

**RECRUITMENT AND MANAGEMENT IN LOCAL
GOVERNMENT AUTHORITIES OF TANZANIA: A CASE OF
MASASI DISTRICT COUNCIL**

**RECRUITMENT AND MANAGEMENT IN LOCAL
GOVERNMENT AUTHORITIES OF TANZANIA: A CASE OF
MASASI DISTRICT COUNCIL**

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

2013

CERTIFICATION

We, the undersigned, certify that we have read and hereby recommend for acceptance by the Mzumbe University, a dissertation entitled; **Recruitment and Management in Local Government Authorities of Tanzania in Masasi District Council** in partial fulfillment for the degree of Master of Science in Human Resource Management (MSc-HRM) of Mzumbe University.

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I, **Mboyi Daniel Wishega**, declare that this dissertation is my own original work and that it has not been presented and will not presented to any other University for similar or any other degree award.

Signature _____

Date_____

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ACKNOWLEDGEMENT

This work was my responsibility and I was accountable for it, but its completion involved a number of people and institutions. My sincere gratitude and thanks goes to all who in one way or another has contributions to the finalization of this study.

I like to express my sincere gratitude to the followings; the first and foremost grateful is to Almighty God for His hospitality to me. My supervisor Mr. Maige Mwasimba for valuable and constructive criticism, advice, comments throught the entire period of supervision, which honored this thesis.

This work produced due to the contributions from Masasi Disrtict Council for the sponsorship and their permission grateful to me to collect data fromthe council. I humbly acknowledge all that Masasi District Council made to me.

Again would also like to extend my sincere gratitude all other academic and administrative staffs from Mzumbe University particularly at Dar es Salaam Campus for fruitful their contributions and assistance.

Also I would like to express my sincere thanks in a very special way to the pillars and the love of my life M/s Helen Festo Mashuda who is my wife, she was always there for me, she was tolerant and prayed for me during all the time of this study.

Lastly but not least, I would like to express my gratitude and sincere thanks to my parents Mr. & Mrs. Joseph Wambura Wishega and other members of the family for their moral support and love to me.

I know it will not be easy to acknowledge everyone who has contributions in this work, may you all bear in minds that I acknowledge your supports and please accept my gratitude.

DEDICATION

This dissertation is dedicated to my wife Helen Festo Mshuda because she is the constant source of aspirations and joy in my life.

ABBREVIATIONS

CSRP	-	Civil Service Reforms Program
HODs	-	Heads of Department
HR	-	Human Resource
HRM	-	Human Resources Management
HRP	-	Human Resources Planning
KSAs	-	Knowledge, Skills and Abilities
LGAs	-	Local Government Authorities
LGRP	-	Local Government Reforms Program
MDC	-	Masasi District Council
PE	-	Personnel Emoluments
POPSM	-	President's Office Public Service Management
PSMEP	-	Public Service Management and Employment Policy
PSRP	-	Public Service Reforms Program
PSRS	-	Public Service Recruitment Secretariat

ABSTRACT

Recruitment and Management in Local Government Authorities of Tanzania is experiencing a serious factors which affecting it and this is problem study.

This study was conducted at MDC located in Mtwara. The selection of this district Authority was based on consideration of the available resources dissertation, both materials and non materials. The population of (40) respondents participated who were purposively and randomly selected. The main objective of the study was to explore factors affecting Recruitment and Management in Tanzania's Local Government Authorities. Specific objectives were: to determine the level of understanding of the aim, procedure and expected outcome of Recruitment and Management to both supervisors and employees, to evaluate if the HR Department support to HODs match with Recruitment and Management Strategic Plan and to identify the economic, environmental, social, political and psychological factors that are affecting Recruitment and Management in the Tanzania's Local Government Authorities. The study used a case study method to gather data. Other data collection methods were questionnaires; interviews and documentary review. The SPSS were used for data analysis.

The key study findings indicated that bureaucracy has been the major hindering factor for effective recruitment process in the local government authorities. Other factors included lack of qualified personnel, lack of sufficient budget for supporting recruitment process and the government's intervention. It has been identified that most of the human resource officers lack sufficient skills regarding recruitment and selection of suitable candidates for a particular vacancy. Also, the government intervention has been too much which causes the delays in process thereby hindering effective recruitment. The financial budget for public service recruitment is also not adequate to cater at once for all recruitment needs of all local government authorities. Also, this study identified that apart from the economic factors, psychological and social factors also contributed in affecting recruitment and management process in Tanzania's LGAs. The major recommendations include the followings: There is a need for reviewing Public Service Management and Employment Policy in Tanzania and the Public Service Reform Program so as to cope with the dynamic changes of the recruitment and selection process. Also, the Public Service Recruitment Secretariat requires more improvements in their undertakings; also, there is a need for insisting and giving HP planning process great attentions before any other HR practices and the need for the central government to allot more financial resources for supporting recruitment in the local government authorities

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CHAPTER ONE

PROBLEM SETTING

1.1 Introduction

All Local Government Authorities in Tanzania need people to enable them to achieve their goals and objectives and the means to this is through recruitment. Therefore recruitment can be regarded as central to the state's capacity to deliver on its mandate, which is to deliver services to the people in their area of jurisdictions. If there are factors affecting recruitment in LGAs they are likely to impair the delivery of quality service, especially to the poor.

Human Resource Management (HRM) is a set of activities and practices which aim at improving employee performance in achieving the overall organizational objectives. Human resource is most vital asset for organizational development and the source that makes other source use and gets best return out of them (Elena,2000).

It is the intention of this study to assess the factors affecting recruitment in Tanzania's LGAs, a case of Masasi District Council. Realizing the importance of the Local Government Authorities (LGAs) as important organs of the government to provide services to the citizens, Tanzania like other African countries made deliberate decision to ensuring that there is a sound and stable LGAs. This is through Local Government Reforms Program (LGRP), Civil Service Reform Programme (CSR) and Public Service Reform Programme (PSRP), phase I and II.

Despite the great efforts made by the central government, still some of LGAs have been doing worse in the area of Human Resources Practices and Recruitment being one of those areas. For many years LGAs have been hiring employees with poor qualification as provided for in the Public Service Schemes of the respective cadres or employing staff in the designations which are non-existent in the Public Service Schemes.

Therefore with regards if the public service Act No. 8 of 2002 and its subsequent amendments made by the Act No. 18 of 2007 established the PSRS , the employer nowadays after the approval of their Personal Emoluments (PE), are required to seek the authorization of recruitment from the Permanent Secretary (Establishments), hence the Permanent Secretary (Establishment) will authorize the permits to the respective employer in LGAs with directives that the entire process of recruitments and placements will be conducted by the PSRS.

Another challenge that warrants attention is the need to improve the capacity of the HR sections. There has been a tendency for such sections to be generalists, yet the field of HR has become more sophisticated and complex, which requires levels of specialization (Tlhabanelo, 2003:40). It is important for capacity to be dealt with and to receive the attention it deserves. If the HR section can provide insightful support to line managers, rather than only ensuring the adherence to prescripts, HR would be taken more seriously (Tlhabanelo, 2003:40).

Since recruitment ensure efficiency in public service undertakings the challenges posed to this crucial function must be assessed thoroughly. For more than a decade now, LGAs have experiencing a number of challenges during executing HR Practices in which recruitment is a subset. Hence in this line of thinking, it's the interest of this research to assess the factors affecting recruitment in Tanzania's LGAs.

Indeed, continuing sensitization on how recruitment and management process should be well managed in the organization play a great role in the effectiveness of overall recruitment and selection process. Proper policy, process and procedures for recruitment and selection of human resources should focus on specifying requirement, providing realistic previews and guidance for various recruitment and selection assignments. This implies that, the whole recruitment process should reflect what recruitment policy, procedure and the processes require. In this aspect, recruitment and selection should follow a well defined philosophies and values of the organization on how recruitment and selection should be handled, and from these are

derived the principles upon which managers are expected to act when dealing with recruitment and selection matters (Armstrong, 2009).

Recruitment is the process of finding and engaging people to the organization needs. In this regards selection is part of recruitment process concerning with deciding which applicant or candidates should be appointed to jobs (Armstrong, 2009). Thus the overall aim of the recruitment should be to obtain at the minimum cost the number and quality of employee required to satisfy the human resources needs of the company, LGAs are not excluded from this due to the fact that the achievement of their objectives and goals are highly dependent on the number and type of staffs they recruit.

1.2 Background of the Problem

Soon after its independence in 1961, Tanganyika (then Tanzania) introduced social reforms which had the purpose of controlling the economy of the country. The aim of these social reforms was to change the public service from that designed to serve colonialism to serve the citizens of the independent Tanzania. The reforms also aimed at building human resource capacity to respond to the needs of the new nation and to improve performance in the Public Service and service delivery to the citizens.

In order to overcome the challenges that arouse from implementation of CSRP, the government undertook major policy reforms in the area of public service management and came up with the public service management and employment policy (PSMEP) in 1999 as rectified in 2008 which was to be implemented through the Public Service Reform Program (PSRP). The PSRP was launched in the year 2000 and it had to run until 2017. The objectives of this program was to transform public services into a service that has a capacity, good performance and continuous improvement of service delivery (www.utumishi.go.tz).

Recruitment can be costly and difficult when skills are in short supply and labor markets are tight. In such circumstance employer need to “sell” its job to potential employees so as to ensure that it can generate an adequate pool of applicants. According to Barber (1998), it’s important that employer does not consider the recruitment process to be finished at this point. It continues during the short listing and interviewing stages and is only complete when an offer is made and accepted. (Derek et al, 2005)

Of all the traditional images of the Human Resource at work, none is so archetypal as that of recruitment. Even before the development of human resources management as a vital arm of business management. In 1960’s, recruitment was seen as the domain of the personnel section and where they could bring their expertise to bear. Early in 2000s much attention to a great extent was to a diverse situation in terms of total Human Resources Management picture. Traditional methods and techniques of recruiting staffs have been severely challenged by a massive upheaval in employment pattern in the late 20th century (Cheatle, 2001).

Since the establishment of Public Service Recruitment Secretariat (PSRS) in 2009 challenges has been increasing instead of diminishing as it was expected by the government. The Public Service Act 8 of 2002 as amended by The Public Service Act 18 of 2007, the PSRS has been mandated by law to conduct the recruitment in the public service.

Nowadays ineffectiveness of recruitment and selection process led to the failure or poor performance of many business organizations. Recruiting wrong people for the organisation can lead to increased labour turnover, increased costs for the organisation, and lowering of morale in the existing workforce. Such people are likely to be discontented, unlikely to give of their best, and end up leaving voluntarily or involuntarily when their unsuitability becomes evident. They will not offer the flexibility and commitment that many organisations seek. Managers and supervisors will have to spend extra time on further recruitment exercises, when what

is needed in the first place is a systematic process to assess the role to be filled, and the type of skills and abilities needed to fill it (Mullins, 2005).

Taking in consideration, recruitment as the entrance of employees to the work organization; effective process must be practiced as the way to ensure an organization has the right employees timely who can deliver the desired outcome/performance at the right time. The effectiveness of the practice also enables the organization to have the right personnel who can service the company for a reasonable time as a way to be in competitive advantage over its competitors. The PSRS has not yet put into consideration this fact adequately as a result the process has been experiencing a lot of challenging factors.

