculations are hypothetical, expository as well as coherent in nature.
Therefore, researcher used this type of sampling technique in selection of Town Director (TD), chairman of recruitment board, head of human resource, and other thirteen (13) department heads and six (6) section who have ample knowledge on the issue of recruitment and selection implementation, its challenges in local government authorities. This comprised a total of (22) respondents obtained through the use of purposive sampling technique.

**Table 3.4: Sample Distribution of the Total Population Using Judgmental Sampling Technique**

<table>
<thead>
<tr>
<th>Sample Category</th>
<th>Number of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Town Director (TD)</td>
<td>1</td>
</tr>
<tr>
<td>Head of human resource</td>
<td>1</td>
</tr>
<tr>
<td>Other department heads/section</td>
<td>19</td>
</tr>
<tr>
<td>Chairman of employment board</td>
<td>1</td>
</tr>
<tr>
<td>Total</td>
<td>22</td>
</tr>
</tbody>
</table>

**Source:** (Field data, 2018)

### 3.6.2.2 Accidental Sampling Technique

Accidental sampling is a non-probability inspecting procedure where subjects are chosen in view of their advantageous openness and closeness to the analyst. The subjects are chosen since they are most effortless to enlist for the examination and the analysts don’t consider choosing subjects that are illustrative of the whole populace. A standout amongst the most widely recognized cases of accidental sampling is utilizing understudy volunteers as subjects for the examination as bolstered by (Wiederman, 1999:38).

Advantages of accidental sampling to the researcher; firstly, it is anything but difficult to do with few rules administering how the example ought to be gathered. Besides, the relative cost and time required to carry out a convenience sample are little in contrast with probability inspecting method. This empowers the researcher to accomplish the sample he needs in a moderately quick and cheap way.
Finally, this strategy will help the researcher on social event valuable information and data that would not have been conceivable utilizing probability examining procedures, which require more formal access to arrangements of populates. Hence, following this study, the researcher used accidental sampling in selecting (20) respondents within Makambako Town Council whereby the access of respondents depended on the convenient way of meeting with them. As summarized in table 3.3

**Table 3.5: Sample Distribution of the Total Population Using Accidental Sampling Technique**

<table>
<thead>
<tr>
<th>Sample Category</th>
<th>Number of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>recruitment board members</td>
<td>3</td>
</tr>
<tr>
<td>Drivers</td>
<td>7</td>
</tr>
<tr>
<td>Office attendants</td>
<td>5</td>
</tr>
<tr>
<td>Security guards</td>
<td>5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>20</strong></td>
</tr>
</tbody>
</table>

**Source:** (Field data, 2018)

### 3.7 Sources of Data

Both primary and secondary data were utilized to acquire data for the examination.

#### 3.7.1 Primary Data

These are information that is gathered by researcher by the researcher from the respondents; it gives the expressions of witness or first record of an occasion. They incorporate assortment of materials, journals, letters and different archives created by the participants in an occasion, law control and records delivered. In gathering essential information, the researcher utilized questionnaires and interview strategies for information accumulation. Bernard (1973:43) unequivocally recommended that utilizing in excess of one information accumulation procedure, he hypothesized that no single instrument is moderately better than the other. Each system for gathering information holds its own qualities and weaknesses. In this way utilizing distinctive
strategies for gathering information has a probability of giving more solid and legitimate information, and upgrades the nature of research.

3.7.1.1 Interview

According to Seidman (1998:18) “is a discussion between at least two individuals where questions are requested that by the questioner inspire realities or proclamations from the interviewee”. There are three types of interview such as structured (closed-fixed response), semi-structured (allow degree of freedom and adaptability) and unstructured (standardized-open ended response). The researcher used an interview method because it provided an opportunity to make direct personal investigations to respondents. So far, through application of interview the researcher has a possibility of knowing views and ideas of other people, and study abstract factors for instance attitudes, feelings, emotions, and identification of respondent understands to the given study.

In additional, the interview was used for areas where questionnaire failed to meet the positive response from respondents. Therefore, individuals such as drivers, office attendants, security guards, human resources, other department heads and other respondents such as TD, chairman local council recruitment board and his members were interviewed in case they were easier to be approachable. However, for those respondents with managerial positions, the researcher had opportunity to interview few of them while the rest were given questionnaires.

However for those interviewed, the unstructured interview as type of interview format was used, the researcher prefers this type of interview because it gives more freedom to ask supplementary questions or omit some questions that could discourage the freedom of interviewee or cause to collect inappropriate answers. Therefore, the unstructured interview reduces the tension of the respondents and makes them comfortable to provide the required appropriate answers.
3.7.1.2 Questionnaire

According to Adamu and Kamuzora (2008:10) is a strategies of information accumulation in which every individual is requested to react to a similar arrangement of inquiries in foreordained request. In additional it’s more useful to people who are difficult to be approachable easily for instance chairman of recruitment board. According to researcher’s current study both closed (fixed questions comprise Yes/No) and fewest open-ended questions (provide free response) was used in this study for collecting data from respondents in order to make it successful. This method mostly applicable to some of respondents such as head of human resources, other department heads, chairman and his recruitment board members, therefore, questionnaires was sent and left at their offices and waited a time when they finished filling them. In this technique the questionnaires was sent by hand to the person, office or party that is/are concerned from those that have been mentioned above.

Generally, this method was among the cheapest, free from biasness of the interviewer, provides enough time to answer and answers depended n respondents perception Therefore, the researcher believed that respondents would have adequate time to give well thoughts, appropriate and reliable answers.

