

**PERCEPTION OF LOCAL GOVERNMENT AUTHORITIES'
STAKEHOLDERS ON CENTRALISED RECRUITMENT AND
SELECTION FUNCTION IN MBEYA DISTRICT COUNCIL,
TANZANIA**

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STAKEHOLDERS ON CENTRALISED RECRUITMENT AND
SELECTION FUNCTION IN MBEYA DISTRICT COUNCIL,
TANZANIA**

**By
Jesca Mongi**

**A Thesis submitted to the School of Public Administration and Management
(SOPAM) in the partial fulfilment of the requirements for the award of a degree of
Master of Science in Human Resource Management (MSc. HRM) of Mzumbe
University**

2015

CERTIFICATION

We, the undersigned, certify that we have read and hereby recommend for acceptance by the Mzumbe University, a Thesis entitled **Perception of Local Government Authorities' Stakeholders on centralised recruitment and selection function in Mbeya district council, Tanzania;** in partial fulfilment of the requirements for award of the degree of Master of Science in Human Resource Management (MSc HRM) of Mzumbe University.

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Internal Examiner

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Accepted by the Board of the School of Public Administration and Management
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AND

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I, Jesca G. Mongi, declare that this thesis is my own original work and that it has not been presented and will not be presented to any other university for a similar or any other degree award.

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ACKNOWLEDGEMENTS

This thesis began with a conversation with Dr. Gustav Kunkuta and Dr. Montanus Milanzi, doctors of management at School of Public Administration of Mzumbe University, when I was about to finalize my master's degree in Human Resource management at the same university. During this conversation we discussed centralized recruitment and selection, and since I had thought that it might make an interesting piece of research, I asked them about the possibility to write the thesis that lies before you today. As I expected, their response were clear, insightful, interesting, and encouraging. They enthusiastically agreed to supervise my thesis and told me to proceed with my ideas.

I am reminded as I finalize these notes of my good fortune in being able to do something I enjoy, and to complete my research. It is the rarest of privileges for me, with my limited ability, to do that in a relatively short span of time; this seems tremendously precious to me. But this work could not have been completed without support from many people. I owe a debt of gratitude to the 62 respondents who took time out of their busy schedules to complete and return the questionnaire to mention few Mrs. Upendo Sanga, Esta Castro, Anderson Kabenga, Mr. Mwashamungu, Claudio Mselela, Gershon Bashiki, Eliada Misana and Rosemary Iresa.

Special thanks to my sisters Doreen, Neema and Winifrida Mongi for their love and support throughout my studies may God bless you abundantly.

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I do not have any particular theory or any intellectual framework to convey my positive feelings and response which spring from the bottom of my heart. The only words I can use to show my inner appreciation of you all is to say 'thank you.'

DEDICATION

I dedicate this Thesis to DAAD Tanzania and the family of Goodluck Mongi and the family of Professor Joseph Kuzilwa. Thank you for your unconditional support with my studies, thank you for believing in me and allowing me to further my studies. I am honoured to have you. I am proud of you, and therefore, this work is your reward.

LIST OF ACRONYMS

| | | |
|----------|---|--|
| DAS | - | District Administrative Secretary |
| D by D | - | Decentralization by Devolution |
| DED | - | District Executive Director |
| DHRO | - | District Human Resources Officer |
| DLO | - | District Legal Officer |
| DPO | - | District Planning Officer |
| GDP | - | Gross Domestic Product |
| HOD | - | Heads of Departments |
| HR | - | Human Resources |
| HRM | - | Human Resources Management |
| LGAs | - | Local Government Authorities |
| LGRP | - | Local Government Reform Program |
| MDAs | - | Ministries, Departments and Agencies |
| MU | - | Mzumbe University |
| PMO-RALG | - | Prime Minister's Office Regional Administration and Local Government |
| POPSM | - | President's Office Public Service Management |
| PSRS | - | Public Sector Recruitment Secretariat |
| SoPAM | - | School of Public Administration and Management |
| URT | - | United Republic of Tanzania |

ABSTRACT

The study focused on the identification of perception of LGA stakeholders on centralized recruitment and selection system in Tanzania. It specifically identifies the reasons for centralized recruitment and selection and furthermore explore the perception of stakeholders. The primary and secondary methods of data collection were employed. Data collected were analysed by using quantitative statistical techniques and presented in percentages and frequency distribution tables. Furthermore qualitative data analysis was conducted where; the collected information was edited and presented using direct quotation.

The findings show that the reasons for centralised recruitment and selection were unethical behaviours by the LGAs staff, Lack of meritocracy, ensure equal distribution of human resource, and cost effectiveness in recruitment and selection. Also the results indicated that majority of respondents accepted that the system is good. Finally the researcher sought to identify the causes of such perception, where, Motive for centralisation, solution to self-interest, and Expectation of centralisation were the factors influencing respondent's positive perceptions.

The researcher concluded that, the centralised recruitment and selection is very important for the development of our nation. The system is free from political interference hence results into getting qualified human resource. What is needed more is loyalty and accountability.

Following the findings, research recommends that LGAs must be trained on issues relating to recruitment and selection. The role of local government employment boards is very crucial and important. So it will be very important if they will be given more education on their roles, because they are the one who should approve whether the employees recruited fit the demand of the LGA. For example if the employment board will be aware on the roles they should play in LGA they could not perceive that the Secretariat is undermining their functions in any way. This is because the laws states very clearly about the roles of each part and set demarcations in area of jurisdiction. The secretariat as employment agent and the LGA as the employer.

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CHAPTER ONE

INTRODUCTION

1.1 Introduction

This study was conducted to understand perception of local government stakeholders on recruitment and selection system in Tanzania. In this chapter, section 1.1 describes the background of the study where discussion on recruitment and selection trend in Tanzania since independence has been provided. In section 1.2 statement of the problem has been provided, in section 1.3 general and specific objectives of the study have been highlighted, in section 1.4 research questions have been presented. In section 1.5 and 1.6 scope of the study and significance of the study have been presented respectively. Finally in section 1.7 organisation of the study have been highlighted.

1.2 Background of the Study

In any organization, Human Resource Policies are important to maintain and enhance productivity and effectiveness of the workforce. These policies must have the set of well-defined guiding principles, among others includes recruitment and selection. Clear policy on the recruitment and selection will attract new employees and retain existing employees (Shangali, 2009).

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

In 1960s the power to appoint graduates from lower to middle level employees was delegated to Civil Service Commission, Local Government Service Commission and Teachers Service Commission. Each Commission put in place its modalities, standards and procedures for filling vacant posts. These differences resulted into the public servants receiving unequal treatments on matters of appointment and promotions (Brown, 2004). Common cadres (operational service), were recruited by applying for a job to the employers and were approved by Appointment Committee (KAMUS); where internal recruitment was done through promotion and transfers (Shangali, 2009).