1.3 Statement of Research Problem

In any organization whether public or private, effective recruitment and selection play a vital role in determining the individual level of performance of the organization at large.

Recruitment in Public sector particularly in LGAs has been facing a number of challenges, for example MDC fail to recruit its approved number of staffs in its budgets. In 2009/2010 up to 2012/2013 the target of staff required was not met by MDC. The total required number of staffs is 2851 while the actual strength is 2434, this lead to poor service delivery to the people. The ability of the LGAs to effectively deliver on its mandate depends to a large extent on its ability to attract and select individuals of the desired quality and to retain them. Central to staff retention is effective career management and development. The Public Service is experiencing challenges in this regard not only in the lower levels but at the highest administrative levels as well.

Recruitment and selection procedures and standards applicable to the Public Service Organizations, including the LGAs are determined by the Permanent Secretary (Establishments) and through the Public Service Act, 2002 as amended by The Public Service (Amendment) Act, 2007, the Public Service Regulations, 2003,

Standing Orders for the Public Service edition of 2009 and other directives that are issued from time to time. Despite of all these, the LGAs has been facing significant challenges in the recruitment processes.

In recent years, studies show that many LGAs fail to attain its goal simply because of engaging the right people to organization. Basically this is the outcome of effective recruitment and selection process prevailing knowing that people with the right skills and qualities is essential for any organisation if it is to maintain and improve its efficiency.

The introduction of PSRS in the public service demands a major shift in the theory, practice and process of Recruitment of public servants in LGAs. It is the introduction of new centralized recruitment system which was the expectation of the government to eliminate or reduce the problem of recruitment in Public Service including LGAs yet the problems of recruitment and management in LGAs is still driven down the efforts service delivery.

Moreover the PSRS has not eliminated challenges on this aspect of recruitment, it has been noticed several time that the process of filling the vacancy in LGAs regardless of obtaining recruitment permits from President's Office Public Service Management (POPSM) to great extent has been not accomplished timely by this PSRS and sometimes placing candidate with no qualification as compared to Public Service Schemes.

Tanzania's LGAs like any other organizations elsewhere succeeds in attainment of their goals because of having the right and committed personnel which are the result of effective recruitment and selection practice exercised. Thus, the kind of employees organizations have is the main determinant for its business performance. Many authors concentrate to identify factors, sources, problems together with techniques relating to recruitment and management. For example Sapanjo, (2010) assessed recruitment and selection process in private sector and even Marcus, 2010) assessed the effect of selection process to the performance of public institutions in Tanzania.

Given that situation, the researcher was attracted to conduct a study on recruitment and management in Tanzania's Local Government Authorities (LGAs) a case of Masasi District Council (MDC) which is located in peripheral part of Tanzania.

1.4 Objectives of the Study

1.4.1 General Objective

To explore factors affecting Recruitment and Management in Tanzania's Local Government Authorities.

1.4.2 Specific Objectives

- (i). To determine the level of understanding of the aim, procedure and expected outcome of Recruitment and Management to both supervisors and employees.
- (ii). To evaluate the role of HR Department in linking strategic plans and to Recruitment and Management.
- (iii). To identify economic, environmental, social, political and psychological factors that affect Recruitment and Management in the Tanzania's Local Government Authorities.

1.5 Research Questions

1.5.1 General Question

What are the factors affecting Recruitment and Management in Tanzania's Local Government Authorities?

1.5.2 Specific Questions

- (i). What is the level of understanding about the aim, procedure and expected outcome of Recruitment and Management?
- (ii). Does the HR Department match strategic plans with Recruitment and Management Strategic?

- (iii). Are there any economic, environmental, social, political and psychological factors affecting recruitment and Management in Tanzania's Local Government Authorities?

1.6 Significance of the Study

The study benefit the Tanzania's Local Government Authorities (LGAs) and private enterprises in Tanzania to improve the entire process of Recruitment in their organizations, so as to ensure strategic plans and HR practices are matching together. This will provide to them the proper ways of Recruitment in the Institutions and how to eliminate the factors that will be explored to cause ineffective implementation Recruitment in Tanzania's Local Government Authorities (LGAs)

The study contribute to the existing body of knowledge of recruitment process. The proper way of Recruitment and the factors that cause ineffective Recruitment in the public services and the way of eliminating those factors.

The study benefits Academic and researchers, as it will contribute to knowledge in the area of Recruitment process in LGAs. Hence, it will add to research work related to Recruitment in Tanzania's Local Government Authorities (LGAs).

The study benefits will a researcher to get a lot of knowledge in the area of recruitment and the way required to improve the process. The study will also Increase my knowledge in the area of conducting research by learning how to prepare a proposal, Questionnaires, how to conduct interviews and the discussion of the results obtained.

1.7 Scope of the Study

Kamuzora (2008), the scope of the study aims at indicating the boundaries or limits of the study in terms of contents, sample, geographical spread and the period to be covered by the study.

The study was conducted in Masasi District which is located in Mtwara region. The study focused on the factors affecting recruitment in Tanzania Local Government Authorities.

1.8 Limitation to the Study

Kothari (2004), limitations of the study are the barriers that make the researcher not to conduct his/her research successfully. These are like money, time and other limited resources.

The major limitation during this study was bureaucratic nature in organization set-up. This affected completion of data collection timely.

Also some staff hesitated to respond fully to questions and interviews. However, in this case uses of multiple data collection strategy observed as a remedy, for instance the use of convenience strategy, where whoever got a chance among the targeted respondents was interviewed or asked the questions.

In order to come up with good and detailed findings to the problem, the researcher needs to have sufficient funds for carrying – out this research. However, insufficient fund were allocated to explore fully the research problem.

1.9 Delimitation of the Study

To overcome the limitation of the study, the research used the following techniques to overcome them;

Respondents ensured that the information their provided will be confidential and will not mention by their names.

The funds problem solved by researcher through reducing the number days to stay to MDC and seeking assistance from other sources. Also the researcher to be very economical so as to make the study manageable without affecting the quality

The bureaucratic nature of the organization forced a researcher to rob and seeking appointment with some respondents after working hours.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The literature review is a summary of subject field that support the identification of specific research questions (Rowley & Slack: 2004). It is the main body of the study that enabled the researcher to gain the detailed understanding of the topic and to develop the questionnaires that aided data collection and analysis. This chapter provides a theoretical review of the literature on Recruitment, Empirical literature review and the Conceptual framework. Finally the conclusion of the chapter is identifying the gap concerning this topic which needs to be filled in and therefore justify the need for this study.

2.2 Theoretical Literature Review

2.2.1 Definition of key Terms

Recruitment

Recruitment is the process of finding and engaging the people the organization needs. Selection is that part of the recruitment process concerned with deciding which applicants or candidates should be appointed to jobs (Armstrong, 2009). Thus the overall aim of the recruitment should be to obtain at the minimum cost the number and quality of employee required to satisfy the human resources need of the company.

Recruiting is the process of generating a pool of qualified applicants for organizational jobs. If the number of available candidates only equals the number of people to be hired, there is no real selection—the choice has already been made. The organization must either leave some openings unfilled or take all the candidates. Many employers currently are facing shortages of workers with the appropriate knowledge, skills, and abilities (KSAs) in tight labor markets (Mathis & Jackson, 1999).

Recruitment can be described as those activities in HR management which are undertaken in order to attract sufficient job candidates who have the necessary potential, competencies, and traits to fill job needs and to assist the Public Service Institution in achieving its objectives (Erasmus et al, 2005:206).

According to Cloete (1997:113) recruitment is about making sure that qualified people are available to meet the employment needs of government. Ineffective recruitment precludes any chance for effective candidate selection because when recruitment falls short, selection must proceed with a pool of poorly qualified candidates. Cloete (1997:113) further states that the task of recruitment is to generate a sufficient pool of applicants to ensure that there are enough people available with the necessary skills and requirements to fill positions as they arise

Gupta (2006) argues that recruitment is the process of locating, identifying and attracting capable applicants for jobs available in the organization. Accordingly the author point out recruitment its process comprises the following six steps as explained here under;

- (i). The process generally begins when HR department received acquisition for recruitment from any department of the Company. The HR acquisition contains details about the positions to be filled, number of persons to be recruited, the duties to be performed, qualifications required from the candidates, terms and conditions of employment and the time by which the person should be available for appointment.
- (ii). Locating and developing the sources of required number and type of employees.
- (iii). Identifying the prospective employees with required characteristics.
- (iv). Communicating the information about the organization, the job positions and the terms and conditions of service.
- (v). Encouraging the identified candidates to apply for job in the organization.
- (vi). Evaluating the effectiveness of recruitment process.

Recruitment can be costly and difficult when skills are in short supply and labour market are tight. In such circumstance employer need to “sell” its job to potential employees so as to ensure that it can generate an adequate pool of applicants. According to Barber (1998), it’s important that employer do not consider the recruitment process to be finished at this point. It continues during the short listing and interviewing stages and is only complete when an offer is made and accepted. (Derek et al, 2005).

Of all the traditional images of the Human Resource at work, none is so archetypal as that of recruitment. Even before the development of human resources management as a vital arm of business management. In 1960’s, recruitment was seen as the domain of the personnel section and where they could bring their expertise to bear. Early in 2000s we deal with a much diverse situation in terms of total Human Resources Management picture. Traditional methods and techniques of recruiting staffs have been severely challenged by a massive upheaval in employment pattern in the late 20th century (Cheatle, 2001).

Taking in consideration, recruitment is the entrance of employees to the work organization; effective process must be practiced as the way to ensure organization has the right employees who can deliver the desired outcome/performance. The effectiveness of the practice also enables the organization to have the right personnel who can service the company for a reasonable time as a way to be in competitive advantage over its competitors.

Nowadays ineffectiveness of recruitment process lead to the failure or poor performance of many organizations. Simply recruiting people who are wrong lead to increase labor turnover, increase cost for the organization and lowering the morale in the existing workforce. Such people are likely to be discontented, unlikely to give their best and end up leaving voluntarily commitment that many organizations seek (Mullins, 2005). However, the importance of ensuring the right people to join the workforce has shown increasingly apparent as the emphasis on people on the prime source of competitive advantage has grown. This simply because demographic trend

and change in the labor market, have led to more diverse workforce, desire of multi skilled flexible workforce and emphasis between corporate strategy and people management (Julie & Tim, 2007).

Furthermore recruitment has always been a critical process for organization with recent interest on how organization can achieve high performance. Many organizations express the models of employees' characteristics and the behavior required of potential employees through competency frameworks. Such frameworks allowed organization to adopt a range of sophisticated recruitment in order to identify and admit the right people (Bratton & Gold, 2007).

Crucially, however a key role of HR is to align performance within roles with the strategy, so recruiting the right people for a role depends on how it is defined in terms of relating to performance as way to achieve the strategy (Holbeche, 1999).

According to Pinnington & Edward (2006), during the last decade of the 20th century recruitment and selection system has been used to stimulate organizational change. Greater interest in the process of selection has generally been accompanied by an increase emphasis on the attitudes and behavior of employees. Organizations seeking to identify the best group of employees for achieving strategic change frequently specify the skills or competences they want. Large organizations have introduced more assessment programme use biodata (individuals' life history), psychometric testing (scientific measurement of personality and competences) and assessment centre (centre that administer structured tests and activities to assess employees' career potential and development needs, occupational psychologist often included amongst assessors). Being the case, competences of employees have become important criteria for selection and recruitment as they used to identify who can cope with the present and future challenges of work.