3.7.2 Documentary Review

Most relevant secondary sources that are being and reviewed in relation to the study books and references in English about recruitment and selection, implementation and challenges, periodicals, published papers and articles, web sites and electronic versions, theses and dissertations concerning about the study.

The secondary source consists of published and unpublished record (Kothari, 2004:34). Therefore, the researcher used documentary records recruitment policy, laws government recruitment process and other guidelines as the method of secondary source of data collection.
3.8 Data Analysis

This referred to the computation of specific measures alongside hunting down examples of relationship that existed among information gatherings. Selltiz (1980:3) accept that the investigation of information by and large includes various firmly related activities which are performed to summarize the gathered information and sorting out these in such a way, to the point that they answer the examination questions. In examining the information gathered, the analyst utilized both quantitative and qualitative techniques. Quantitative techniques includes analysis of engaging computation of descriptive statistics mainly percentages.

Besides the utilization of tables and percentages specifically assist with noting the connections in quantitative sense all the more unmistakably. The information from surveys was broke down utilizing Statistical Package for Social Science Microsoft excel. Subjective information investigation then again includes true and consistent elucidation, examination and clarification of study discoveries. The researcher portrayed the discoveries in words particularly the information that was gathered through meeting and narrative source.

3.9 Reliability and Validity of the Study

Researcher considered reliability and validity in the investigation.

3.9.1 Reliability

It alludes to how much measures are free from random mistake and subsequently yield predictable outcomes. Reliability of a measure means that the security and consistency with which the instrument measures the idea and surveys the decency of the measure, (Sekaran, 2003:49). Accordingly the degree to which any estimation method produces steady outcomes after some time and an exact portrayal of the aggregate populace under investigation is alluded to as reliability. Researcher utilized nominal scale whereas for purpose of name, it has no numerical value, example of variable uses nominal scale is classification variables i.e gender, race, and religion, and occupation.
3.9.2 Validity

Validity then again, can be depicted as the degree to which the instrument measures what it means to quantify. As per Healy and Perry (2000:51), "validity decides if the examination genuinely measures what it was proposed to measure". Hence validity measures how honest the examination comes about are or the degree to which scores really reflect the fundamental variable of intrigue. Further assert that an effective and practical approach to pre-testing questionnaire and interview guide questions instruments is to ensure that the questionnaire and interview guide questions would be understood by participants. After the design, the questionnaires and interview guides will be given to some of respondents to test the validity.

At the same time as testing validity with experienced researcher was vital, it was likewise essential to pre-test instruments on potential respondents. Henceforth a pre-test was completed before leading the examination. The pre-test was utilized to empower the researcher to check the validity of the instrument of information gathering. The embodiment of this is it empowers the researcher to evaluate the lucidity of the surveys and interview guide addresses with the goal that things that would be observed to be not required and misjudged was altered to enhance the nature of the examination instrument, along these lines expanding its quality and validity.

3.10 Ethical Consideration

The researcher never used deceptive, seductive and forceful means in collecting data. The authority was respected by getting the permission from the respondents in order to collect data. Furthermore the researcher has the special consideration for the respondents with special needs so that their vulnerability was respected. Not only that but also the researcher was never be solicited the respondents to fill the questionnaires instead the task was very fair and objective. In additional to that, the researcher collected accurate data and be analyzed them according to fact, the researcher would never manipulate the data. In fact he never used plagiarism to make from title data and idea. Finally, the researcher considers personal privacy of the respondents.
CHAPTER FOUR

PRESENTATION OF THE FINDINGS

4.1 Introduction

The section gives the research findings. Results are presented in accordance with sets of questionnaires and interview schedule. It starts with the respondents’ profile followed by the presentation of the findings according to the specific objectives. The study used sample size of 42 respondents while questionnaires, interview, and documentary review were the methods of data collection.

The major goal of the investigation was to investigate the challenges facing the implementation of recruitment and selection in LGAs in Tanzania and Makambako Town Council in particular.

The discoveries were guided by the following four research targets, to be specific:

i. To examine how delay of new vacancy permit affects the recruitment process in Makambako Town Council.

ii. To investigate how capacity of local council affects the recruitment process.

iii. To examine in what ways political interference affect the recruitment process in Makambako Town Council.

iv. To explore on how corruption and nepotism affect the recruitment process in Makambako Town Council.

4.2 Social Demographic characteristics of the Respondents

In conducting research, demographic feature of respondents are essential since they suggest the character of response and doable motives for their responses. In that regard, in this study analysis of gender, age group, and respondents’ work experience was done. Section 4.2.1 discuss the distribution of respondents according to their gender, section 4.2.2 presents age of respondents, and finally section 4.2.3 discuss the working experience of respondents.
4.2.1 Distribution of Respondents by Gender

This question sought to find out the gender of the different respondents in the organization. This question was useful in order to determine if there was equal employment opportunity in term of gender balance. The results of the findings are presented in the table 4.1. Given 42 respondents as the sample size of the respondents whom were supplied with questionnaires, there were 26 males and 16 females. Male respondents accounted for 61.9% of total respondents, while remaining 38.1% were female, as presented in the Table 4.1. This indicates that employees got an equal chance to employment which shows that gender balance have been followed at Makambako Town Council without nepotism in the recruitment process.