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

Local government reform programme of 1998 through its policy paper came up with ideas of making changes in legislation. These changes enabled the government to proceed with implementation of local government reform according to the government visions and objectives for a strengthened local government system (URT, 1998). The reform demanded decentralization of functions and finance within the local jurisdiction. The reform had four policy areas among them included administrative decentralization, this involved de-linking local authority staff from their respective ministries and procedures for establishment of a local payroll. Local governments thus recruit their own personnel and organised in a way decided by the respective council in order to improve service delivery (Coggburn, 2005). Administrative decentralization makes local government staff more accountable to local councils.

Other policy areas are political decentralization which implies the creation of real multi-functional government at the local level within the framework, financial decentralization which based on the principle of financial discretionary power to the local council, The last policy area was changed central local relations which means that the roles of the two will be changed into a system of inter-governmental relations with central government having the over-riding powers within the framework of the constitution (Coggburn, 2005).

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

In 2009 the government of Tanzania took back the responsibility of recruiting and selecting candidates from all public service institutions including Local Government Authorities (LGA). The change of government thinking came with the idea of taking the non-core functions of the LGA to the secretariat so as to give room for the LGA to perform the core functions more efficiently. The secretariat was established in January, 2009 in accordance with the Public Service (Amendment) Act, 2007 Section 29 with the purpose of facilitating recruitment of all civil servants of all government institutions including LGAs (URT 2007).

Based on discussion above, it has been observed that local government reform program through its policy paper gave the local government autonomy to recruit and select its employees, but the Public Service Amendment Act of 2007 took it back. This change of government recruitment approach is perceived differently by different stake holders at

Local Government. Hence this study aimed at understanding the perception and how the local government authority felt on the decisions of the government to take away the non-core functions of recruitment and selection from the LGA to the newly created public institution board, The Public Service Recruitment Secretariat (PSRS).

1.3 Statement of the problem

The Local Government Reform Program of 1998 through its policy paper gave local government authority and mandate to recruit and select its employees, but the Public Service (Amendment) Act of 2007 resume recruitment and selection responsibility. Recently in 2014, the government has done some amendments to the Public Service Act of 2002, Cap 298, through delegating powers of employment of common cadres like drivers, office attendants and secretaries to the local government councils. In that regard all local government staffs are recruited by the Public Service Recruitment Secretariat (PSRS) excluding lower cadres identified above.

Despite all these efforts and changes aimed at improving the efficiency and effectiveness of delivering quality services, LGAs still think that their functions have been jeopardized, their autonomy and independency is doubtful and they also believe central government undermines functions of LGA. Therefore, this study aims at understanding the perception of LGAs toward the centralized recruitment and selection system in local government, taking a case of Mbeya District Council.

1.4 Objectives of Study

1.4.1 General Objective

The general objective of the study was to understand the perception of local government authorities on centralised recruitment and selection.

1.4.2 Specific Objectives

- i. To explore the reasons for centralization of recruitment and selection functions in the public service with specific reference to MDC.

- ii. To analyse the perception of MDC stakeholders on centralized recruitment and selection

1.5 Research questions

- ii. Why centralized recruitment and selection in Local Government of Tanzania?
- iii. How do MDC stakeholders perceive the centralized recruitment and selection?

1.6 Scope of the study

The scope of the study was to understand perception of various stakeholders concerning centralisation of recruitment and selection functions, which was previously performed by local government. After the changes it is now performed by the central recruiting board PSRS. It excludes the understanding of centralized recruitment and selection outside MDC.

1.7 Significance of the study

Contribution of this study is four folds, first and foremost it promote creation of knowledge concerning recruitment and selection in Tanzania. In particular by conducting this study new knowledge about the relationship between recruitment and selection on one side and placement and employment in another side is made aware to all stakeholders.

Second, on policy perspective, the study brings harmony concerning policy contradiction between the policy paper of 1998 and the Public Service Act of 2007. Of which the policy paper of 1998 grant power to LGAs to recruit their own staffs on the other hand the Public Service Act of 2007 revoke such powers.

Third, findings of the study would be helpful in practice; the study would bring awareness to all stakeholders on who are responsible in employing and appointing. This is because there is confusion in LGA on those areas. If this is kept clear then it would keep a demarcation on functions performed by recruitment secretariat, the LGA and the Local Authority Employment Promotion Committee.

Finally, this study is important because it is a partial requirement for an award of Master of Science in Human Resource Management (Msc- HRM) of Mzumbe University.

1.8 Limitations of the Study

Access to information: The researcher got some difficulties in getting some information as most of the information as regards to the topic was few, something that added other difficulties in the field and make the researcher to rely much on the primary data.

Response rate: Since some of the respondents were senior officials, it was difficult to get them due to the nature of their responsibilities particularly District Executive Directors and the Councillors. The response rate was little due to the (interviewees) respondents being in a hurry, very busy with their daily activities and others were not present at their working place sometimes. Despite this the researcher tried as much as possible to be flexible and fix herself in the respondents' timetable whenever necessary and managed to conduct all planned interviews.

Time constrains; Researcher used two months for collecting data, considering the nature of the study it was not easy to effectively collect all the data that were needed from each areas of the study. Time was very limited to cover all areas of the study the thing which affected data collection process. The researcher had to use maximum of one month and two weeks to collect at least important information particularly in the areas where interview was a means of getting data.

1.9 Conceptual framework of Factors that Influence Perception.

Perceptions can be analysed in three dimensions which are by the situations, perceiver and target. Assessing perception of MDC stakeholders on centralised recruitment and selection took the perceiver dimension. Perceiver perception can be influenced by five main factors; Attitude, Motive, Interest, Experience and Expectations of the perceiver. The relationships expressed in the function given function;

$$Y=f(Xi, Xii, Xiii, Xiv, Xv)$$

- Y dependent variable i.e.; the perception of LGA on centralized recruitment and selection.
- Xi attitude about recruitment and selection within Public Service.
- Xii motive on recruitment and selection function in MDC. There are suggestions that the extent of our motivation will affect the speed and way in which we perceive the world.
- Xiii interest on recruitment and selection in the respected LGA.
- Xiv Experience about centralized recruitment and selection
- Xv Expectations of centralized recruitment and selection. This is the idea that what we see is, at least to some extent, influenced by what we expect to see. Expectation can be useful because it allows the perceiver to focus their attention on particular aspects of the incoming sensory stimulation and helps them to know how to deal with the selected data how to classify it, understand it and name it. However, it can distort perceptions too.