Always managers want their organization, work units or workgroup to achieve high level of performance. As stated by Mullins, (1988), a crucial determinant of the success of recruitment is how well the new members of the staff adopt the

requirement of the organization and make effective contribution to the development of the organization. Despite the difficulties in evaluation, this should be an ultimate measure of the effectiveness of recruitment and selection process.

Generally, the researcher acknowledges the definitions of various authors which have some common aspects but for the purpose of this study, Recruitment is defined as engaging an employee (public servant) to the public service so as to act one-half of the government which is in power. The process as stated earlier in this study is fully binded by laws, rules, regulations, and other directives issued by the government.

The number and categories of people required may be set out in formal human resource or workforce plans from which are derived detailed recruitment plans more typically, requirements are expressed in the form of ad hoc demands for people because of the creation of new posts, expansion into new activities or areas, or the need for a replacement. These short-term demands may put HR under pressure to deliver candidates quickly (Amstrong.2009).

However recruitment is described as the set of activities and processes used to legally obtain a sufficient number of qualified people at the right place and time so that the people and the organization can select each other in their own best short and long term interests. In other words, the recruitment process provides the organization with a pool of potentially qualified candidates from which judicious selection can be made to fill vacancies. Successful recruitment and selection begins with proper employment planning and forecasting. Recruitment and Management process are important practices for human resource management, and are crucial in affecting organizational success. Thus recruitment and selection policy help to provides guidelines on how key aspects of recruitment and selection of human resources should be handled. The aim is to ensure that recruitment and selection issues are dealt consistently in accordance with the values of the organization in line with certain defined principles. Nevertheless, exist implicitly as a philosophy of recruitment and an attitude to employees that is expressed in the way in which

recruitment and selection issues are handled of which have implication to their performance as well.

Recruitment Strengths and Weaknesses

According to Armstrong (2009) here under are the strength and weaknesses of Recruitment include;

Attracting candidates is primarily a matter of identifying, evaluating and using the most appropriate sources of applicants. However, in cases where difficulties in attracting or retaining candidates are being met or anticipated, it may be necessary to carry out a preliminary study of the factors that are likely to attract or repel candidates – the strengths and weakness of the organization as an employer. The study could make use of an attitude survey to obtain the views of existing employees.

The analysis of strengths and weaknesses should cover such matters as the national or local reputation of the organization, pay, employee benefits and working conditions, the intrinsic interest of the job, security of employment, opportunities for education and training, career prospects, and the location of the office or plant.

Candidates are, in a sense, selling themselves, but they are also buying what the organization has to offer. If, in the latter sense, the labour market is a buyer's market, then the company that is selling itself to candidates must study their wants and needs in relation to what it can provide. The study can be used to develop an employee value proposition and an employee brand incorporating the features set out above. They can help in the preparation of a better image of the organization for use on corporate websites and in advertisements, brochures or interviews.

Management

Ngirwa (2005) maintains that management is the control and organizing of a business or other organization. Sometimes can be referred as people who control and organize a business or other organization.

According to Mullins (2011) management is a generic term and subject to many interpretations. This is day to day to activities which involved interactions of people within the atmosphere of the organizations. LGAs are not excluded.

Buberwa (2009) development in an organization as key element in improving organization competences, especially on employee career bases as it helps to reconcile the gap between how should be done and what has happening between desired targets, standards and current level of working performance.

Management enable s organization to achieve their objectives by establishing an environment which talent creativity and energy of employees will be creating condition in which commitment, teamwork can flourish (Armstrong 1992).

Stephen (1987) performance Management processes and other mechanisms of assessment which may generate data about people used in selecting them for jobs.

Career development as creation of an environment where employees may acquire specific job related behavior, skills, and new attitudes. Training and career development is therefore a vital in any organization since employees are imparted with necessary skills. Knowledge and attitude directed towards achieving organization objectives.

From the above concept it is observed that, training and career development is a very crucial process of staff development in terms of skills, attitude and knowledge that enables them to cope with challenges in job performance. In implementation of training and career development, staff promotion, efficiency and better performance of the job are seen.

The Process of Management

Management is a process in the sense that it involves a serious of events towards organizational goals in which LGAs are not excluded. As Mullins observe that the nature management is variables. It relates to all activities of the organizations and not exception of the other key stakeholders; like other departments, board directors. This

means organization cannot have a department of management though it can have other departments which are supposed to work as systems and not independently.

Management of People

According to Gupta, (2010) management of people refers to the procurement (recruitment), development maintenance and integration of human being working in the organization. This concept proves the fact that for recruitment to be meaningful it must be integrated with organizational strategies or strategic plans in which the number and type of staffs to be procured can be drawn.

Management and HR Practices

As far as management is concerned, a manager will be successful in its objectives only if he or she will be able to procure, direct and guides staffs to the organization's goals. Gupta, (2011) states that manager get things done through other people, this is to a bind the widely quoted definition; Management is art of getting things done through others (people). These people (human resources) use material resources like money, machinery and so on. Hence the role of a manager is to organize those people in line with all activities in an organization, and conclusively one can say management is the effective procurement and full utilize people in an organization so as to reach organization' goals.

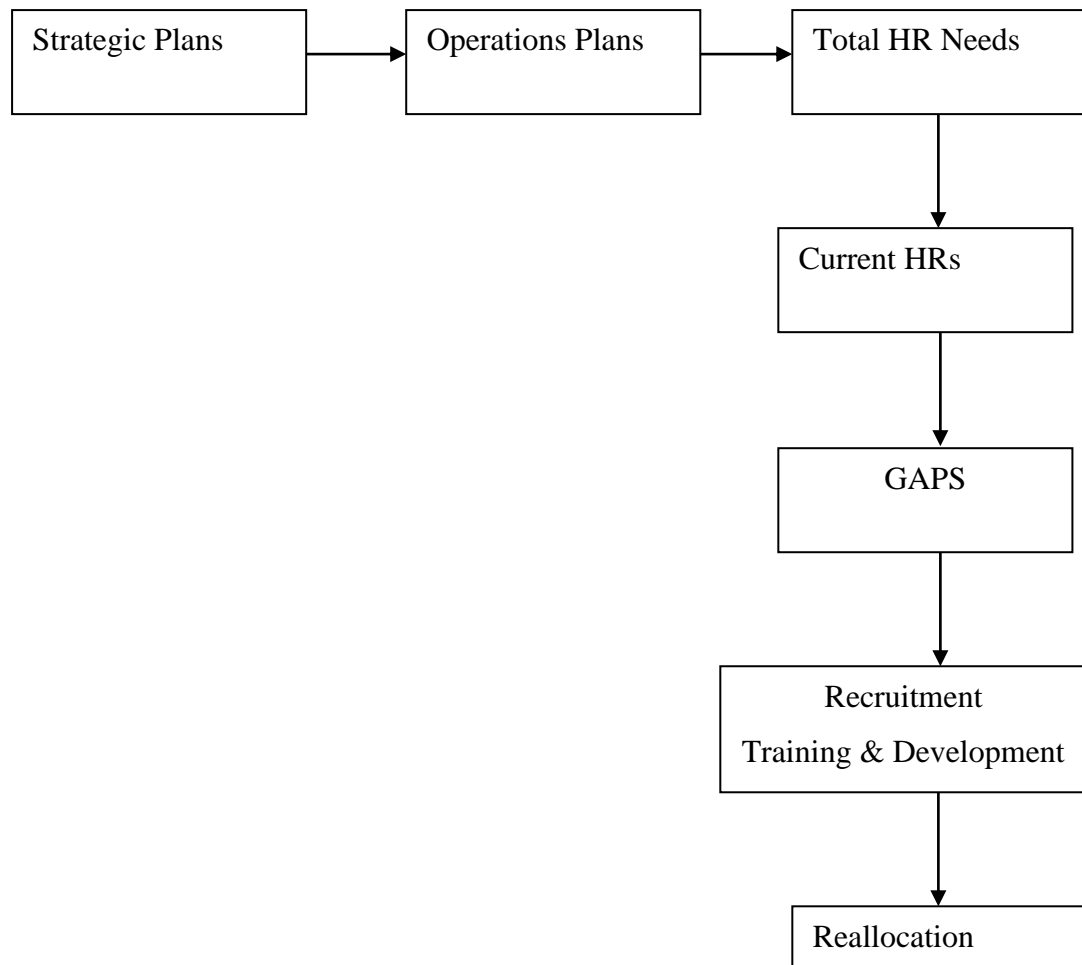
Concept of HR Planning

Human resources planning, commonly abbreviated as HRP and sometimes referred to as workforce planning, or personnel planning, may be defined as the process of anticipating and making provision for the movement of people into, within, and out of the work organization. Its primary purpose is to enable the work organization to maximise the utilisation of its human resources by ensuring that the right number of people, of the right abilities, are available to perform in correspondingly right job positions at the right time. Human resources planning help work organizations to implement their short- and long-term business plans. Due to the pivotal role of human resources to the performance of organizations, human resources planning is a very important part of the strategic plan of any work organization (Ngirwa, 2005).

Motsoeneng, (2011) recommended in his study that HR planning should lay a solid foundation for recruitment and selection processes to take place. It is therefore imperative for the organizations including LGAs to make use of expertise available to undertake this process. It would assist the LGAs to ensure that all critical aspects (skills, knowledge and competencies) are taken into consideration before a post is advertised, to ensure fairness and transparency in the recruitment process. It is important for the government without excluding LGAs to establish a team of experts that will monitor the recruitment and selection process.

Determination of manpower needs is the first and very crucial step of all other HR practices including recruitment. This process will determine the right number of people required to LGAs and above all will help the recruitment process to be meaningful and valuable. The process involved a series of events or steps; current manpower inventory, determining manpower needs, identifying manpower gaps and manpower programs.

Figure 2.1: Relationships between Strategic Plans and HRP



Source: Ngirwa, 2006

HRP is part of Recruitment and Management

Ngirwa (2005) established that HRP is basically concerned with the assessment of future human resources requirements and the determination of the actions required to meet those needs. To be effective, a human resources plan must be derived from the long-term and operational plans of the entire work organization. This is true because of the pivotal importance of people as a resource, in the implementation of any plan. Thus in essence, the success of HRP largely depends on how closely the human resources department can integrate HRP with the organization's overall business planning process. Although this is how things should work, in many African work organizations HRP is often inadequately tied to corporate planning.

HRP contributes to strategic management by providing the means for operationalizing the organization's strategic plan i.e. the means for accomplishing the outcomes identified by the planning process. As a matter of fact, the strategic and operating plans indicate form a realistic basis for human resources requirements. The human resources requirements so determined are then compared with the available or current human resources, which in a growing business, results into gaps, that should be filled by programmes such as recruitment, training and development, as well as reallocation.