Table 4.1: Distribution of Respondents by Gender

<table>
<thead>
<tr>
<th>Characteristics</th>
<th>Population</th>
<th>Percentages %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>26</td>
<td>61.9</td>
</tr>
<tr>
<td>Female</td>
<td>16</td>
<td>38.1</td>
</tr>
<tr>
<td>Total</td>
<td>42</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: (Research findings, 2018)

4.2.2 Distribution of Respondents by Age

This question sought to find out the various age groups of the different respondents in the organization. This question was useful in order to determine if there was any inconsistency of data stated by the respondents in the study. The results of the findings are presented in the table 4.2. The age of respondents were categorized into four age groups: below 30, 30-39, 40-50 and finally 51-60 as presented in the Table 4.2. The findings show that majority of respondents were aged between thirty and thirty nine years which account for 50 percent of total respondents, followed by those aged forty and fifty accounting for 27.5 percent, finally those aged below 30 accounted 12.5 percent and 51-60 accounted for 10 percent of respondents.
Table 4.2: Distribution of Respondents by Age

<table>
<thead>
<tr>
<th>Characteristics</th>
<th>Population</th>
<th>Percentages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Below 30</td>
<td>5</td>
<td>12.5</td>
</tr>
<tr>
<td>30-39</td>
<td>21</td>
<td>50</td>
</tr>
<tr>
<td>40-50</td>
<td>12</td>
<td>27.5</td>
</tr>
<tr>
<td>51-60</td>
<td>4</td>
<td>10</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>42</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: (Research findings, 2018)

4.2.3 Distribution of Respondents by Work Experience

This question sought to find out the various working experience of the different respondents in the organization. This question was useful in order to determine if Makambako Town Council had employees with enough experience to carry out recruitment process. The results of the findings are presented in the table 4.3. Working experience was categorized into five groups, first the below 5 years working experience, 6-10 years, 11-15 years, 16-20 and finally above 20 years working experience.

The findings show that 22.5 percent of the sample size had below 5 years working experience, 35 percent had 6-10 years, 20 percent had 11-15 working experience, 17.5 percent of respondents had 10-20 years of experience, and 5 percent of respondents had above 20 years working experience. In that regard most of respondents had 6-10 years working experience, while the least group had above 20 years working experience. So, this clearly shows that the Makambako Town Council have employees with enough strength to carry out its recruitment functions since its employees have more than five years of working experience and majority are still gaining experience while still on office.
Table 4.3: Distribution of Respondents by Work Experience

<table>
<thead>
<tr>
<th>Characteristics</th>
<th>Population</th>
<th>Percentages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Below 5 years</td>
<td>9</td>
<td>22.5</td>
</tr>
<tr>
<td>6-10</td>
<td>16</td>
<td>35</td>
</tr>
<tr>
<td>11-15</td>
<td>8</td>
<td>20</td>
</tr>
<tr>
<td>16-20</td>
<td>7</td>
<td>17.5</td>
</tr>
<tr>
<td>Above 20 years</td>
<td>2</td>
<td>5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>42</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: (Research findings, 2018)

4.3 Findings of the Study

4.3.1 Delay of New Vacancy Permits and the Way it affects Recruitment Process

Under this first objective, the study intended to reveal the effect of delaying issuing recruitment permit and the way it have an effect on recruitment process. Therefore, it was imperative to understand whether there is delay of new vacancy permit at Makambako Town council, its effects in managing recruitment and selection process and the extent to which Makambako succeeds in the recruitment and selection performance and finally the way delay of new vacancy permit affect recruitment process.

4.3.2 Whether there is a delay of new vacancy permits in Makambako Town Council that affect recruitment process

The study noted that majority agreed about the delaying of new vacancy permit. The respondents were responding to the question which asked to give their views if there is a delay of new vacancy permits at Makambako Town Council that affect recruitment process. The responses indicated that the majority of respondents (55%) had the views that there is delay of new vacancy permit, while some of the respondents (45%) said that they have not experience any delay in relation to new vacancy permits at Makambako Town Council. Table 4.4 below presents the summary of responses on this area.
Table 4.4: Whether there is a delay of new vacancy permits in Makambako Town Council that affect recruitment process

<table>
<thead>
<tr>
<th>Characteristics</th>
<th>Population</th>
<th>Percentages %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>23</td>
<td>55</td>
</tr>
<tr>
<td>No</td>
<td>19</td>
<td>45</td>
</tr>
<tr>
<td>Total</td>
<td>42</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: (Research findings, 2018)

The study found that Makambako Town Council faces with the problem of delaying of new vacancy permit. The process takes a long process while at the same time fails to get full permit to fill all vacancies. Therefore, respondents were interested to express their views in relation to the recruitment process. This was revealed during an interview by one official from Makambako Town Council that; *We do not get recruitment permit at a right time. For other time we completely not get the permit to recruit. When they allow us to recruit, we also do not get full permit to fill all vacancies.*

Due to this, recruitment process at Makambako Town Council was not performed at a right time, while failing to address the staff needs in the council.

4.3.3 Whether delay of new vacancy permit has any effect on managing recruitment and selection process

The respondents were responding to the question which asked to give their views if the delay of new vacancy permits at Makambako Town Council affects recruitment process. The responses indicated that the majority of respondents (55%) had the views that the delay of new vacancy permit has an effect on managing recruitment process, while some of the respondents (45%) said that they have not experience any effect in relation to the delay of new vacancy permits at Makambako Town Council. Table 4.5 below presents the summary of responses on this area.
Table 4.5: Whether delay of new vacancy permit has any effect on managing recruitment and selection process

<table>
<thead>
<tr>
<th>Characteristics</th>
<th>Population</th>
<th>Percentages %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>23</td>
<td>55</td>
</tr>
<tr>
<td>No</td>
<td>19</td>
<td>45</td>
</tr>
<tr>
<td>Total</td>
<td>42</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: (Research findings, 2018)

4.3.4 The way delay of new vacancy permit affect recruitment and selection process in Makambako Town Council

The respondents were responding to the question which asked to give their views the way delay of new vacancy permit affect recruitment and selection process in Makambako Town Council. The responses indicated that the majority of respondents (37%) had the views that they incurred shortage of staff, while least of the respondents (3%) said that challenges in labor market. Table 4.6 below presents the summary of responses on this area.