1. 10 Organization of the thesis

The Thesis contains six chapters. The first is an introduction. It inter alia provides background to the study, statement of the problem, objectives, research questions, significance of the study, and scope of the study. The second chapter reviews the related literature; chapter three covers the methodology of the study. Chapter four presents' findings of the study, chapter five discuss the findings obtained and finally chapter six concludes and presents the recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The purpose of this chapter was to review theoretical and empirical literature on perception of local government stakeholders on the decision of the government to take away the non-core functions of recruitment and selection from the Local Government Authority (LGA) to the newly created public institution board called Public Service Recruitment Secretariat (PSRS). The first part presents the theoretical review; the second part presents the empirical review while the third part draws up chapter summary. The chapter culminates with discussion of a conceptual framework of the study.

2.2 Theoretical Literature Review

This section reviews theoretical literature with regards to perception of Local Government stakeholders on the decision of the government to take away the non-core functions of recruitment and selection from the Local government to the newly created public institution board called recruitment secretariat. Aspect covered includes concept of recruitment and selection, centralized recruitment and selection, Local Government system in Tanzania, Local Government reform programme, recruitment within Local Government, and the historical trend of recruitment in Tanzania since independency.

2.2.1 Recruitment and Selection

Recruitment is an HR practice employed to acquire manpower in order to fill the human resource gap created because of attrition. It is done in order to get the right person for the right job. (Beardwel, Holden, & Claydon, 2004)According (Bradley, 2008) recruitment and selection is the process of getting human resources into organizations, departments, sections and jobs. Furthermore (Condrey, 2005) define recruitment as the set of activities organization do to attract job candidates with capabilities and attitudes

needed to assist the organization accomplish its goals. Selection on the other hand is the process of choosing (Lavigna & Hays, 2004) from among the pool of applicant's candidates who are most likely to perform the work (Kuusi, 2009).

2.2.2 Centralised recruitment and selection

Centralized recruitment system emerged in federal government aimed at combating excessive political cronyism and managerial personalism and overcome lack of hiring expertise dispersed among units. It also aims at providing equal opportunities to all. The system is appreciated for equal distribution of human resource between richer and poor area and between urban and rural areas. Centralized system is good for distribution functions not only human resources but also any kind of resources. Centralized system is also appreciated for its ability to recruit qualified staff (Munga, Songstad, Blystad, & Mastad, 2009).

The centralized human resources system of public sector is mainly linked to the traditional model of public sector, whereby administrative system was characterized by bureaucratization of procedures to ensure decisions and actions were consistent, formalized and systematically addressed activities through a pre-defined application of rule and process. Under this system recruitment was highly centralized and run by powerful central agencies that were responsible for all decisions over hiring, setting establishment numbers and formulating rules for employment , training and career development (Brown,2004). Therefore centralized recruitment is linked to traditional model of administration.

2.2.3 Advantage of centralised recruitment and selection

Centralized human resource is believed to have advantages such as solving the problem of inequality and corruption associated with political patronage. Equally by practicing centralized HR and practicing political neutral HR decision, centralized HR offers a greater protection against political coercion to employees, bring about equal treatment of employees, and promote consistency in service delivery and hiring of most qualified

applicants since HR experts are in charge of tasks such as reviewing and ranking job candidates (Cogburn 2005). Green reported that centralized human resources results in to; standardization of human resources work conditions whereby otherwise poorer areas will be difficult to compete with richer areas; Expansion of civil servants' career paths by opening channels between local and central employees; Control overspend wages and salaries; strengthened national integration and control minimum qualification for special cadres like doctors and teachers (Green 2005). Since everything is done and controlled by the central government or central agency then centralization is also thought to enhance integration, decisiveness, uniformity and cost efficiency of the public service. Centralized human resources functions on the other hand are more potential for consistency in the delivery of human resources services, offer efficiency gains through economies of scale.

2.2.4 Disadvantage of centralised recruitment and selection

Despite its positive effects to the local government and country in general centralized human resources also has its negative effects. It has been identified that in most of Less Developed Countries organization arrangement of HR function of a civil service is normally placed in the hand of independent agency, such as Civil service commission, President's office or prime minister's office, whereby the principal characteristics of such organization arrangement are authoritarian, hierarchical and centralized rules, procedures based on rigid bureaucratic notion of legal authority and rationality (Barnett, Minis, & VanSant, 1997). It is further acknowledged that centralized HR system has a lot of challenges and complains such as rigidity, complexity, slowness and unresponsiveness also is blamed for its ineffectual and time consuming nature (Cogburn, 2005). Centralized recruitment is also linked to centralized human resources management since one of the HR functions is recruitment. Basing on that, the advantages and disadvantages of centralized HR are also linked to centralized recruitment.

According to Armstrong (2006) the aim of recruitment and selection process is to obtain at minimum cost the number and quality of employees required to satisfy the human resource needs of the company. Recruitment and selection run through stages which are defining requirement including job analysis and terms and conditions of employment, attracting candidates which include evaluating alternative source of applicants and selecting candidates which include procedures from applications to job offer.

2.2.5 Local government system in Tanzania

Tanzania has a long history of Local Government, going back to the pre-colonial days. The purpose of taking cognisance of the history of Local Government in Tanzania is to look at where we came from with the view of improving the present and the future. There are many lessons to learn from the various episodes of the evolution of Local Government in the country. Nevertheless, it can be said that since Independence, the Government has been taking deliberate steps to improve the effectiveness and efficiency of Local Government culminating into the current Local Government Reform Programme (Kisangani, 1997).

Local Government can be defined as a sub national, semi-autonomous level government discharging its functions in a specified area within a nation. By definition, Local Governments are the level of government that are closest to the people and therefore responsible for serving the political and material needs of people and communities at a specific local area. Such areas could be a rural setting or an urban setting, a village, a town, a suburb in a city or a city, depending on the size.

Local Governments have both political and economic purposes. Politically, Local Governments being the levels of governments closest to the people are suitably situated to provide a way for ordinary citizens to have a say in how their communities are governed. Local Governments provide opportunities for democratic participation of citizens in matters that affect them directly. They facilitate closer interaction between citizens and elected representative. Economically, Local Governments provide basic

services that affect people in their area of jurisdiction. Being close to the people, Local Governments are supposed to know better the needs of the local area and not only what the people can contribute but also how to engage them in economic activities.

Tanzania has a two-tier system of government: the Central Government and Local Governments. Local Governments are either urban Authorities (city, municipal and town councils), or rural Authorities (district councils). The latter incorporate small towns (township Authorities) as well as village councils.