Strategic Human Resources Management

According to Armstrong (2009) strategic HRM is an approach that defines how the organization's goals will be achieved through people by means of HR strategies and integrated HR policies and practices. It provides the foundation for strategic reviews in which analyses of the organizational context and existing HR practices lead to choices on strategic plans for the development of overall or specific HR strategies

The principal aim of strategic HRM is to provide capability to the LGAs so as to ensure the LGAs has the skilled, engaged, committed and well-motivated employees it needs to deliver its services to the people.

For a Strategic human resources management to be efficiently and meaningful it must integrated with HRP. According to Ngirwa (2006), how closely the human resources department can integrate HRP with the organization's overall business planning process including Recruitment and management

Local Government Authorities

These have the meaning prescribed to the Local Government (District Authorities) Act, 1982 or the Local Government (Urban Authorities) Act, 1982.

Member of Council

These are typically elected as members of political parties to represent people from their wards in LGAs. These are the decision makers of council on behalf of the

people in their council. Hence, these are the ones approve different projects and programs of LGAs. In other words this is a groups of nominated or elected employees who must be consulted when management makes decisions of council.

Head of Departments

These are the people who lead the entirely responsibilities and accountabilities of the departments in LGAs.

Supervisors

These are those people with responsibilities of supervising the employees under their departments, for the example HODs.

Employees

In this study these are the public servants who holding acting in a public service office (Public Service Act, 2002)

Knowledge

This is necessary to do the job and tends to be job related. It includes professional knowledge, institutional knowledge (e.g. knowledge to be an accountant, academic, engineer, IT specialist etc.). This is what people need to know to do their job

Skills

Skills are needed to perform your functional role and include technical skills, management skills i.e. to manage resources and people (e.g. project management, time management, planning processes, budget management and appraisal).

Competencies

These are the attitudes and behavior patterns that underpin how people do their jobs. Competencies influence how well people apply their knowledge, technical and management skills.

2.2.2 Theories and Concepts

Of all discussed, in no doubt recruitment termed as critical aspect of any today's business or non profitable organization. In this aspect recruitment simply guarantee the success or failure of any organization through the human resources engaged in the business. This truth is not only to business or private organizations it is to any organizations including LGAs.

From all influential factors indicated above, organizations supposed to come up with value added mechanism which will foster right and good recruitment decisions. Various realistic assessment tools both behavioral and technical should be in cooperated in recruitment exercise to make sure the incumbent got the right behavioral skill together with required technical knowhow. It should be understood that it's the role of HR Managers get through any influential factor successful with the right strategy and mechanisms as to impact the organization positively.

2.2.2.1 HR Department's Role to other HODs on Recruitment and Management in LGAs

One of the most valuable resources of an organization is the human resources. They are the initiators and controllers of all major activities. Therefore, management of human resources is equally important like that of marketing management, production management, financial management an operational management. The purpose of human resource management is to establish and maintain sound relations at all levels of the organization and to secure the effective use of personnel by ensuring such conditions of employment as well as to attain for these personnel, social satisfaction which they tend naturally to seek within their working environment (Dudeja, 2000).

The above fact is extremely extended even at the LGAs in Tanzania, simply because the successful completion of government funded project and good social services depends largely on the available competent and motivated staffs. But this seems to be centrally as there is funds embezzlement and poor social services to the people which indicates there are either insufficient or unqualified staffs to the LGAs.

Major functions of a HR department are selection and recruitment of human resources; planning of its human resources; organizing training and development programmes for its employees; appraising performance of the employees; analyzing work related behavior; wage and salary administration; compensation management; maintaining industrial relations, creating safety work environment; collective bargaining; and performing legal duties. It is responsibility of the HR department to develop competent workforce who can convert challenges into the opportunities. HR departments act as the facilitators for meeting the challenges faced by the employees.

In an age of cost effectiveness, HR department plays crucial role in optimum utilization of human resources with improved productivity. The department undertakes different activities to create a network of committed, satisfied and motivated workforce (Kumar & Mishra, 2011).

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HR departments act as the facilitators for meeting the challenges faced by the employees. In an age of cost effectiveness, HR department plays crucial role in optimum utilization of human resources with improved productivity. The department undertakes different activities to create a network of committed, satisfied and motivated workforce.

It also has significant role in creating an employee friendly and conducive atmosphere. The department makes policies and ensures their honest implementation. Policies are made to execute day to day activities of the organizations. The functions of HR department are not confined to a particular department. Rather, across the organization it has significant roles to play. It is evident that many activities are undertaken by the HR department. These activities need continuous evaluation. Further, it is aimed at comparing both public sector and private sector in terms of their delivery of HR functions (Kumar & Mishra, 2011).

Stavrou, (2004:63) argues that to achieve its full potential the Public Service must improve its ability to recruit and select staff more effectively. This means that both HR sections in departments and managers themselves must enhance their skills in performing this crucial function. A need exists to improve the HR capacity of managers so that they are able to maximize the human potential in their charge and thus get more positive results from their staff. Recruitment of the best qualified and competent candidates should at all times be the goal. To this LGAs of Tanzania are excluded.

Another challenge that warrants attention is the need to improve the capacity of the HR departments in LGAs. There has been a tendency of HR officers in LGAs to be involved to other clerical jobs such as elections and other administrative affairs.

2.2.2.2 Economical, Environmental, Social, Political and Psychological factors affecting Recruitment and Management in LGAs.

There are many factors which affecting recruitment and management in LGAs. The economical, psychological and social factors.

(i). Economical factors.

Sometimes LGAs are affected economically in the sense that central government intervene them financially by reducing the number of staff demanded by the LGAs.

(ii). Psychological factors.

Psychologically some people may be affected with notion being employed at LGAs and especially at peripheral areas. Also some people are psychologically affected by member of council and hence it affects recruitment and management.

(iii). Social factors.

Some people are not satisfied being employed at peripherals LGAs basing on the fact that there is no good social services to those arrears. Hence these affect recruitment and management to those LGAs.

Contingency Theory

This theory or approach focus on the idea that, organization's objectives and type of required depends on environmental or situation in which organization existing.

This theory is extremely the extension of systems theory which shows the relationships between organization and other internal and external environments. The systems establishes that there is no single way of managing the same thing but it depending with some other factors; like location, position and strategies which vary form organization to organization.

According to Armstrong (2009) contingency theory tells us that definitions of HR aims, policies and strategies, lists of activities and analyses of the role of the HR department are valid only if they are related to the situation of the organization,

LGAs are not excluded. Legge, (1978) was the first commentator to insist that a contingent approach should be adapted to personnel management,

Paauwe (2004) explained that contingency theory states that the relationship between the relevant independent variables (eg HRM policies and practices including recruitment and management) and the dependent variable (performance) will vary according to the influences such as company size, age and technology, capital intensity, degree of unionization, industry/sector ownership and location.

Contingency theory is associated with the concept of fit – the need to achieve congruence between an organization’s HR strategies, policies and practices and its business strategies within the context of its external and internal environment (Armstrong, 2009).

Fauh (2006) argued that the objectives appear to vary according to the different contextual pressures organizations are experiencing. Hence LGAs differs in their HR objectives, type and the number of employees they need so far that matter-for this centralized system of recruitment and placement, LGAs located in peripherals areas will be affected simply because they will not real get the type of staffs they need. For example it is very easy to get Ward Executive Officers with bachelor degree at Dar es Salaam but it will be very difficult to have them at peripheral LGAs.

There is no universal theory or technique which can be equally effective under all situations or problems of management. Effective management requires identifying the important variables of the particular situation and choosing the techniques appropriate to the situation. The contingency school suggests organizational design and managerial practices most appropriate for specific situations. Managerial policies and practices, to be effective, should respond to environment (Gupta, 2011).

For the contingency theorists, the best personnel policy relates to the unique characteristics and circumstances of the organization. The argument is that organizations need to achieve a fit between personnel policy choice and broader

strategic considerations, such as market conditions and business strategy. In contrast, from a Universalist perspective, alignment relates to the level of integration between HR practices that are understood to lead, for example, to employee engagement or high performance (Helbeche, 2009).

By the way, for this endeavor recruitment will amount a lot to LGAs if this theory will be put in to account by the government. LGAs are supposed to conduct Recruitment of their own so as for them to select the type of staffs who will fit their environment in which organization exists, otherwise recruitment in LGAs of marginalized areas will be futile if they entire process will be futile.

Bureaucracy Theory of Max Weber

This theory as developed by a German famous sociologist who viewed that for organization to operate it must be characterized by bureaucracy. According to Weber there is three types of authority; Charismatic, traditional and rational authority (Gupta, 2011).

Rational authority derived from the position, rules and procedures existing in the organization. Organization or government is structured in hierarchical order and it involves a number of serious of procedures to recruitment process. However, Weber recognized the dangers of bureaucratization. Although organizational bureaucratization increase efficiency and productive capability, it's a mechanical way to escape such a mechanical future was for a charismatic leader to transform the organization into something new.

According to Weber in Morrison (2006:378–386) who was an influential German sociologist, viewed bureaucracy as a special form of administration that is fully developed in what he terms “the modern state” in “the most advanced institutions of capitalism”.

Morrison (2006:380) argues that by observing the roles of officials within the legal-rational authority structures, one could identify the distinctive characteristics of bureaucracy, which is: a clear hierarchy of officials, clearly defined responsibilities and spheres of authority and officials appointed on the basis of merit (their competency and qualifications) to carry out their functions.

Personality–job fit theory

The personality–job fit theory postulates that a person's personality traits will reveal insight as to adaptability within an organization. The degree of confluence between a person and the organization is expressed as their Person-Organization (P-O) fit. This is also referred to as a person–environment fit. A common measure of the P-O fit is workplace efficacy; the rate at which workers are able to complete tasks. These tasks are mitigated by workplace environs- for example, a worker who works more efficiently as an individual than in a team will have a higher P-O fit for a workplace that stresses individual tasks (such as accountancy).By matching the right personality with the right company workers can achieve a better synergy and avoid pitfalls such as high turnover and low job satisfaction. Employees are more likely to stay committed to organizations if the fit is 'good' (Flynn and Spataro, 2008).

In practice, P-O fit would be used to gauge integration with organizational competencies. The Individual is assessed on these competencies, which reveals efficacy, motivation, influence, and co-worker respect. Competencies can be assessed using various tools like psychological tests, competency based interview, situational analysis.

If the Individual displays a high P-O fit, we can say that the Individual would most likely be able to adjust to the company environment and work culture, and would be able to perform at an optimum level.

Moreover this theory insists that for the recruitment to be meaningful retain new recruited staffs, the person who is to be recruited in Local Government Authorities (LGAs) must fit the job and requirements. Moreover the LGAs are recruiting now

then but they do not put into consideration this theory and this lead them to recruit now and then.

Scientific Management Theory

According to Taylor who is the father of Scientific Management in his famous book of “The Principles of Scientific Management” published in 1911, which become the foundation of the scientific management movement. He strongly criticized the method of traditional management like, first management decision were made on the basis of intuition, feelings, opinions and traditional past experienced rather than scientific investigation. Secondly jobs were performed by the rule of thumb than standard times, methods and motions. Third the prevalent practices were assumed to be correct and no efforts were made to introduce new and navel techniques of management and operations. Fourth training was generally under an apprentice system and no formal techniques for skills and profession development. And lastly management was considered as a group of overall supervision rather than group performing unique duties.