Table 4.6: Ways delay of new vacancy permit affect recruitment and selection process in Makambako Town Council

<table>
<thead>
<tr>
<th>Characteristics</th>
<th>Population</th>
<th>Percentages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Failure of addressing staff needs at right time</td>
<td>12</td>
<td>27.5</td>
</tr>
<tr>
<td>Increase recruitment cost</td>
<td>5</td>
<td>12.5</td>
</tr>
<tr>
<td>Shortage of staff</td>
<td>16</td>
<td>37.5</td>
</tr>
<tr>
<td>Fail to achieve organization goals</td>
<td>5</td>
<td>12.5</td>
</tr>
<tr>
<td>Inability to cope with new challenges in labor market</td>
<td>3</td>
<td>7.5</td>
</tr>
<tr>
<td>Other</td>
<td>1</td>
<td>2.5</td>
</tr>
<tr>
<td>Total</td>
<td>42</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: (Research findings, 2018)

Delay of new vacancy permit has affected Makambako Town Council in recruitment process in the area of getting staffs at a right time, which in one way or another affected the departments in service delivery. One of the respondents who were involved in the interview had the following to say:
Failure of getting staffs at a right time while the departments remain with few staffs that endanger the issue of performance in the department. And the provision of services to citizens will not be effective and efficiency if we cannot recruit at a right time.

Due to shortage of staff as a result of delaying of recruitment permit, the study found works were not accomplished at a right time; this affected the performance of organization in the achievement of its mission and vision. One of the officials was noted saying: *Delay of recruitment permits at Makambako Town Council has caused us to remain with shortage of staff which makes impossible to accomplishing our goals at a right time.*

4.3.5 The to which extent Makambako Town Council succeeds in the performance of recruitment and selection of best candidates to work in the organization

It was necessary to know how much Makambako Town Council succeeded in recruitment performance. Therefore, respondents were asked “If Makambako Town Council receives recruitment permit at a right time, how much has it succeeded in performance of recruitment and selection of the best candidates to work in the organization? Here the question was open ended. Respondents had different views; however majority of respondents viewed the situation to be unsatisfactory. This was revealed during an interview by one official from Makambako Town Council that; “*The performance in recruitment process honestly is unsatisfactory, because we do not get permit to recruit at a right time then inefficiency in recruitment process occur*”.

Some of other respondents explained that performance is good; however the majority viewed performance to be not good.

4.3.6 Capacity in Managing the Recruitment and Selection Function

Under this second specific objective, the researcher intended to investigate how capacity of local government authorities affects the recruitment process. To fulfill
this specific objective, five related sub questions under this second specific objective were asked in the questionnaire.

4.3.7 Whether Makambako Town Council has the capacity in managing the recruitment and selection function

The respondents were responding to the question which asked to give their views if Makambako Town Council has the capacity in managing the recruitment and selection function that affect recruitment process. The responses indicated that the majority of respondents (57.5%) had the views that there is lack of capacity in managing recruitment process and selection, while some of the respondents (42.5%) said that they have experience existence of capacity in managing recruitment and selection at Makambako Town Council. Table 4.7 below presents the summary of responses on this area.

**Table 4.7: Whether Makambako Town Council has the capacity in managing the recruitment and selection function**

<table>
<thead>
<tr>
<th>Characteristics</th>
<th>Population</th>
<th>Percentages %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>18</td>
<td>42.5</td>
</tr>
<tr>
<td>No</td>
<td>24</td>
<td>57.5</td>
</tr>
<tr>
<td>Total</td>
<td>42</td>
<td>100</td>
</tr>
</tbody>
</table>

**Source:** (Research findings, 2018)

4.3.8 The areas Makambako Town Council lacks capacity in managing recruitment and selection process

The respondents were responding to the question which asked to give their views the areas Makambako Town Council lacks capacity in managing recruitment and selection process. The responses indicated that the majority of respondents (87.5%) had the views on limited number of employees to carry out recruitment process, while some of the respondents’ pointed out lack of skills for recruitment and selection and lack of knowledge in managing recruitment and selection. Table 4.8 below presents the summary of responses on this area.
Table 4.8: Areas Makambako Town Council lacks capacity in managing recruitment and selection process

<table>
<thead>
<tr>
<th>Characteristics</th>
<th>Population</th>
<th>Percentages%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lack of skills for recruitment and selection</td>
<td>3</td>
<td>7.5</td>
</tr>
<tr>
<td>Limited number of employees dealing with new employee’s application</td>
<td>37</td>
<td>87.5</td>
</tr>
<tr>
<td>Lack of knowledge in managing recruitment and selection function</td>
<td>2</td>
<td>5</td>
</tr>
<tr>
<td>Total</td>
<td>42</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: (Research findings, 2018)

4.3.9 Whether lacks of capacity for Makambako Town Council has any effect on managing recruitment and selection process

The respondents were responding to the question which asked to give their views if lacks of capacity for Makambako Town Council has any effect on managing recruitment and selection process. The responses indicated that the majority of respondents (57.5%) had the views that it affects the recruitment process, while some of the respondents (42.5%) said that they have not experience any effect in relation to recruitment process at Makambako Town Council. Table 4.9 below presents the summary of responses on this area.