2.2.6 Perception

Perception is the process by which organisms interpret and organize sensation to produce a meaningful experience of the surroundings (Gupta, 2011). In other words, a person is confronted with a situation or stimuli. The person interprets the stimuli into something meaningful to them based on prior experiences. However, what an individual interprets or perceives may be substantially different from reality. A person's awareness and acceptance of the stimuli play an important role in the perception process. Receptiveness to the stimuli is highly selective and may be limited by a person's existing beliefs, attitude, motivation, and personality. Individuals will select the stimuli that satisfy their immediate needs (perceptual vigilance) and may disregard stimuli that may cause psychological anxiety (Weiner, 1979).

2.2.7 Attribution Theory

Since the 1950s, researchers have tried to understand and explain why people do what they do. Attribution theory was first introduced by Heider (1958) as "naive psychology" to help explain the behaviours of others by describing ways in which people make casual explanations for their actions. Heider believed that people have two behavioural motives: first the need to understand the world around them; and secondly the need to control their environment. Heider proposed that people act on the basis of their beliefs whether or not these beliefs are valid. Weiner (1979) suggested that individuals justify their performance decisions by cognitively constructing their reality in terms of internal–external, controllable– uncontrollable, and stable–unstable factors.

According to Weiner (1979), when one tries to describe the processes of explaining events and the relating behaviour, external or internal attributions can be given. An external attribution assigns causality to an outside agent or force. An external attribution claims that some outside force motivated the event. By contrast, an internal attribution assigns causality to factors within the person. An internal attribution claims that the person was directly responsible for the event. Controllability refers to whether the person had the power to exert control over the events of the situation. Finally, stability of the cause relates to whether the behaviour is consistent over time because of the individual's values and beliefs or because of outside elements such as rules or laws that would govern a person's behaviour in the various situations.

2.2.8 The Local Government Reform Programme (LGRP)

The local government reform programme was formulated and implemented by the government in order to address the problems which constrained the performance of the local government authorities. Through the programme, the government intends to strengthen local authorities and transform them to be effective instruments of social and economic development at local level. This has been addressed by the government in "A Local Government Reform Policy paper (Kuusi, 2009). Studies were carried out to establish reasons for this failure, and the following were identified as being some of the underlying reasons:

- i. The human resource capacity and management was weak and this seriously constrained performance by Local Government Authorities.
- ii. Weak leadership and poor management of the councils.
- iii. Shortage of properly qualified, disciplined and committed personnel.
- iv. Shortage of revenue due to narrow tax base.
- v. Over-employment within the Councils.
- vi. Lack of transparency and accountability in the conduct of Councils' business

In 1998 the policy paper was preceded by Reform Agenda (1996 -2000). The main goal (long-term) of LGRP was to contribute to the Government's efforts of reducing the

proportion of Tanzanians living in poverty. Its purpose is to improve quality, access and equitable delivery of public services, particularly to the poor. These must be provided through reformed and autonomous local authorities. The reform aims at;

- i. Letting people participate in government, at Local level and elect their leaders like Councillors, Mtaa and Kitongoji leaders
- ii. Bringing public services under the control of people through their local councils.
- iii. Giving Local Councils powers (Political devolution) over all local affairs.
- iv. Determining the appropriate and cost effective organizational structures for local government authorities.
- v. Improving financial and political accountability.
- vi. Securing finances for better public services
- vii. Creating a new local government administration answerable to local councils and to local needs.
- viii. De-linking local administrative leaders from their former ministries.
- ix. Creating new central -local relations based not on orders but on legislation and dialogue.
- x. To create good governance based on political and financial accountability, democratic procedures and public participation

2.2.9 Legal basis on Local Government

In mainland Tanzania, the Constitution of the United Republic 1977, Articles 145 and 146 state that the National Assembly or the House of Representatives must provide for local government through legislation. Article 146 states that one of the objectives of the local government is to enhance the democratic process within its area of jurisdiction and to apply the democracy for facilitating the expeditious and faster development of the people (URT 1977).

2.2.10 Recruitment of Local Government staff in Tanzania

Since independence the recruitment of local government staff has been under various authorities including parent ministries, departments and commissions. The changes on the recruitment authorities were happening parallel with the decentralization phases. In 1972 the Local Government Authorities were abolished and all matters relating management of public servants such as planning, promotion, and appointment, dismissals of public servants as well as recruitment and distribution of LGAs staff were centrally done by a central establishment office known as Civil Service Department (Munga, Songstad, Blystad, & Mæstad, 2009). Ten years later after the re-establishment of local government authorities, all human resources matters such as appointments of in-service officers to offices of local government authorities, transfer, promotion, and termination of appointments, dismissal and discipline control of personnel within local government were done by Local Government Service Commission (URT 1982). In 1998 the responsibility was given to LGAs whereby they were mandated to plan, recruit, and rewarding, promoting, disciplining, development and fire all their personnel (URT 1998). Eventually in year 2009 the power to recruit and manage all public servants were handled to central government under public service recruitment secretariat (URT 2007).

2.2.11 Recruitment on 1998-2009

Tanzania had embarked on a structural adjustment program in 1986 with the aim of reducing the role of the public sector in the economy. During the early 1990s, a Civil Service Reform Program was launched, consisting of six components, including a local government reform component. This component was aimed at decentralising government functions, responsibilities and resources to LGAs and strengthening the capacity of local authorities. Reform of the local government system was initiated in 1996 through a National Conference seeking to move “Towards a Shared Vision for Local Government in Tanzania.” This vision was subsequently summarized in the Local Government Reform Agenda, and, in October 1998, was endorsed by the Government in its Policy Paper on Local Government Reform (Munga, Songstad, Blystad, & Mæstad, 2009).

2.2.12 The Policy Framework

The Policy Paper on Local Government Reform (1998) spells out very clearly Government's vision of a reformed local government system, and other key reform documents. The overall objective of the Policy is to improve the delivery of services to the public, and the main strategy for doing so is decentralization by devolution, which entails the transfer of powers, functional responsibilities and resources from central government to local government authorities (URT 1998). The Government's vision is to have a local government system in which Local Government Authorities are:

- i. Largely autonomous institutions, free to make policy and operational decisions consistent with the laws of the land and government policies;
- ii. Strong and effective institutions underpinned by possession of resources (both human and financial) and authority to perform their roles and functions;
- iii. Institutions with leaders who are elected in a fully democratic process;
- iv. Institutions which will facilitate participation of the people in planning and executing their development plans and foster partnerships with civic groups;
- v. Institutions with roles and functions that will correspond to the demands for their services; and
- vi. Institutions which operate in a transparent and accountable manner

Reform of local government involves five main areas; *Political decentralization*: Involving the strengthening of the local democratic institutions, enhancing public participation; and bringing control over many important aspects of people's daily lives nearer to the people themselves, *Fiscal decentralization*: Involving decentralization of local government finances by introducing equitable and transparent revenue and capital development grants from central government to local government authorities; it also involves giving local government authorities financial powers and powers to raise appropriate local revenues; *Service function decentralization*: Involving a decentralization of public services to bring service management and provision of services closer to the end user and to increase the quality and quantity of these services; and *Changed central-local relations*: Involving the changing of the role of central

government vis a vis local government authorities, with the central government having the overriding powers within the framework of the Constitution and the legal framework; and with the local government having devolved powers and responsibilities in law.