Taylor was interested in replacing traditional management by scientific management by developing the most scientific and rational principles for handling people, machines, materials and money as a way to secure maximum benefit for the employers as well as employees. He offers four principles as the basis for scientific management. First every job should be broken in to elements and a scientific method to perform each element should be established. Second workers should be scientifically selected with right attitudes for the job, ability and then properly trained to perform the work. Third management should cooperate with the workers to ensure that all work is done in accordance with the scientific principles. Fourth the work and responsibility are to be divided between management and workers. The management should design work, setup and supervise the work and the workers are free to perform the work.

Scientific management becomes the accepted management philosophy about the relationship between people and work. It was complete mental revolution for both management and employees towards their respective duties and towards each other.

Thus, Basing on the second and third principles of Tylor, workers should be scientifically selected with right attitudes for the job, ability and then properly trained to perform the work. These justify how recruitment and selection policy as a guide can help to achieve business organizational goals. In relation to recruitment and selection practice, Tylor's principle should be put in consideration simply because during recruitment and selection of human resources exercise behavioral aspect should be well looked apart from relying only on technical aspects to make sure organization got right people with capability and willingness mind in executing the job. This means in making recruitment and selection policy more value added to the organization performance behavioral aspect of a candidate should be considered as it got direct implication to the job. During recruitment and selection exercise, we should assure we got people with the right attitude and right behavioral characteristics who will fit right to the both job and organization setting for the business performance and that's how the principle looks more applicable in assuring recruitment and selection policy positively impact business organization performance

Institutional theory

Institutional theory focuses on the deeper and more resilient aspects of social structure. It considers the processes by which structures, including schemes; rules, norms, and routines, become established as authoritative guidelines for social behavior (Scott, 2005). Different components of institutional theory explain how these elements are created, diffused, adopted, and adapted over space and time; and how they fall into decline and disuse.

Powell and DiMaggio, (1991) define an emerging perspective in organization theory and sociology, which they term the 'new institutionalism', as rejecting the rational-actor models of classical economics. Instead, it seeks cognitive and cultural explanations of social and organizational phenomena by considering the properties of

supra-individual units of analysis that cannot be reduced to aggregations or direct consequences of individuals' attributes or motives.

Glover and Rushbrooke in Masete, (2006:58) argue that institutions have certain features in common, with each possessing an identity such as a name, an objective, a written constitution, a list of employees and methods of replacing and recruiting new employees to ensure continuity. These institutions have certain characteristics in common such as institutional objectives, the use of employees to achieve the task, a form of structure to coordinate the people expected to achieve the objective, and a changing environment to operate within.

Natural systems model

According to the naturalist systems theorists, it is impossible for any organization to completely eliminate sources of disturbances such as social qualities, externally validated roles, qualities and interest. According to theorists goal-attainment considerations are secondary to survival. They argue that many participants are recruited precisely because they possess extra institutional characteristics viewed as valuable to that end. What is viewed as a strategic question by these theorists facing all institutions was how to recruit in the service of the institutional goals (whether attainment or survival), while avoiding or minimizing the danger of becoming captives to participants' external interest or personal agenda (Morrison, 2006).

In contrast to the open system model, both the rational and natural systems models insist that organizations as a condition of their existence have to distinguish themselves from their environments. The argument is that without any distinguishable boundaries there could not be any institution as the term is understood (Morrison, 2006).

In view of the above different theoretical points on institutions as rational systems, the question of structural arrangements within institutions is conceived as a tool deliberately designed for the efficient realization of ends. All these schools of

thought focus on the legally prescribed structure that is specificity of goals and formalization of rules and roles.

Robbins and Decenzo (2001:184) argues that to a great extent the quality of the institutions is dependent upon the quality of people it employs, which implies recruiting competent and qualified employees that can perform tasks successfully. What this means is that recruitment and selection decisions, policies, practices and procedures are critical in ensuring that institutions recruit and select competent and qualified candidates.

Having said all of the above, I therefore submit this study to the Institutional theory and personality job fit theory, because it will meet the objectives of the study.

Recruitment Process in Tanzania Public Service Organizations

The recruitment procedures in the Tanzania Public organizations are laid down in the following documents;

- (i). Public Service Act,2002 with its ammendment of 2007
- (ii). Public Service Regulations,2003
- (iii). Standing Orders for the Public Service,2009
- (iv). Different Circulars from Permanet Secretary (Establishment).

For the any organization to be successfully in recruitment process including the Tanzania's Local Government Authorities (LGAs), the process must be predetermined by the needs for staffs. The needs for the new staffs to join the Public Service can be raised from HR Planning, job analysis and succession planning.

The approved Personnel Emoluments (PE)-which is salary budget approved by Permanent Secretary (Establishments), is the way forward for any LGAs to recruit employees in their institutions simply because to employ new public servant has budget or cost implications on wage bill. Normally, the Permanent Secretary (Establishments) gives guidelines on PE preparations to all government employers on Tanzania mainland basing on the directives of Chief Secretary. This pose

challenges to Tanzania's Local Government Authorities (LGAs) as sometimes the needs to employ is determined by another Authority.

Director of Tanzania's Local Government Authorities (LGAs) required to seek for permission of Employment form Permanent Secretary (Establishments) and that permission should be copied to Secretary of Recruitment Secretariat, who is mandated to conduct the entire process of recruitment and placement.

In the Standing Orders for the Public Service,2009 it pinpoint that the avenues of employment in the public service is open to both men and women of experience on the same post. The processes of filling vacancies in the public service involve the Recruitment Secretariat. The Recruitment Secretariat shall have the function of facilitation which, among other things includes advertising and conducting interviews. Hence, all the costs of employment advertisement shall be met by the Recruitment Secretariat.

Reasons for organization recruitment

Various authors like Ngirwa (2006), have suggested recruitment as a continuous function in work organization. The following are the main reasons why organizations recruit employees as a continuous basis;

(i). Age

As they work in the organization employees' advance in age up to a limit when they must retire and give way to new ones. Correctly perceived employees are passerby in work organizations and thus their exit should be an event to be expected.

(ii). Employee's turnover

Employees leave the organization for various reasons and new ones must be recruited to take up the positions of those that leaving. Some may leave there current jobs because they have secured better paid jobs elsewhere, some may leave because their spouses working for other employer have been transformed to a location that is distant from their own some may leave because they wish to employ themselves.

(iii). Technological development

Development of IT introduces budget in the workplaces that perform duties that were previously performed by people. Such budget replaces human roles but also creates new human roles and thus causes organizations to recruit. For instance the coming of the computer creates roles for computer administration, computer programmers, computer repairs and others.

(iv). Health reasons

Some employees are forced to leave their work organizations due to health problems and their employers must recruit healthy employees to replace them. Included in this category are employees who must exit their work organizations due to the HIV-AIDS pandemic.

(v). Restructuring

Restructuring of on going work organizations often cause organizations to right-size their workforces and one of the necessary corrective interventions that must be taken is to recruit new employees.

2.2.3 Recruitment and Selection process

Gupta (2006) argues that recruitment is the process of locating, identifying and attracting capable applicants for jobs available in the organization. Accordingly the author points out the recruitment process comprises the following six steps as explained here under;

- (i). The process generally begins when HR department received acquisition for recruitment from any department of the Company. The HR acquisition contains details about the positions to be filled, number of persons to be recruited, the duties to be performed, qualifications required from the candidates, terms and conditions of employment and the time by which the person should be available for appointment.
- (ii). Locating and developing the sources of required number and type of employees.
- (iii). Identifying the prospective employees with required characteristics.

- (iv). Communicating the information about the organizational, the jobs and the terms and conditions of service.
- (v). Encouraging the identified candidates to apply for job in the organization.
- (vi). Evaluating the effectiveness of recruitment process.

Factors Affecting Recruitment in Local Government Authorities

According to Kaplan and Norton, (2004) a common problem in recruitment and selection is poor HR planning. Rigorous HR planning translates business strategies into specific HRM policies and practices. This is particularly so with recruitment and selection policies and practices. The fundamental role of HR planning is to obtain the right number of people with the right skills, experience and competencies in the right jobs at the right time at the right cost.. Past research shows that the competency level of HR managers has a major influence on recruitment and management and experienced HR experts within the HR department will not only shorten vacancy duration, but also improve the quality of the applicants.

Decenzo and Robbins (1998), point out the expected problems when conducting recruitment. These constraints limit managers' freedom of recruitment and selection and select a candidate of their choice. The following include suggested specific constraints:-

We note that prospective candidate may not be considered as potential constraints. If the image is perceived to be low, then the likelihood of attracting a large number of applicants is reduced.

Government in recruiting process should not be overlooked. An employer can no longer seeks out preferred individual based on on-job-related factors such as physical appearance, sex or religious background.

The last constraints but certainly not the least in the priority of constraints is one centers on cost. Recruiting effort by an organization is expensive. Sometimes continuation a search for a long period is not possible because of budget constraints.

Accordingly when an organization consider various recruiting source, it does so because with some sense of effectiveness in mind. That is recruiting expenditure are made when the best return on the investment can be realized. Unfortunately because of limited resources, these expenditure needs to be prioritized. Those lower in priority do not get the same resources and this can ultimately constrain a recruiter's effort to attract the best person for the job.

According to Gupta (2006) and other authors, potential employees to respond to the both public and private organization's recruitment depend on a number of factors. These factors can be internal and external;

Internal factors

An organization recruitment policy is one of the factors. This means whether it recruits from within or from outside, its emphasis in recruiting disabled, whether the recruits family members, recruitments of retirees has a significance impact on recruitment. This means that the way recruitment policy developed got a great influence on whole recruitment process at large. The policy outlines the philosophy, principles, approach and procedures that organization adopt when recruiting new staff member. Core components of the policy like organization's position on non discriminatory practices, criteria used for selection (i.e. ability, employment equity targets etc) and processes and methodology that will be taken to recruit staff are determinants which highly influence recruitment in any business or non business organizations.

Another is organization image. Organizations spend considerable efforts to build their images, normally through social responsibility initiatives. Also the image influences the organizations ability to attract new employees and retain them. In this aspect the job choice process can characterized as a series of decision made by applicants as to which job and organizations to pursue for possible employment. Thus job choice process can begin with an individual's evaluations of the information obtained from recruitment sources including printed advertisement,

media message and friends. Logically, an individual use the information obtained to decide whether or not to pursue possible employment with an organization.

Organizations' needs also act as influential factor. An organization staffing needs have a significant influence on its recruitment program. If their needs are unrealistically high they may make it recruitment program difficult to implement. It is important that proper HR planning and job analysis is conducted in order to ensure that accurate and realistic recruitment decision are made.

Organizational goal and strategy got a great influence on organizational recruitment. The goal and strategy of the organization is one of the determinants for the kind of personnel required. For example if the goal is to maximize sales HR competency should focus on real expert and competent personnel in sales area of expertise.

HR planning should lay a solid foundation for recruitment and selection processes to take place. It is therefore imperative for the PSI to make expertise available to undertake this process. It would assist the PSI to ensure that all critical aspects (skills, knowledge and competencies) are taken into consideration before a post is advertised, to ensure fairness and transparency in the recruitment process (Motsoeneng, 2011).