Table 4.9: Whether lacks of capacity for Makambako Town Council has any effect on managing recruitment and selection process

<table>
<thead>
<tr>
<th>Characteristics</th>
<th>Population</th>
<th>Percentages %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>24</td>
<td>57.5</td>
</tr>
<tr>
<td>No</td>
<td>18</td>
<td>42.5</td>
</tr>
<tr>
<td>Total</td>
<td>42</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: (Research findings, 2018)
4.3.10 The way lacks of capacity affect recruitment and selection process at Makambako Town Council

The respondents were asked a question which aimed at understanding how lack of capacity affected recruitment and selection process. Some of the reasons pointed by respondents were as follows:

i. Lead to acquire unqualified candidate
ii. Affects the general process of recruitment as it takes so much time to finish the task which consequently leads to the negative perception of candidates
iii. Possibility of getting incompetent employees

This is also supported by an in depth interview where one respondent noted that: *Due to the existence of limited number of staffs, the recruitment process takes much time. Before Tanzania employment secretariat, the council had sufficient employees to provide services to the citizens.* This implies the existence of lack of capacity in the area of number of employees, which consequently affect the recruitment process.

4.3.11 Autonomy of Makambako Town Council to conduct recruitment and selection process in the absence of political intervention

Under this third specific objective, the study intended to examine in what ways political interference affect the recruitment process in Makambako Town Council. In its investigation, four sub questions were formed to search for findings. The study found:

4.3.12 Whether Makambako Town Council has autonomy to conduct recruitment and selection process in the absence of political interference

The respondents were responding to the question which asked to give their views if there is autonomy to conduct recruitment and selection process in the absence of political interference. The responses indicated that the majority of respondents (75%) had the views that it does have autonomy, while some of the respondents (25%) said
it does not have autonomy at Makambako Town Council. Table 4.10 below presents the summary of responses on this area.

Table 4.10: Whether Makambako Town Council has autonomy to conduct recruitment and selection process in the absence of political interference

<table>
<thead>
<tr>
<th>Characteristics</th>
<th>Population</th>
<th>Percentages %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>32</td>
<td>75</td>
</tr>
<tr>
<td>No</td>
<td>10</td>
<td>25</td>
</tr>
<tr>
<td>Total</td>
<td>42</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: (Research findings, 2018)

This data mean that political interference is insignificant but should always be kept on check.

In local council, despite the local council does have recruitment board to monitor the interference of politicians but at the same time for the vacant positions that have been monitored under supervision of Councils/Districts the interference of political issue exists. The respondents were interested to express their interest in relation to the recruitment process in regard to autonomy. This was revealed during an interview by one official from Makambako Town Council that; “...politicians are sometime the members of recruitment panel, they use their authorities, power and positions to enforce their relatives, friends, or people they have interest with to be selected”.

Some of other respondents believed that autonomy in Makambako Town Council exists because the board responsible for the whole process of recruitment by takes consideration of the qualification of the respondents, rules and regulations of public service and other guidelines that direct the whole process of recruitment provided by President Office, Public Service Management and Good Governance.

4.3.13 Whether political interference have an effect in recruitment and selection process

The respondents were responding to the question which asked to give their views if political interference has any effect on managing recruitment and selection process. The responses indicated that the majority of respondents (75%) had the views that it
affects the recruitment process, while some of the respondents (25%) said that they have not experience any effect in relation to recruitment process at Makambako Town Council. Table 4.11 below presents the summary of responses on this area.

**Table 4.11 Whether political interference have an effect in recruitment and selection process**

<table>
<thead>
<tr>
<th>Characteristics</th>
<th>Population</th>
<th>Percentages %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>32</td>
<td>75</td>
</tr>
<tr>
<td>No</td>
<td>10</td>
<td>25</td>
</tr>
<tr>
<td>Total</td>
<td>42</td>
<td>100</td>
</tr>
</tbody>
</table>

*Source:* (Research findings, 2018)

This data mean political interference has detriment effect and that it should be monitored and minimized.

**4.3.14 The ways political interference affects the recruitment and selection process in Makambako Town Council**

The interference of politicians in recruitment process found to affect recruitment process at Makambako Town Council. There is great possibility for local council to be surrounded with incompetent employees in the council. This was revealed during an interview by one official from Makambako Town Council that; “I advise there should be no interference of politicians in the whole process of recruitment because there is great danger of getting zero brains in organizations.

The study found political interference violated recruitment procedures in getting best candidates. This because some of politicians are the members of interview panel; they have power to enforce their decision to select their preferences without follow proper recruitment procedures as results organization gets non-qualified employees who can put organization at risk of not achieving its mission and vision.
4.3.15 The way corruption and nepotism affect the recruitment process in Makambako Town Council

Under this last specific objective, the researcher intended to explore on the way corruption and nepotism affect the recruitment process in Makambako Town Council. It was crucial to understand whether there is corruption and nepotism at Makambako Town Council, its effects in managing recruitment and selection process and the extent Makambako succeed in the recruitment and selection performance and finally the way nepotism and corruption affect recruitment process.

4.3.16 Whether Makambako Town Council conduct recruitment process in the absence of corruption and nepotism

The respondents were responding to the question which asked to give their views if there is absence of corruption and nepotism in recruitment process at Makambako Town Council. The responses indicated that the majority of respondents (97.5%) had the views that there is non-corruption and nepotism in recruitment process, while some of the respondents (2.5%) said that they have experience corruption and nepotism at Makambako Town Council. Table 4.12 below presents the summary of responses on this area.