2.2.13 Establishment of Public Service recruitment secretariat

In 2009 the government of Tanzania took back the responsibility of recruiting staff from the Local Government Authorities to the central government under the Public Service Recruitment Secretariat. Public Service Recruitment Secretariat was established by the Public Service Act No. 8 Of 2002 as amended by Act No. 18 of 2007, section 29(1). Public Service Recruitment Secretariat was established on 24 June, 2009 and started performing duties on 01 March, 2010. The major role of PSRS is to facilitate recruitment in the Public Service. According to the Public Service Cap. 298 of 2002 as amended by Amendment Act No. 18 of 2007 section 29 (1).

The Secretariat was established as a special body responsible for all recruitment matters in civil service under the President's Office Public Service Management Office. The secretariat is responsible for; Seeking for professionals and prepare a database to simplify recruitment process; Prepare a list of all graduate for the purpose of simplifying the staffing process; Advertise vacant posts; conduct interviews in collaboration with other experts; prepare and conduct induction courses and Verify recruitment permit from POPSM (URT 2007).

Government decision to centralize recruitment came after the failure of the decentralized system and the following are said to be the shortcomings of the decentralized system; lack of important recruitment information when needed; Lack of meritocracy; lack of qualified applicants to some areas in the country; lack of ethics during the process; Huge budget spent by the government; the increase of nepotism, tribalism and corruption in civil service; lack of induction courses to new employees. All these necessitated centralization of the recruitment process so as to improve the situation (URT 2012).

Through centrally recruitment all government institutions including LGAs receive new employees from the central government (URT 2007). The role of LGAs remained that of identifying vacant posts, set budget and ask for permit from POPSM before sending it to Secretariat. After receiving requests from employers including LGAs, the Secretariat advertise the posts through national media's, shortlist applicants followed by interviews which is conducted in collaboration with other experts from other government institutions; selection of qualified applicants and staffing done followed by induction courses to new employees. Basing on the request from various employers the selected candidate are posted to their new working station sometimes considering their choices but most of the time without considering the choices due to reasons like most applicants selecting one place.

2.3 Empirical Literature Review

This section reviews empirical literature on centralized recruitment and selection. It reviews both national and international studies. The review is important as it shows what others have done and how they have done in carrying out a similar study.

Mafuru (2011) found that the local institutions have been isolated and marginalized in the matters that concern them and which have direct impact towards realizing their objectives (goals). The unique needs and interests of local institutions are rarely considered by the central institutions in the downward process of resource deployment. It seems that the central government aims at the uniformity of the local institutions without considering the diversities in the local environment where they operate.

Njovu (2012) on her study found that Tanzania had practiced both system and still the intended results are not yet to be attained. The report suggests that before adopting any recruitment policy related to the two system the government should effectively conduct effective visibility study about the two systems. Conducting visibility will help the government to come up with better decision on which system to be considering based on the government capability. In addition to that before adopting any system between the

two systems the government need to be well prepared in terms of resources, rules and regulation, technology and well-functioning structures to facilitate effective functioning of the system.

Another study by Nabaho & Kiiza (2003) reported that centralized structure have been criticized for inherently being incapable of satisfying local needs since is difficulty for the central government officials to perceive local needs, it also undermine the accountability of civil servants to local councils. Furthermore the paper presented by Cogburn (2005) at the University of Rhode Island showed; Centralized human resource is believed to have advantages such as solving the problem of inequality and corruption associated with political patronage. Equally by practicing centralized HR and practicing political neutral, Centralised human resource decision offers a greater protection against political oppression to employees, bring about equal treatment of employees, and promote consistency in service delivery and hiring of most qualified applicants since HR experts are in charge of tasks such as reviewing and ranking job candidates.

2.4 Research Gap

Based on the discussion above no study show the people's perception about the centralized recruitment and selection, this imply, people's perceptions on this matter is not known and that is why the study is important. In general this study aimed at carrying out an investigation in order to understand how the local government authority felt on the decisions of the government to take away the non-core functions of recruitment and selection from the LGA to the newly created public institution board called Recruitment Secretariat. So at the end of the study it's expected that the perception about centralized recruitment and selection will be known.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents and discusses research methodology that was used in this study. It covers: the study area, the research design, the study population, study sample and sampling techniques, the methods of data collection and finally approaches to data analysis.

3.2 Research Design

Case study design was adopted in the undertaking of this study because it allows intensive study of the social unity over a range of variables but always maintains its unitary nature so as to obtain enough information for drawing correct inferences. Hence, it provides a space of flexibility in the use of data collection methods like, interview, questionnaire, observation and documentation. Furthermore, this study design was less expensive compared to survey design due to the fact that there was less movement for researcher from one place to another. Also employed study design was advantageous as it was compatible to the available time and resources.

3.3 Study Area

The study was carried out in Mbeya District Council. The choice of the council was influenced by the following considerations: the place represents the periphery local government of Tanzania which was thought of not attracting competent employees just by its own based the Geographical area, shortage of social services, money circulation and level of development. Hence the area will give us information whether the system real ensure the availability of key competent staff in time in their place. Also the place will provide the possibility for obtaining the required data because of presence of key people that the researcher is familiar with; familiarity of the place to the researcher facilitated the data collection process in terms of relatively easy access to key people.

The map of Mbeya District is attached in appendix I and organization structure of Mbeya District Council as Appendix II.

3.4 Study Population

The study population comprise of stakeholders of Mbeya District Council which includes employees, councillors and Non-Governmental Organizations. In total the population has 1083 units. This population is made up by all employees of the MDC from all departments. For departments present at MDC, see appendix IV.