Organizational culture also plays a great role in HR recruitment function. In today's world of business failure of the recruits to cope with organizational culture is one of the reasons which foster labor turnover. To get rid of this culture has been well taken in consideration. Recruiters do not only focus on technical knowledge of the candidates but also behavior aspect of the candidates to justify candidate compatibility organization culture, team, group and even compatibility with managers in behavioral aspect. It should be understood that this is not matter of good or bad but each ones behavioral is potential a given work circumstances and scenarios.

Nature of the task is also an influence factor in HR recruitment. Sometime the nature of the job itself can determine what kind of the incumbent should be or even influence applicant's interests on that job. Thus the way the job is structured in terms of its content, reporting structure and the like have got its contribution on the whole recruitment process.

External factors

The first one is government limitation. Employees should take to consideration government legislation (law, regulation and requirements) when recruiting employees. Equal right or equal opportunity legislation prohibit all forms of discrimination i.e. gender, religion, age, experience and so on. In Tanzania's Public Service Institutions, among other factors recruitment is highly affected by government interventions from different public authorities.

Another is labor market. After government restriction labor market conditions are probably the second most important factor that must be taken in to consideration during the recruitment process. The employer needs a working knowledge of the state of Labor market.

Also trade union limitations influence much recruitment programme. Some trade unions go to the extent of stipulating in their contracts. That recruitment of their members should be limited to the recruitment centre.

Furthermore is cultural balancing. Sometimes organizations particularly organization like government recruits employees in order to maintain a cultural balance.

Moreover technological development. Technological advancement such as the automation of products process can influence the type of knowledge and skills required by the organization. Development in information and communication technology has affected the labour markets for some types of jobs and thus impact directly recruitment process.

Location of the organization is also another influential factor. Location of the organization influences the HR recruitment of the organizations. Some of the organization locates in remote areas other not of which even the response of applicants to different job advertised differ a lot. In fact is different to have real potential candidates if the company operates in remote areas where even potential social services are an issue.

Competitiveness of the industry also influences organization's recruitment. Stiff competition among the firms determines the required kind of personnel in terms of skills, knowledge, experience and ability in such respective organization. In today's world business competitiveness of the organization justified by talent workforce they have. Each organization can easily have others resources like machines and all other tools of trade but do they have real competent and talent human resources? In this aspect organization tend to adjust its selection criteria mainly to have the right staff that will enable the organization to compete successfully.

Of all discussed, in no doubt recruitment termed as critical aspect of any today's business or non profitable organization. In this aspect recruitment simply guarantee the success or failure of any organization through the human resources engaged in the business. This truth is not only to business or private organizations it is to any organizations including LGAs.

2.3 Empirical Studies

2.3.1 Tanzania

In Tanzania according to Kassinga, (2010) in his study titled Challenges and Prospects of Decentralization process in Tanzania's Local Government Authorities. The paper examined among other things also the issues of HR Practices to be decentralized. He recommended that LGAs should be given full autonomy to conduct their activities in which HR practices is not excluded.

The findings reveal that, LGAs are not given full autonomy to perform their functions including HR Practices in which recruitment are included. Hence the study recommended that LGAs should be given fully autonomy to perform its functions, recruitment is included.

According to Inoshi (2011) in her study 'Human Resources in Public Service Institutions; Impact Assessment on Public Service Delivery in Kinondoni Municipality Health Department, recommended that HRs is the process resources in work organizations, it is recommended that PSI should make sure that it employs qualified HRs and allocates them in a appropriate places and conducive working environments should be created like housing allowances, electricity and should be given opportunities to career development.

The findings of the study reveal that there are no good working conditions for public health workers which can lead to retention and job satisfaction.

2.3.2 South Africa

In South Africa, according to Ramokhojane Paul Motsoeneng (2011) in his study titled recruitment policies and practices in the department of public service and administration. The paper examined the department of Public Service and Administration' recruitment and selection.

The findings of the study reveal that sufficient attention has not been given to the inclusion of critical skills before advertising for a post. It shows a lack of proper HR planning because failure to include critical skills will jeopardize the entire recruitment process. HR planning should lay a solid foundation for recruitment and selection processes to take place.

The study conducted by Mathis & Jackson (1999) on recruitment shows that Recruiting is the process of generating a pool of qualified applicants for organizational jobs. If the number of available candidates only equals the number of people to be hired, there is no real selection; the choice has already been made. The

organization must either leave some openings unfilled or take all the candidates. Many employers currently are facing shortages of workers with the appropriate knowledge, skills, and abilities (KSAs) in tight labor markets (Mathis & Jackson, *ibid*).

Next to that, recruitment can be described as those activities in HR management which are undertaken in order to attract sufficient job candidates who have the necessary potential, competencies, and traits to fill job needs and to assist the Public Service Institution in achieving its objectives (Erasmus et al, 2005).

Studies conducted by Shandu (2006:53) regarding recruitment and selection malpractices have also revealed the lack of detailed departmental policies and procedures to inform the objective, fair, equitable and responsible application of recruitment practices. National departments also fail to thoroughly consider what skills, competencies and traits are required of candidates for vacant posts before advertising these. As a result there is a failure to structure recruitment and selection in accordance with this criterion.

A study conducted by the Public Service Commission of South Africa pointed out the causes of some of the problems that have manifested themselves in the form of appointees that fail to perform against the requirements of the job (Republic of South Africa 2007:73). Contrary to the view that nepotism is the root of the problem, as incompetent persons are appointed over more deserving ones, it was found that most departments lack policies and procedures on recruitment and selection. A lack of such policies result in flawed recruitment and selection processes of staff, and difficulties in recruiting women and people with disabilities (Republic of South Africa 2007:73-74).

Stavrou, (2004:63) argues that to achieve its full potential the Public Service must improve its ability to recruit and select staff more effectively. This means that both HR sections in departments and managers themselves must enhance their skills in performing this crucial function. A need exists to improve the HR capacity of

managers so that they are able to maximise the human potential in their charge and thus get more positive results from their staff. Recruitment of the best qualified and competent candidates should at all times be the goal.

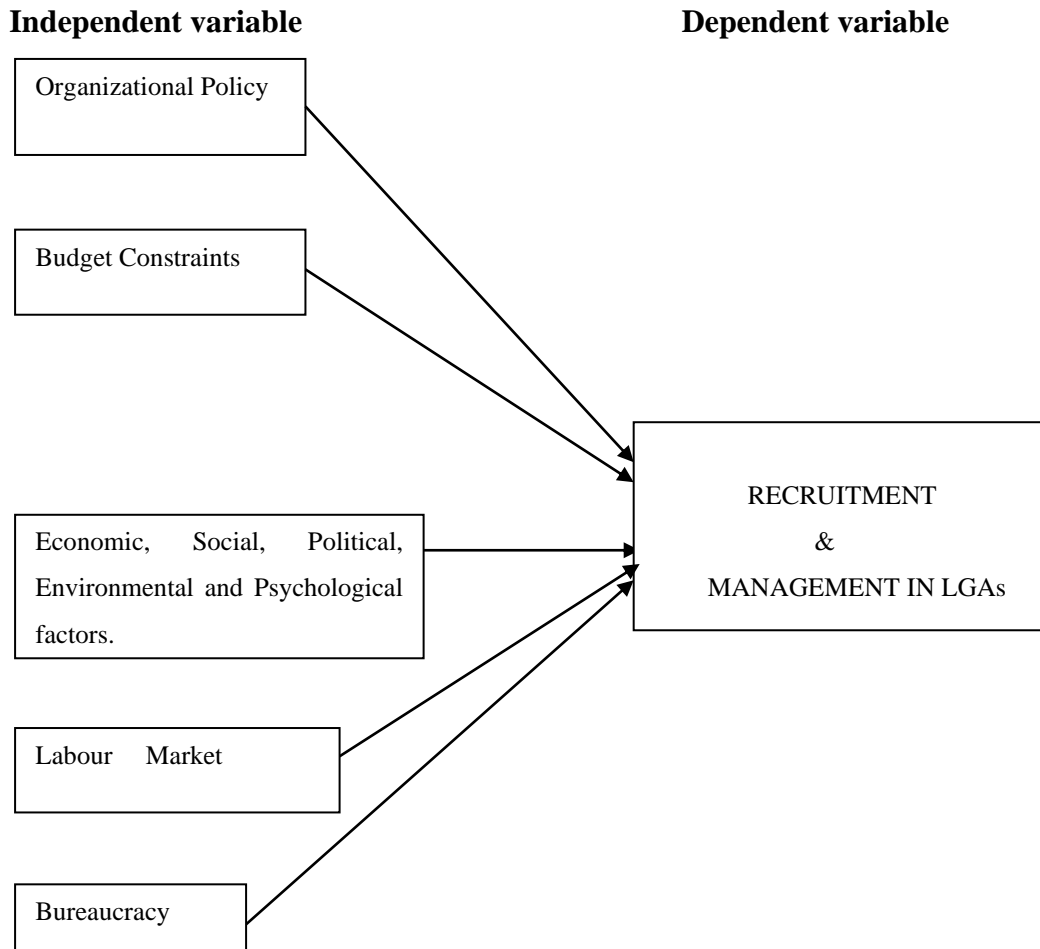
2.3.3 Zimbabwe

According to Cloete (2007), recruitment is about making sure that qualified people are available to meet the employment needs of government. Ineffective recruitment precludes any chance for effective candidate selection because when recruitment falls short, selection must proceed with a pool of poorly qualified candidates. Cloete (ibid) further states that the task of recruitment is to generate a sufficient pool of applicants to ensure that there are enough people available with the necessary skills and requirements to fill positions as they arise

Conclusively one can say that given the situation in other countries as observed in the empirical studies above, there is a need to assess the factor an assessment on the affecting recruitment in Tanzania's Local Government Authorities (LGAs).

2.4 Conceptual Framework

Figure 2.2: Conceptual Framework



Source: Researcher, 2013

From the figure above, there are several factors which influence dependent variable. These are the Independent variable like different policies, heads of department and supervisors. Others are economic, environmental, social-political and psychological factors. All these affect the outcome of recruitment in the Tanzania's Local Government Authorities

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the research design and methodology that used to gather and analyze data. Research methodology refers to a systematic way applied to solve the research problem (Kothari, 2004). Hence this part of the research presents research design, area of the study and population of the study, sample and sampling technique, data collection methods and lastly data analysis.

3.2 Research Design

Kothari (1990, 2004) research design is the framework that specifies the types of information to be collected, source data and data collection procedures. Also Aaker et al (2002) defined a research design as the detailed blue print used to guide a research study toward its objectives.

The study employed a case study research design which focuses on a single area and allows variety of data collection method to be deployed. This type of study design allowed the researcher to intensively explore and analyze information over the life of a single unit (Tripath 2002). On the other hand, Stake cited in Bryman (2008) observes that, case study research is concerned with the complexity and particular nature of the case in question. Case study entails the detailed and intensive analysis of a single case. However, one major critic of using case study research design is that; the findings generated from it can be generalized however its generalization can be hasty and thus it is difficult to get magnitude of the problem.

3.3 Study Area

The study conducted at Masasi District Council. The area of the study has been selected due to the fact that the area is one among the district which is in the peripherals area. Besides it has few staff and hence leads to poor service delivered by the council. The office has a workforce of about 2342 employees. Provided that the

study involved the Head of Departments (HODs), council employees, members of council and other beneficiaries of services of the DED's office other than the employees like customers and suppliers.