Table 4.12 Whether Makambako Town Council conduct recruitment process in the absence of corruption and nepotism

<table>
<thead>
<tr>
<th>Characteristics</th>
<th>Population</th>
<th>Percentages %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>41</td>
<td>97.5</td>
</tr>
<tr>
<td>No</td>
<td>1</td>
<td>2.5</td>
</tr>
<tr>
<td>Total</td>
<td>42</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: (Research findings, 2018)

Therefore, respondents were interested to express their perception in relation to the recruitment process. Some of respondents believed with the existence of rules, regulations and Ant corrupt organs, there could be no possibility for the existence of nepotism and corruption in the council. This was revealed during an interview by one official from Makambako Town Council that; *It is because Makambako Town*
Council performs its works by strict following rules and regulations and engages other Ant-Corrupt organs in the recruitment process.

In contrast, to some of the respondents the findings show the still there is some sort of corruption and nepotism in local council. Some are favored in term of gender; this was revealed during an interview with one of the respondent thus women were likely being favored in term of gender by the bosses due to personal interest. Corruption was found to exist despite the fact that corruption rate has decreased but does not mean has been alleviated. This was revealed during an interview with another respondent thus ...there is still corruption in local council especially during the recruitment process.
CHAPTER FIVE

DISCUSSION OF THE FINDINGS

5.1 Introduction

This chapter provides the discussion of the key findings presented in chapter four. The findings are discussed in order to provide an understanding of the challenges facing the implementation of recruitment and selection in local government authorities in Tanzania: a case of Makambako Town Council. The discussion of the findings is based on the following four key specific objectives include: to examine how delay of new vacancy permit affects the recruitment process in Makambako Town Council, to investigate how capacity of local council affects the recruitment process; to examine in what ways political interference affect the recruitment process in Makambako Town Council and; to explore on how corruption and nepotism affect the recruitment process in Makambako Town Council.

5.2 Delay of new vacancy permit affects the recruitment process at Makambako Town Council

Under this first specific objective, the questionnaires and interviews were used to search for the findings, with reference to table 4.4, the study discovered that there is existence of delaying of new vacancy permit to local government authorities including Makambako Town Council. But not only delaying of new vacancy permit, the study further found unavailability of new vacancy permit to recruit, thus sometime they do not even get permit to recruit while they run shortage of staff. The other time they are given permit to recruit, not all positions are filled by candidates.

The major reason for delaying new vacancy permit to local government authorities is due to complex procedures of issuing recruitment permit for local government authorities to be able to carry out recruitment process. In one way or another generate some types of inefficiency to local government. These findings are in line with the study of Beugre and Offodile, (2001) that the councils' reliance on central
organizations and the subsequent many-sided quality of strategies in issuing recruitment permit to LGAs creates a few several forms of inefficiency.

Due to the existence of this issue, risk of incur greater cost in recruitment process is higher if the government cannot not address the issue properly. In other words, we can reduce the cost of recruitment and increase efficiency if we control the delay of new vacancy permit to local government authorities. This can be possible by using little time to issue the permit to local government authorities. This is in line with the study of Coggburn, (2001), Njovu, (2013) thus the efficiency can exist through reducing the cost of recruitment process by using simple procedures and little time.

This was evident by an interview with one of the Makambako officials, (Human resource manager): “.. In my department, delay of recruiting permit has caused the department to have the high need of staff to facilitate provision of services”.

This correspond with the study carried out by Mmari, (2005) in Chamwino Council, he found, the delay of recruitment permit from central government to local authorities was marked as one of the drawbacks hinder effective recruitment process to local government authorities (LGAs). The overall objective of the Policy is to improve the delivery of services to the public, and the main strategy for doing so is decentralization by devolution, which entails the transfer of powers, functional responsibilities and resources from central government to local government authorities (URT 1998).

5.3 Capacity of Local Government Authorities affects the recruitment process

Under this second objective, the questionnaires and interviews were applied to look for the findings. The capacity of local council was investigated in the perspective of local staff skills, knowledge and the number of staff in carrying out recruitment process. The study discovered that Makambako Town Council faces with shortage of staff compare with the large number of candidates who apply for job. This corresponds with the decentralization theory and hope (2001) study thus if we have limited number of staffs then it is a challengeable issue in implementing recruitment process.
The shortage of staff to process applications has reduced efficiency in conducting recruitment process at Makambako Town Council due to large number of applicants. This was revealed in an interview with one of officials, Head of Administration and Human Resource:

..There is large number of applicants compare with our team responsible for processing applications; this has affected the general process of recruitment as it takes so much time to process the applications which consequently leads to the negative perception of candidates.

In line with Emans (2010) study, the absence of technical capacities limits influenced enlistment process, Emans (2010) discoveries are not the same as the discoveries of this present investigation, in spite of the fact that the issue of absence of technical capacities isn't more concerning issue at Makambako Town Council yet it likewise should be tended to be addressed by training them. This was also revealed during an interview with Makambako staff who said; “..We still need to train our staff to ensure they are full competent in recruitment process assistance; this could avoid the issue of carrying out ineffective recruitment process in the council”.

5.4 Political interference affects the recruitment process in Makambako Town Council

Under this third specific objective, the findings were collected through interviews and questionnaires as methods of data collection. At large, Makambako Town Council was found to have autonomy in conducting recruitment process. With reference to table 4.9 the questionnaire responses show that 75% of majority views agreed that Makambako Town Council have autonomy of conducting the recruitment process without being interfered by politicians. The rest said there is existence of political interference in recruitment process.