Table 3.1: The population of the study

| No | Department / unit | Number of staff/ people | Percentage of the total |
|----|---|-------------------------|-------------------------|
| 1 | District Executive Director | 1 | 0.1 |
| 2 | Councillors | 25 | 2.3 |
| 3 | NGOs | 5 | 0.5 |
| 4 | Legal Department | 10 | 0.9 |
| 5 | Finance | 16 | 1.5 |
| 6 | Procurements | 3 | 0.3 |
| 7 | Secondary Education | 100 | 0.9 |
| 8 | Health | 206 | 1.9 |
| 9 | Information and communication and public relation | 7 | 0.6 |
| 10 | Primary Education | 408 | 3.8 |
| 11 | Livestock and fishing | 5 | 0.7 |
| 12 | Planning statistic and Monitoring | 5 | 0.7 |
| 13 | Administration and Human Resource Mgt | 192 | 1.8 |
| 14 | Land and natural resource | 12 | 0.1 |
| 15 | Agriculture and irrigation | 94 | 0.7 |
| 16 | Community development | 3 | 0.3 |
| | Total | 1083 | 17.1 |

Source: MDC Seniority List Book (2014)

3.5 Sample, Sample size and Sampling Techniques

The study population representative sample size was drawn from MDC designated department and units. As presented in section 3.4 the study population is made up of 1083 employees working at MDC. From this population the accessible population to make a sample for the study comprised of MDC employees and stakeholders working at

MDC headquarters. Thus a total of 71 respondents were sampled from 1083 of MDC staff. Sampling techniques employed to formulate this sample are snowballing and purposive sampling technique. Each technique has been discussed in turn in sub-section 3.5.1 and section 3.5.2.

3.5.1 Purposive sampling

The processes involve handpicking individuals from the population based on the authority or the researcher’s knowledge and judgment. The power of purposive sampling lies in selecting information rich cases for in-depth analysis related to the central issue being studied. Purposive sampling was used to select an interview respondent which includes District Executive Director (DED), heads of department, a member from employment board, Chairperson of the Council, and three members from the NGOs.

Table 3.2: Purposive sampling

| No. | Sampled respondents selected purposively | No. |
|-----|--|-----|
| 1 | District Executive Director | 1 |
| 2 | Head of Administration and HR Department | 1 |
| 3 | Head of Planning Department | 1 |
| 4 | Head of Legal Department | 1 |
| 5 | A member from employment board | 1 |
| 6 | Chairperson of the Council | 1 |
| 7 | Three members from the NGO’s | 3 |
| | TOTAL | 9 |

Source: Author (2015)

3.5.2 Snowball technique

The process of snowball sampling involves the researcher asking the initial subject to nominate another person with the same trait. The researcher then observes the nominated subjects and continues on the same way until the obtaining of sufficient number of subjects. It entails a researcher choosing one or two person first and then to starts nominating others that they think they can provide required information. Snow ball was used to select questionnaire sample which includes experienced employees from MDC.

Table 3.3: Snowball Sampling

| S/N | Department/Unit | Respondents | Percentage |
|-----|-----------------------|-------------|------------|
| 1 | Administration | 18 | 29 |
| 2 | Accounts | 8 | 12.9 |
| 3 | Health | 1 | 1.6 |
| 4 | Procurement | 1 | 1.6 |
| 5 | Planning | 7 | 11.3 |
| 6 | Legal | 8 | 12.9 |
| | Trade and Industry | 2 | 3.2 |
| 7 | Education | 8 | 12.9 |
| 8 | Works | 3 | 4.8 |
| 9 | Land | 1 | 1.6 |
| 10 | Livestock | 1 | 1.6 |
| 11 | Fisheries | 1 | 1.6 |
| 12 | Natural resources | 1 | 1.6 |
| 13 | Community development | 1 | 1.6 |
| 14 | Internal Audit | 1 | 1.6 |
| | Total | 62 | 100 |

Source: Author (2015)

Therefore from the two sampling approaches applied, 71 respondents in total were selected to fill the sample size. While 62 respondents were given questioners to fill 9 respondents were interviewed.

3.6 Data Collection Methods

For the purpose of this study both primary and secondary data were collected. Three main data collection techniques were used, including interview, questionnaires and document review. Due to nature of research questions and type of the information the researcher wanted to collect from participants, semi structured interview and questionnaires were used as the main research technique for collecting primary data.

3.6.1 Primary Sources

To inquire information direct from respondent's two approaches were applied; first through advancing questioners to respondent's, second through interviews which were unstructured in nature as discussed here under in turn;

3.6.1.1 Questionnaires

Questionnaires were used to collect data from experienced employees. Selection of respondents was done through snow ball sampling technique. Questionnaires administered to employees at different department from quote. Questions where both of open ended question and closed ended question prepared in English and translated in Swahili because most of employees understands well Kiswahili than English. For closed ended questions respondents were required to choose one appropriate answer, and answers for open ended questions provided a special space to be filled. The questionnaires starts with the explanation on how to go about, it comprises 19 questions the first four question is about respondents characteristics and question 5 up to 19 those questions aimed to get information concerning research questions .Sample questionnaire is attached in Appendix II.

3.6.1.2 Interviews

Semi structured interview was conducted to District Executive Director (DED), heads of department, a member from employment board, Chairperson of the Council, and a member from the NGOs. All interviews were conducted at their working places. Interview was used in order to get more insight on the questions because interview as a data collection technique gives chance for more questions to be asked and chance for more clarifications. For interview guide see Appendix III.

3.6.2 Secondary Sources

In collecting secondary data the researcher used documentary review in order to access additional and reliable information regarding the two systems. Documents reviewed comprised of personal files, guidelines, directives, circulars, policies and regulations regarding recruitment and employment in general, books and journals also were used as literatures.

3.7 Data Analysis methods

The collected data were analysed by using both qualitative and quantitative methods. Prior to data analysis, quantitative data were cleaned and entered into SPSS version 20. Thereafter, analysis was done where descriptive statistics including frequency tables and charts were generated. The approach gave a clear description and generalization of information which show the relationship between objectives and actual findings. Data which were collected from the interview were analysed by formulating themes emerging from transcript of interviews in relation to research questions addressed by the study. The analysis entails the use of direct quotes with a view to capturing the respondents' own talk and experiences.

Data collected from Documentary review also analysed by formulating themes emerging from transcripts of documentary data in relation to research questions of this study. Data from secondary source used to cross check what was transcribed from the questionnaire.

3.7.1 Quantitative data Analysis

This involves the use of simple statistics especially the use of percentage and tables. The researcher applied this method in percentage and simple tables (tabulation methods). Further, to establish the relationship between perception and factors influencing perception of respondents on centralised recruitment and selection, cross tabulation of the individual factors against perception was conducted.

3.7.2 Qualitative data Analysis

This approach involves analysis of verbal response from respondents on the topic of concern. Thus after interviews were collected their responses were cross referenced for consistency against one another then summaries and presented as direct quotations. Furthermore, information obtained from various documented sources such as policy papers, and reports were summarised and discussed.

Analysis of collected data involved five stages; first the data collected was analysed and respondents' impressions were edited and summarised. Second, since respondents were inquired on specific questions as per interview guidelines, thus their responses were analysed as per question asked. After that the relationship was established between their response and question asked. Third step involved categorising information, hence fourth stage conducted was to establish pattern on respondent's responses. Finally, the data categorised were interpreted in order to establish significance on the respondent's responses and their perception on centralised recruitment and selection.