The researcher believes that the findings generated give the answer to the targeted objectives. The table 3.3 and figures 3.3 displays the number of employee in Masasi District Council.

3.4 Population of Study

Population can be defined as a group which the researcher is interested in gathering the information from, as well as drawing conclusion on (Crowl, 1993). In this study, the target populations are the implementers which involve the HODs, employees, member of council and customers of the council who receives the services from the council. Table 3.1 below explained;

Table 3.1: Number of Employee in Masasi District Council

Department	Required	Available	Shortage	Percent Available (%)
Administration	230	216	14	6.1
Secondary Education	760	358	402	52.9
Primary Education	1251	1092	159	12.7
Health	296	116	180	60.8
Commerce and Finance	28	25	3	10.7
Works	11	3	8	72.7
Water	28	25	3	10.7
Agriculture, Livestock and Cooperatives	310	28	282	90.96
Planning and Coordination	4	4	0	0
Land and Natural Resources	29	9	20	68.97
Community Development	29	9	20	68.97
TOTAL	2976	2669	307	10.32

Source: HRM office (2013)

3.5 Sample and sampling procedures

Sample is a unit derived from population. The sample size for the study was 40 respondents whereby 10 heads of department, 10 junior staffs and 20 members of council.

3.6 Sampling Techniques

The sampling techniques in this study were purposive and random techniques at different points in time. Purposive sampling technique used to ensure that key informants involved in implementation of this system are included in the research. Both purposive and random sampling used to select the sample from all areas identified. In purposive sampling, the researcher purposely choose a person who, in his judgment about some appropriate characteristics required of the sample members, is relevant to the research topic and easily available to him (Rwegoshora, 2006). Therefore purposive sampling used for HODs The random sampling selected will be used for the rest of the respondents.

3.7 Data Collection Methods

For the purpose of meeting the objectives of the study, the following data collection methods were used in this study:-

Questionnaires

Kothari (2004) a questionnaire consists of a number of questions printed or typed in a definite order or a form or set of forms, which is mailed to respondents who are expected to read and understand the questions and write down the reply in the space meant for the purpose in the questionnaire itself.

The researcher administered questionnaires to gather information on factor affecting recruitment in public Institutions. Questionnaires were organized in three parts. The first part focused to know general background information of the respondent in terms of his/her position in the organization, level of education, ages, and status in terms partspasion on making decision. Part two was interested to know the awareness of

laws, regulations, policy and circulars governing recruitment in Public Institutions and part three was focus to know the factors affecting recruitment in DED-Masasi.

Interviews

Kothari (2004) this is a verbal interaction between the researcher and the respondent with the aim of soliciting information from the latter. The interview method of collecting data involves presentation of oral-verbal stimuli and reply in terms of oral-verbal responses.

The researcher used this technique to collect qualitative information that could not be collected easily through questionnaires due to the level of education of the respondents thus was used both structured and unstructured interviews

3.7.1 Primary Data Collection Sources

According to Elhouse cited in Rwegoshora (2006), primary data are those which are collected for the time and are thus original in character. In this study both questionnaire and interviews as the major data collection instruments used. This is because; those data which captured through questioners then was captured in interview.

3.7.2 Secondary Data Sources

That is, the data have already been collected and analyzed by someone else. This method was very crucial in obtaining secondary data. The study was able to collect much of detailed secondary data, which covers on issues concerning recruitment and specifically factors affecting recruitment in Tanzania LGAs. All these sources was used to validate and supplement prior information held by the researcher from other sources.

Documentation

Documentary reviews used to obtain secondary data. Many information taken in an organization recorded and therefore the data of recruitment in LGAs was in records. Thus, the number of employees, the number of recruited employees and the number

of retained and developed employees in each cadres. The data expected to be gathered from documentary sources was supplement the primary data through the questionnaires and interviews.

3.8 Data Analysis

Data that collected through questionnaires was prepared by cleaning and coding to check whether the collected data are accurate and complete. Kothari (2008), Coding refers to a process of assigning numerals or other symbols to answers so as responses can be put into a limited numbers of categories or classes. Coding allows efficient analysis and through it several replies may be reduced to small numbers which contain the critical information required for analysis.

This included detection of errors and making sure that each respondent has responded to all questions. Duplicates were removed and questionnaires with few problems are expected to be corrected. Only clean questionnaires was coded and entered in a computer using the Statistical Package for Social Scientists (SPSS) program. Due to the qualitative and quantitative nature of data that collected and analyzed, the presentation of findings kept in form of tables, pie chart and bar line.

CHAPTER FOUR

RESEARCH FINDINGS, INTERPRETATION AND DISCUSSIONS

4.1 Introduction

This chapter presents the research findings and their discussion based on the data analysis regarding recruitment and management process in local government authorities of Tanzania, using a case of Masasi district council in Mtwara region. The findings has been divided into two sections where the first section provides the demographic information and the second section provides the factors affecting recruitment process in local government authorities in Tanzania. The statistical package, SPSS was used to support data analysis in this study.

4.2 Demographic Information

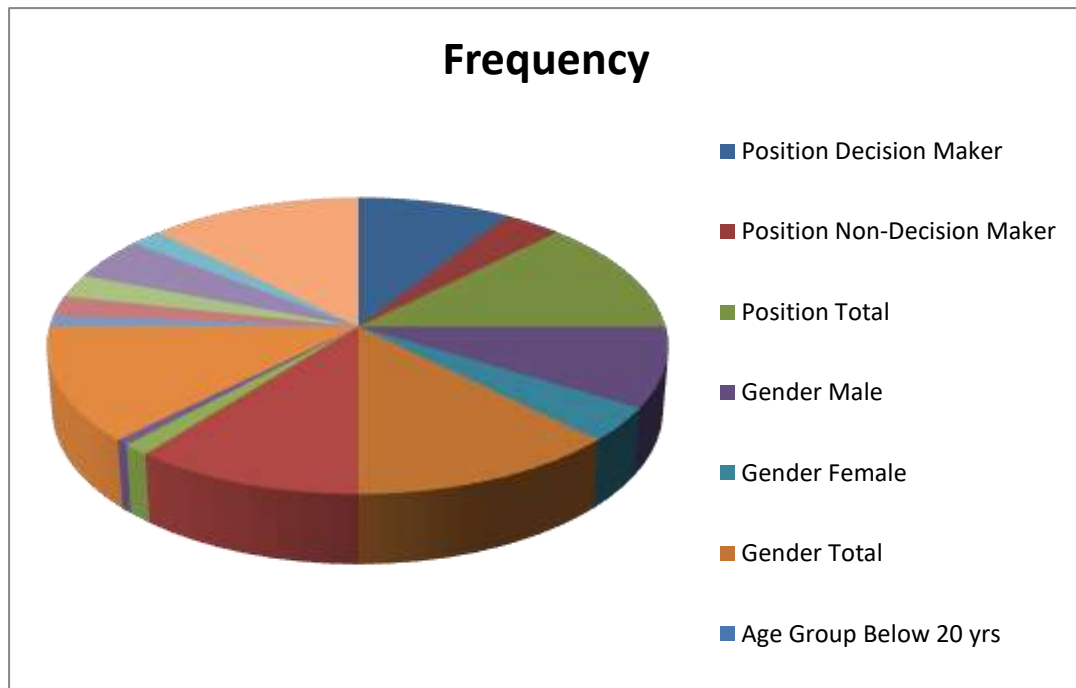
In a nutshell, this sub-section presents the summary statistics for demographic information of the respondents. It takes into account the gender of the respondent; the age group of the respondent, respondent's position in the local government authority (LGA) and the education level of the respondent. This study succeeded to get responses from only 44 individuals from the Masasi district council i.e. 10 heads of departments, 24 members of the council and 10 junior staffs were interviewed. Consider table 4.1 and figures 4.1 below:

Table 4.1: Respondents' Demographic Information

Demographics	Label	Frequency	Percentage (%)
Position	Decision Maker	29	72.5%
	Non-Decision Maker	11	27.5
	Total	40	100
Gender	Male	28	70.0
	Female	12	30.0
	Total	40	100
Age Group	Below 20 yrs	00	0.0
	21-40 yrs	34	85.0
	41-60 yrs	04	10.0
	61-80 yrs	02	5.0
	Above 80 yrs	00	0.00
	Total	40	100
Education Level	Primary	04	10
	Secondary/High School	07	17.5
	Certificate/Diploma	08	20.0
	Advanced Diploma/Degree	15	37.5
	Masters Degree	06	15.0
	Total	40	100

Source: Study findings, 2013

Figure 4.1: Respondent’s Demographic Information



Source: Study findings, 2013

From the above table 4.1 and figure 4.1, it can be seen that most of the respondents were the decision makers (72.5%) while non-decision makers were only 32.5%. Also, it can be seen that about 70% of the total respondents were males while females were only 30%. Most (85%) of the respondents fall within the age group of 21-40 years. It seems that the human resource of council is comprised with more energetic youngsters who are active and productive. Only 10% and 5% of the respondent fall within the age group of 41-60 years and 61-80 years, respectively. In addition, about 37.5% of the respondents attained a bachelor degree and only 20% and 15% attained diploma and master degree, respectively.

4.3 Analysis of the Findings

This study assessed whether the respondents were aware of the Laws, Regulations of Recruitment in Public Service. It also took a look on whether the recruitment process is participatory and matches the recruitment strategic plans. The findings are as shown in the table 4.2 below:

Table 4.2: Response about awareness of laws, Regulations and Circulars governing Recruitment in Public Service

Item	HODs, Councilors and Junior Staffs	
	Respondents (Out of 40)	Response (%)
Awareness	25	62.5
Participatory	06	15.0
Training on Recruitment	03	7.5
Matching Strategic Plans	08	20

Source: Study findings, 2013

The above table 4.2 showed that about 62.5% of the respondent said there are aware on rules, laws and regulations governing recruitment in Public Service. Studies conducted by Shandu (2006:53) regarding recruitment and selection malpractices have also revealed the lack of detailed departmental policies and procedures to inform the objective, fair, equitable and responsible application of recruitment practices. National departments also fail to thoroughly consider what skills, competencies and traits are required of candidates for vacant posts before advertising these, this is contrary to LGAs of Tanzania whereby most HR practitioners and other decision makers are aware of rules and regulations. As a result there is a failure to structure recruitment and selection in accordance with this criterion.

About 20% of total respondents mentioned that, the recruitment in LGAs is matching with the strategic plans, this is centrally with what pinpointed by Armstrong that strategic planning process defines projected changes in the types of activities carried out by the organization and the scale of those activities. It identifies the core competences the organization needs to achieve its goals and therefore its skill and behavioral requirements. About 15% of respondents said recruitment in LGAs is participatory; this indicates how less the process of recruitment and management in LGAs less is participatory. Erasmus et al (2005:221) argue that it is very important that Head of HR department, HR specialists and line function employees should be full partners in the process to verify the need for recruitment in cases where it has not been initiated by them. And 7.5% of total respondents said that the HR Department of the Council is providing training on Recruitment to other key stakeholders. Increasingly

there is a need for organizations to integrate the process of planning for numbers and skills of employees with other plans (Torrington et al, 2005). Thus, it seems that the recruitment process is less participatory and the recruitment strategic plans are not well implemented.