The autonomy to Makambako Town Council exists because they have the board responsible for the whole process of recruitment by taking consideration of the qualification of the respondents, rules and regulations of public service and other
guidelines that direct the whole process of recruitment provided by President Office, Public Service Management and Good Governance.

Although, during an interview, the head of legal department said for the vacant positions that have been monitored under supervision of Councils/districts the interference of political issue still exists. Although the council is free from conducting recruitment process, it does not mean the problem not exist in the local council. This corresponds to the study of Paradza et al (2010) who gave an account of political deduction among three territories in the Africa.

Due to political interference in local recruitment process, the recruitment procedures have been abandoned while politicians enforce their related people to be recruited without following proper procedures. Due to that some of respondents commented an existence of unqualified employees, therefore the attention is needed.

These findings are somewhat similar with the study of Dzansi and Dzansi (2010) who found that the work of unfit people in view of political gathering association required the consideration of government as it seemed to have been so wild in government divisions.

Generally, if the issue of political interference does not exist again, then the proper procedures will be followed effective while observing great chance of recruiting qualified candidates in the achievement of organization mission and vision. However, according to this study, political interference has detriment effect and that it should be monitored and minimized.

5.5 The way corruption and nepotism affects the recruitment process in Makambako Town Council

Makambako Town Council performs its responsibilities by strict adhering to rules and regulations and engaging other non-Corrupt organs in the recruitment process, although the fact that the existence of corruption and nepotism cannot be escaped. The study discovered that local leaders have tendency of forcing their family members, friends to be selected without following recruitment procedures. The
finding is supported by scholar that put bluntly, councilors used to demand their own relatives and friends to be selected or sometime demand bribes (Antwi et al, 2007).

In local council recruitment process, the councilors have a tendency of influencing the recruitment boards to hire their relatives. This was revealed during an interview with one of the staff thus; Leaders are the first one who distorts recruitment process by hiring their family members or sometime receiving bribe. Polidano et al (1998) who found that the nepotism and corruption hindered effective recruitment as a result recruiting incompetent and un-qualified employees in the organization.

This implies that leaders should set an example to ensure fair recruitment process, it is in line with the equity theory that leaders should ensure that recruitment and selection processes are fair and ensuring that formal regulations are followed. Because Decentralized recruitment and determination in Philippines and Thailand found that formal directions for the enlistment of workers were not trailed by enrollment leading group of local government and an official choice was made by CEO and the main candidate was not employed.
CHAPTER SIX

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

6.1 Introduction

This chapter presents a summary for the study, a conclusion based on the findings presented and discussed in chapter four and five and recommendation. Section 6.2 presents summary of the study, section 6.3 conclusions, and 6.4 recommendations of the study.

6.2 Summary

6.2.1 Delay of new vacancy permit that affects the recruitment process in Makambako Town Council

At Makambako Town Council, the delay of new vacancy permit has been marked as one of the challenges within the Council. Majority of their opinions based on the issue ineffective recruitment process. Thus the delay has hindered for them to have effective recruitment process and addressing their staff needs.

6.2.2 Capacity of local government authorities that affects the recruitment process

The capacity of LGA was investigated in the perspective of local staff skills, knowledge and the number of staff in carrying out recruitment process. The study discovered the lacks the capacity was one of challenges that local government authorities face while conducting recruitment process where shortage of staff to process large number of employees’ applications remained to be the biggest challenge.

6.2.3 Political interference that affect the recruitment process in Makambako Town Council

Majority of respondents viewed that Makambako Town Council have autonomy of conducting the recruitment process without being interfered by politicians. Only few
respondents that political interference in recruitment process existed at Makambako Town Council. The study also discovered that politicians have a tendency of interfering and enforce recruitment decision. In accordance to respondents different views, due to political interference in local recruitment process, the recruitment procedures have been skipped while politicians enforce their related people to be recruited without follow proper procedures. Some of respondents commented an existence of un-qualified employees’ due to that, therefore the attention is needed to ensure they combat the problem..

6.2.4 Corruption and nepotism that affect the recruitment process in Makambako Town Council

Majority of respondents viewed non existence of corruption and nepotism at Makambako Town Council; the others viewed that the decentralized recruitment is filled with corruption and nepotism. The study discovered that local leaders have tendency of forcing their family members, friends to be selected without following recruitment procedures, this distorts recruitment procedures and recruit people who do not meet the needs of organization in the term of qualifications.

6.3 Conclusion

The main objective of the study was to investigate the challenges facing implementation of recruitment and selection in local government authorities. The study found political interference, nepotism, corruption, lack of capacity on local government authorities’ recruitment still exists. The discoveries show currently the major areas those LGAs suffering the most shortage of staff compare with large number of applicants in processing candidate applications and delay of new vacancy permit. Therefore, the demand of staff at local levels is higher while there is need to transfer full authority to LGAs in conducting recruitment. Hence government should address above challenges by strengthening chance of ant corrupt organs participate in local recruitment process, recruit more staff at local levels.
6.4 Recommendations

6.4.1 Firstly, local officials should be loyal and accountable as the government norms into which every public official to adhere to avoid or reduce the issue of nepotism and corruption, worker dedication can be characterized staff being focused on the achievement of the association and trusting that working for general society association is their best choice.

6.4.2 Secondly, LGAs’ staff must be trained on issues relating to recruitment and selection. The role of local government employment boards is very crucial and important. So it will be very important if they will be given more education on their roles, because they are the one who should approve whether the employees recruited fit the demand of the LGA. The government should increase the number of experts and staff responsible for dealing with local recruitment and selection.