CHAPTER FOUR

PRESENTATION OF THE FINDINGS

4.1 Introduction

This chapter presents and analyses the findings of this study and it gives some interpretation of the findings, according to the objectives of the study. The variables presented and analysed are demographic, research questions and theoretical framework of the study.

4.2 Demographic characteristics of the respondents

In conducting research demographic feature of respondents are essential because they suggest the nature of response and possible reasons for their responses. In that regard, in this study analysis of sex, age, and level of education of respondents was done. Section 4.1.1 discuss the distribution of respondents according to their sex, section 4.1.2 presents age of respondents, and finally section 4.1.3 discuss the level of education of respondents.

4.2.1 Distribution of Respondents by Sex

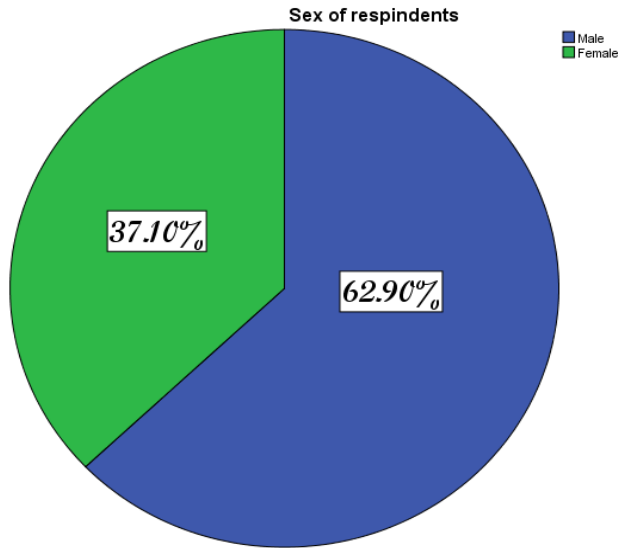
Given 62 respondents as the sample size of the respondents whom were supplied with questionnaires, there were 39 males and 23 females. Male respondents accounted for 62.9 percent of the total respondents in the sample, while the remaining 37.1 percent were female, as presented in the Table 4.1 and Figure 4.1

Table 4.1: Distribution of respondents by sex

| Sex | Frequency | Percent | Cumulative Percent |
|--------|-----------|---------|--------------------|
| Male | 39 | 62.9 | 62.9 |
| Female | 23 | 37.1 | 100.0 |
| Total | 62 | 100.0 | |

Source: Researchers'2015

Figure 4.1: Distribution of respondents by sex



Source: Researchers'2015

4.2.2 Distribution of respondents by Age

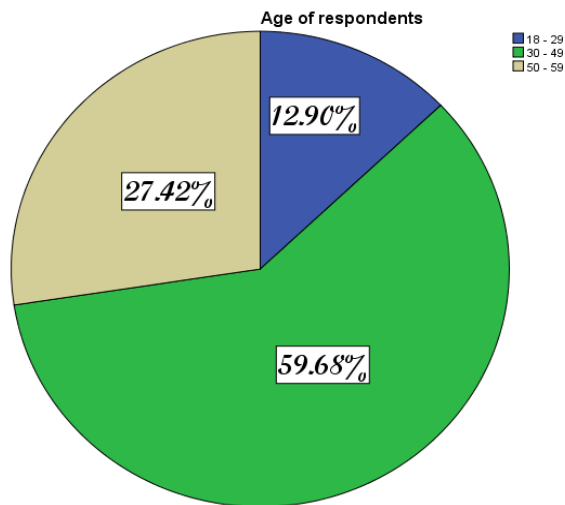
The age of respondents were categorized into three age groups: 18-29, 30-49, and finally 50-59 as presented in the Table 4.2 and Figure 4.2 The findings show that majority of respondents were aged between thirty and forty nine years which account for 55.6 percent of total respondents. Followed by those aged fifty and fifty nine accounting for 27.4 percent, finally those aged between 18 – 29 accounted for 12.9 percent of respondents.

Table 4.2 Distribution of respondents by Age

| Age Distribution | Frequency | Percentage | Cumulative Percentage |
|------------------|-----------|------------|-----------------------|
| 18 – 29 | 8 | 12.9 | 12.9 |
| 30 – 49 | 37 | 59.7 | 72.6 |
| 50 – 59 | 17 | 27.4 | 100.0 |
| Total | 62 | 100 | |

Source: Researchers'2015

Figure 4.2: Distribution of respondents by Age.



Source: Researchers'2015

4.2.3 Distribution of respondents by their level of education

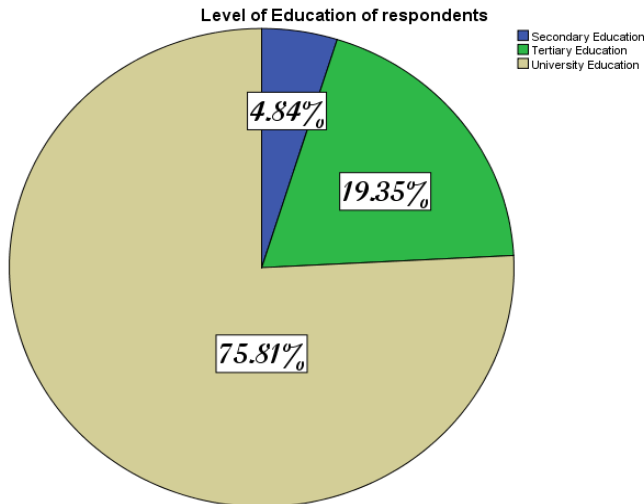
The education level of respondents was categorized into four levels, first the primary education, secondary education, tertiary education and finally university education. Findings are presented in Table 4.3, show that 75.8 percent of the sample size had attained university education, and 19.4 percent had attained tertiary education. Three respondents had secondary education accounting 4.8 percent of respondents. Finally none of the respondents had primary education. In that regard most of respondents had university education, while the least group had secondary education, as presented in Table 4.3 and Figure 4.3;

Table 4.3: Distribution of respondents by level of education

| Level of Education | Frequency | Percentage | Cumulative Percentage |
|--------------------|-----------|------------|-----------------------|
| Secondary | 3 | 4.8 | 4.8 |
| Tertiary | 12 | 19.4 | 24.2 |
| University | 47 | 75.8 | 100 |
| Total | 62 | 100 | |

Source: Researchers'2015

Figure 4.3: Distribution of respondents by level of education



Source: Researchers' 2015

4.3 The reasons for centralization of recruitment and selection functions

To understand perception of respondents on a particular issue of interest it is imperative to understand their awareness of the issue first. So the researcher through questionnaire in particular question number 6, 7 & 8 asked the respondents to tell if they have an idea about CRS, the cadres affected and to list down reasons for centralised recruitment and selection. This is in line with the fact that in 2009 the government of Tanzania took back the responsibility of recruiting staff from the Local Government Authorities to the central government under the Public Service Recruitment Secretariat. From the responses, the study revealed that all 62 respondents are aware of the centralised recruitment and selection processes, results presented in Table 4.4. However not all are aware of the specific carders which have been centralised. While 54(87.1%) respondents were aware of centralised carders, 8(12.9%) respondents were not aware, as presented in Table 4.5, and Figure 4.4.