Also this provided the opportunity to all respondents to mention the critical factors thought to be a challenge in recruitment and management in LGAs. The findings were as shown in table 4.3 below:

Table 4.3: Respondent’s Perception on Factors that Affect Recruitment and Management in LGAs

FACTORS	Frequency (Out of 40)	Percentage (%)
Government Interventions	35	87.5
Budget Constraints	39	97.5
Lack of Qualified Personnel	27	67.5
Bureaucracy	38	95.0
Delaying of Recruitment process by PSRS	26	65.0
Geographical Location	39	97.5
Delay of releasing Recruitment permits from POPSM	17	42.5

Source: Study findings, 2013

Table 4.3 above indicated the respondents’ perception regarding the challenges for recruitment and management process in LGAs. The findings indicated that about 97.5% of respondents mentioned geographical location. Most of the LGAs are located in remote areas and they do not have conducive working environments. This situation adversely affected the recruitment process since most of the quality candidates become reluctant in such areas and this confirm the views of Purcell *et al* (2003) that what seems to be happening is that successful firms are able to meet people’s needs both for a good job and to work ‘in a great place’. They create good work and a conducive working environment. In this way they become an ‘employer of choice. People will want to work there because their individual needs are met – for

a good job with prospects linked to training, appraisal and working with a good boss who listens and gives some autonomy but helps with coaching and guidance.

Also, about 95% of the respondents mentioned bureaucracy, 97.5% of the respondents mentioned budget constraints, 87.5% of the respondents mentioned government interventions, 65% of the respondents mentioned delaying of recruitment process by PSRS and 42.5% of responses mentioned delaying of releasing recruitment permits from POPSM. It seems that the government does not have sufficient funds to support the recruitment process in LGAs. Also, bureaucracy on recruitment is very high which causes unnecessary delays. Also, there is lack of qualified personnel which lack necessary skills regarding human resource and also the recruited candidates are less skilled.

Fauh, (2006) argued that in contingency theory that the objectives appear to vary according to the different contextual pressures organizations are experiencing. Hence LGAs differs in their HR objectives, type and the number of employees they need so far that matter-for this centralized system of recruitment and placement, LGAs located in peripherals areas will be affected simply because they will not real get the type of staffs they need. For example it is very easy to get Ward Executive Officers with bachelor degree at Dar es Salaam but it will be very difficult to have them at peripheral LGAs.

The contingency theory is cemented by the personality–job fit theory which postulates that a person's personality traits will reveal insight as to adaptability within an organization. The degree of confluence between a person and the organization is expressed as their Person-Organization (P-O) fit (Flynn and Spataro, 2008). By this endeavor LGA s need to recruit staffs that will be personally job fit in order for them to have successful recruitment Moreover this theory insists that for the recruitment to be meaningful retain new recruited staffs, the person who is to be recruited in Local Government Authorities (LGAs) must fit the job and requirements.

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the conclusion and a concise summary of this study. It also presents the recommendations based on the research findings obtained from the data analysis.

5.2 Conclusion

Recruitment process plays a crucial role in any authority. The success of any authority depends on the quality of its human resources. Thus, sufficient and quality personnel are essential for any authority in providing effective services. However, this is only possible if recruitment is effective and not affected intensively by any factor. Currently, most of the local government authorities lack sufficient and quality personnel because of a number of factors. This lead to the poor social services, misuse of public funds and in turn lead to untimely completion of different projects. Therefore, this instance has motivated the researcher to pursue this study by assessing the factors which affect the recruitment process in Tanzania's Local government authorities. Currently, Local Government Authorities LGA(s) have a played an essential role in the country by providing employment opportunities in the public sector. However, these authorities have been facing various challenges which hinder effective recruitment process.

This study used a case study of Masasi District Council in Mtwara region. A simple random sampling was used to select a sample of 44 respondents who comprises of junior staffs, head of departments and members of the council. Their information was collected through questionnaires.

The findings of this study were divided into two sections. The first section presented the demographic information for all respondents. It has been found that most of the respondents were males and the decision makers i.e. head of departments and executive members of the council. Also, the findings have identified that the age group of 21-40 years has dominant for the respondents in this study. Moreover, most of the recruited respondents in this study reached bachelor degree.

The second section presented the factors which affected the recruitment process in Local Government Authorities. The results indicated that most of the respondents are aware on rules, laws and regulations governing recruitment in Public Service. However, the recruitment process by itself is less participatory. Also, less training on recruitment is provided by the authority to other stakeholders.

In addition, the respondents have identified that bureaucracy has been the major hindering factor for effective recruitment process in the local government authorities. Other factors included lack of qualified personnel, lack of sufficient budget for supporting recruitment process and the government's intervention. It has been identified that most of the human resource administrator lack sufficient skills regarding recruitment and selection of suitable candidates for a particular vacancy. Also, the government intervention has been too high which increases the delay process which hinder effective recruitment process. The financial budget for public service recruitment is also not adequate to cater at once for all recruitment needs of all local government authorities. Also, this study identified that apart from the economic factors, psychological and social factors also contributed in affecting recruitment and management process in Tanzania's LGAs.

Therefore, these findings have important policy implications to stakeholders, human resource managers and to the policy and decision makers. The results provide a framework that will guide decision makers in adopting necessary strategies for promoting effective recruitment process in the country. Also, this study contributed to the existing body of knowledge of recruitment process in Tanzania.

5.3 Recommendations

By extracting the results of the study it is shown that recruitment and management in LGAs has a lot of challenges and factors affecting them, though some are on the side of the LGAs itself and others are from the central government which gives direction and orders to these LGAs and let the LGAs be submissive to the central government without full autonomy, however, LGAs have been employing less qualified candidates who are against the Public Service Schemes. This instance has created poor human resources in the authorities and created a pool of unemployed individuals. So, in order to counter these recruitment bottlenecks, this study recommends the following:

There is a need for adjusting the Public Service Management and Employment Policy in Tanzania and the Public Service Reform Program so as to cope with the dynamic changes of the recruitment and selection process. Also, the Public Service Recruitment Secretariat requires more improvements in their activities. With globalization and advancement of technology there is a need for the government to adopt the digital centralized system which will identify all job seekers in the country with their respective qualifications. This will help to reduce bureaucracy in the recruitment and selection process.

In addition, HR planning should be given great attention by the HR Department together with other HODs. This will help other HR Practices to go smoothly and efficiently. The recruitment process should be participatory and observe the rules and regulations of the public service recruitment. This will ensure a fair and accurate selection of the suitable candidates.

The above statement is quite true due to the fact that it is human resources who put in actions organization objectives and strategies which will eventually put an organization to the edge of success. Recently HRP becomes part and parcel of most successful organization in the world even in public organization and LGAs must opt for it. It is beyond doubt that for organization objectives, strategic plans to be transformed into reality there must be human resources in organization, so that resources must be determined in its number required, when to be required, of what skills and experience

so as organization to accomplish its strategic plans, improve organization performance and win competitive advantage. For all those to be achieved HRP inevitable.

Also, there is a need for promoting change management within the Human resources departments. The HR managers should be flexible with the changing conditions of the recruitment process. This will promote last benefits and productivity within the authorities. In addition, more education and training should be promotes to the staffs of human resources department. This will improve skills and efficiency during the recruitment and selection process.

Moreover, there is need for the central government to allot more financial resources for supporting public service recruitment in the local government authorities. This will enable these authorities to recruit a sufficient number of qualified candidates so as to fill in the vacancies as per required in a given fiscal year.

Furthermore, for the purpose of reducing the unemployment problem to the candidates with suitable qualification, there is a need for the government to promote a sufficient room for internship programs. This will provide relevant working experience to the graduate students. Also, probation period is high recommended before permanent employment. Over time, most of the recruited candidates prove failure to perform essential tasks given. This kind of recruit should never be retained after finishing probation period since he/she is unproductive. Also, the retention of old workers after retirement is not always wise and efficient while there is a pool of unemployed youngsters in the job market.

Besides LGAs should be given full autonomy to conduct recruitment on their own basin on their staffs requirement. This will enable them have the type, number and attributes staffs they needs timely. By this current central recruitment system through PSRS LGAs will not have the right number of people they need timely and above all the people of the attributes and personality for the location of LGAs will not be observed centrally.

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LEGISLATION

Public Service Act No 8 of, 2002

Public Service Act No.8 2002 as am. By Public Service Act No.18 of 2007

Public Service Regulations of 2003

Standing Orders for the Public Service, 2009

APPENDICES

Questionnaire ID _____

An assessment of the factors affecting recruitment in Tanzania Local Government Authorities: The case of Masasi District Council

Dear respondents, my name are Mboyi Wishega, a student at Mzumbe University pursuing Masters of Science Degree Human Resource Management (HRM). I am currently conducting a research as part of requirement to complete my second degree studies. My research is basing on an assessment of the factors affecting recruitment in Tanzania Local Government Authorities; therefore, I acknowledge your presence as the main stakeholder in this aspect. I wish to assure you that all information provided in this questionnaire will be treated as confidential and will be used for academic purposes only. I highly appreciate your cooperation as well as your contributions.

DATE: _____

POSITION: _____

PART I: GENERAL BACKGROUND INFORMATION

The questions asked in this section will be used for clarification purposes only. The information gathered will not be used in any other way and will kept strictly confidential. Please tick [√] the most appropriate alternative/s

1. Are you one of the decision makers?
 - (i). Yes ()
 - (ii). No ()

2. Your position?
 - (i). District Executive Director ()
 - (ii). Head of Department (HOD) ()
 - (iii). Customer ()
 - (iv). Employee ()
 - (v). Member of Council ()

3. Which of the following categories best describes your age?
 - (i). Below 20 years ()
 - (ii). 21- 40 years ()
 - (iii). 41-60 years ()
 - (iv). 61- 80 years ()
 - (v). Above 80 year ()

4. What is your highest education level?
 - (i). Primary school ()
 - (ii). Secondary/High school ()
 - (iii). Certificate/Diploma ()
 - (iv). Bachelor degree/Advanced Diploma ()
 - (v). Masters Degree ()

(vi). Other level (specify)_____

PART II: AWARENESS ON THE LAWS, REGULATIONS OF RECRUITMENT IN PUBLIC SERVICE.

1. Are aware on the laws, rules, regulations, and circulars governing recruitment in Local Government Authorities?

(i). Yes ()

(ii). No ()

2. Recruitment process in your Local Government Authorities is participatory and involves all key stakeholders?

(i). Yes ()

(ii). No ()

If yes, describes how? _____

If no, what do you think are the reasons? _____

3. Does the HR Department provides training on recruitment to Local Government Authorities

(i). Yes ()

(ii). No ()

4. Does your organization matching council strategic plans with recruitment?

(i). Yes ()

(ii). No ()

PART III: FACTORS AFFECTING RECRUITMENT IN PUBLIC SERVICE.

1. What are the factors affecting recruitment process in your Local Government Authorities, mention below:-

.....
.....
.....

2. Which of the following is extremely affecting recruitment in your Local Government Authorities?

- (i). Economical factors ()
- (ii). Social factors ()
- (iii). Political factors ()
- (iv). Psychological factors ()
- (v). Government Interventions ()