6.4.3 Thirdly, the government also should adopt simple procedures for issuing recruitment permit to local government at the right time without delay. Not only that if possible, recruitment policy should be reviewed and coming up with a guideline prohibits the politicians from interfering recruitment process at the local level.

6.5 Suggestions for Further Research

Firstly, study findings are limited to the challenges facing the implementation of recruitment and selection in local government authorities in Tanzania. It would thus be very interesting to extend this study further in examining performance of decentralized recruitment so as to increase efficiency and effectiveness in delivery of services. There are limited literatures about this study. This study serves as a contribution to the literature regarding the challenges facing the implementation of recruitment and selection in local government authorities in Tanzania. Along these lines, the researcher calls upon different researchers from colleges, universities, explore organizations and those with extraordinary interests to lead more complete investigations on the topic.
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Minja, F (2001), Retaining employees through the best recruitment approaches in the organization. A case study of TANESCO- Morogoro region. HR- Consult Dsm. Tanzania


APPENDICES

APPENDIX I

A SAMPLE QUESTIONNAIRE

Introduction

I am a student at Mzumbe University pursuing Master Degree in Human Resource Management. I am conducting a study on the “Challenges facing the Implementation of Recruitment and Selection in Local Government Authorities in Tanzania. The study is conducted at Makambako Town Council.

Thus I will be very grateful if you would spare few minutes to fill in this questionnaire. The information that you will provide will be treated with confidentiality and your identity will remain synonymous.

SECTION A: General Information

Please put a tick mark on the correct answer bracket to the following statements.

1. Your gender:

   (a) Male (    )

   (b) Female (   )

2. Age group:

   a) Below 30 years(   )

   b) 30-39 years(    )

   c) 40-50 years(    )

   d) 51-60 years(    )

3. Years in the organization:
4. Position in the organization........................

SECTION B: CHALLENGES

Please put a tick mark on the correct answer bracket to the following questions then give explanation where needed.

5. Is there a delay of new vacancy permits in Makambako Town Council that affect recruitment process?
   i. Yes (     )
   ii. No (     )

6. If yes, does it have any effect on managing recruitment and selection process?
   i. Yes (     )
   ii. No (     )

7. If yes, how does it affect recruitment and selection process in Makambako Town Council?
   ……………………………………………………………………………………………
   ……………………………………………………………………………………………
   ……………………………………………………………………………………………
   ………

8. If Makambako Town Council receives recruitment permit at a right time, how much has it succeeded in performance of recruitment and selection of the best candidates to work in the organization?
   ……………………………………………………………………………………………
   ……………………………………………………………………………………………
9. Does the Makambako Town Council have the capacity in managing the recruitment and selection function?
   i. Yes (  )
   ii. No (  )

10. If no, which areas do Makambako Town Council lack capacity in managing recruitment and selection process?
   i. Lack of skills for recruitment and selection (  )
   ii. Limited number of employees dealing with new employee’s application (  )
   iii. Lack of knowledge in managing recruitment and selection function (  )

11. If Makambako Town Council lacks the capacity, does it have any effect on managing recruitment and selection process?
   i. Yes (  )
   ii. No (  )

12. If yes, how does it affect recruitment and selection process?
   ……………………………………………………………………………………………
   ……………………………………………………………………………………………
   ……………………………………………………………………………………………

13. If Makambako Town Council has the capacity in managing recruitment and selection process, how much has it succeeded in performance of recruitment and selection of the best candidates to work in the organization?
   ……………………………………………………………………………………………
   ……………………………………………………………………………………………
   ……………………………………………………………………………………………

14. Does the Makambako Town Council have autonomy to conduct recruitment and selection process in the absence of political intervention?
   i. Yes (  )
   ii. No (  )
15. If it does have autonomy, how much has it succeeded in performance of recruitment and selection of the best candidates to work in the organization?

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

16. If there is political interference in recruitment and selection process, does it have any effect on managing recruitment and selection process?
   i. Yes ( )
   ii. No ( )

17. If yes, how does it affect recruitment and selection process in Makambako Town Council?

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

18. In recruitment and selection process, does the Makambako Town Council conduct recruitment and selection process in a farness and honest environment without some sorts of corruption and nepotism?
   i. Yes ( )
   ii. No ( )

19. If yes, how much has it succeeded in performance of recruitment and selection of the best candidates to work in the organization?

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

20. If there are some sorts of corruption and nepotism does it have any effect on managing recruitment and selection process?
   i. Yes ( )
ii. No ( )

21. If yes, how does it affect recruitment and selection process in Makambako Town Council?

.................................................................
.................................................................
.................................................................
......
APPENDIX II

INTERVIEW GUIDES

INTERVIEW WITH KEY INFORMANTS

Introduction

I am a student at Mzumbe University pursuing Master Degree in Human Resource Management. I am conducting a study on the “Challenges facing the Implementation of Recruitment and Selection in Local Government Authorities in Tanzania. The study is conducted at Makambako Town Council.

Thus I will be very grateful if you would spare few minutes to answer these interview questions.

SECTION A: CHALLENGES

1. With your opinion, does Makambako Town Council receive recruitment permit at a right time? How does it influence recruitment process? Explain

2. With your opinion, does Makambako Town Council have autonomy to conduct recruitment and selection process in the absence of political intervention? How does it influence recruitment process? Explain

3. With your opinion, does recruitment process conducted in Makambako Town Council observe fairness and honest without corruption and nepotism? How does it affect recruitment process? Explain

4. With your opinion, is there adequate number of employees in Makambako Town Council with ability to perform recruitment and selection process of new applicants? How does it influence recruitment process? Explain