Table 4.4: Awareness about centralised recruitment and selection

| Awareness about CSR | Frequency | Percent | Cumulative percent |
|-------------------------------------|-----------|---------|--------------------|
| Respondents knows about CRS | 62 | 100 | 100 |
| Respondents does not know about CRS | 0 | 0 | 100 |
| Total | 62 | 100 | |

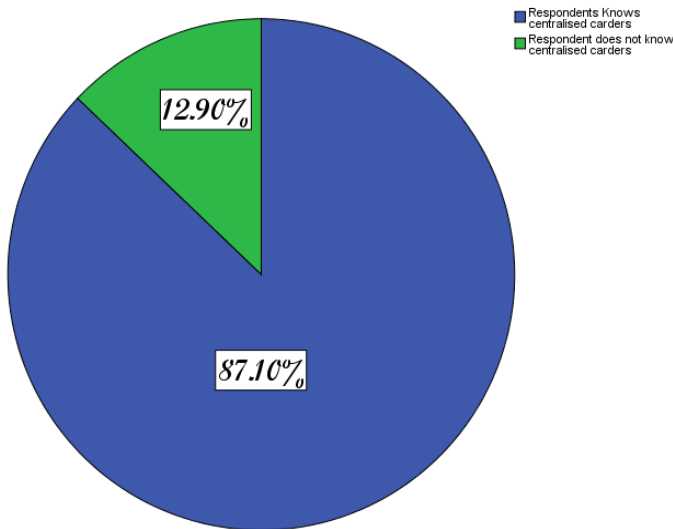
Source: Researchers'2015

Table 4.5: Awareness about the carders which have been centralised

| Awareness about Centralised carders | Frequency | Percent | Cumulative percent |
|--|-----------|---------|--------------------|
| Respondents aware of centralised carders | 54 | 87.1 | 87.1 |
| Respondents unaware of centralised carders | 8 | 12.9 | 100 |
| Total | 62 | | |

Source: Researchers'2015

Figure 4.4: Respondents awareness about centralised carders



Source: Researchers'2015

Furthermore, reasons for the centralised recruitment and selection were explained as follows below.

4.3.1 Unethical personnel management behaviors

The study found that unethical behaviours of the local officials such as nepotism, corruption, tribalism and favouritism to be the reasons for the shift of recruitment and selection role to the central government. Previously LGAs were given full power to recruit their own staff in which the whole process was administered by LGA recruitment board; therefore they were able to address their interest in relation to recruitment process. This was revealed during the interview by one official from MDC that;

...By then it was not possible to be recruited if you don't originate from the same district or a relative of one of the councillors or staff working at that LGA. The recruitment boards were too corrupt. Results of the interview were discussed even before the interview starts and everyone had to give the score as per agreement.

The process was fully exposed to self-interest of the LGAs' officials and politicians. Due to poor external control of the process, the recruitment process was subjected to unethical acts in which the criteria for shortlisting and selection were not based on merits rather on what you have and to whom you know. Due to this, the process was full of nepotism, tribalism and corruption which then had effect on the competence of the staff.

She said, for examples Mbeya District council had almost 70% staff who were Nyakyusa (indigenous). Unqualified staff and lack of national unit were mentioned to be the effects of such unethical behaviours. This seemed to be the concern of majority at MDC. It was revealed by other officials themselves that the administrators and the officials were not fair. The impact of their unfairness appeared to be noticed by many and destroy the meaning of the system.

4.3.2 Inadequate meritocratic practices

Lack of meritocracy was mentioned by one respondent who was interviewed as one of the reason for centralizing recruitment system. It was mentioned and supported by other interviewees that during the decentralized recruitment most of recruitment authorities

particularly recruitment boards in LGAs were not much concern with qualifications of the applicants and qualification needed for a particular job, their concern was to fill that posts as the results unqualified personnel were recruited . This was elaborated more by one official from MDC during the interview that;

...what matters to us was to make sure that the posts were filled because sometime it was difficult to get applicants for some cadre especially prospective cadres like engineers. Lack of meritocracy led to employment of unqualified staff which eventually affects the quality of service delivery.

4.3.3 Equal distribution of Human resources

Literatures reported that centralization system is good for any kind of resources distributions among units. The result from the study also shows that the government of Tanzania decided to centralize recruitment processes so as to ensure equal distribution of staff within the country. This was indicated by one of the respondents of questionnaires that unequal distribution of human resources particularly among LGAs was also the reason to centralize the recruitment system. It was explained that in some of the LGAs were very difficult to get qualified applicants especially the disadvantaged LGAs.

In order to rectify the situation centrally recruitment system was unavoidable. Therefore the purpose was to ensure that staffs are recruited by the recruitment secretariat and distributed equally to respective LGAs as per their request and available staff. Though it was reported that this is yet to be realized because of the people's tendency to not report or ask for transfer when they are posted in the areas they don't prefer. Therefore to some of the disadvantaged LGAs the problem is still exist as it was explained by one official from MDC that;

Centralized recruitment system meant to solve the unevenly distribution of civil servants among LGAs the thing which cannot be easily realized due to the fact that there are so many factors behind this problem, therefore despite the central government effort to distribute the staff almost equally to all public institutions still the problem is yet to be solved in many areas particularly in remote LGAs.

4.3.4 Cost effectiveness

Respondents indicate that minimizing costs for recruitment is one among the reasons for centralized recruitment. It was revealed that during decentralized recruitment system the government were setting huge budget for recruitment process that were to be done by each authority. It was cost full to the government as compared to what the government spends when the recruitment is done by one central body (Recruitment Secretariat). Centralized recruitment informed to be more effective in saving cost as compared to decentralized system. It was revealed by one official from MDC that;

Imagine, before the centralized system government had to set budget for all government institutions to cover the process that includes budget for advertisement and payment of members of recruitments boards. It was wastage of government money; I like centralized system because it reduces unnecessary costs.

It was also clarified that, despite the huge budget set by the government per year the process were not successful to some of the LGAs particularly disadvantaged LGAs whereby qualified applicants were not applying and when they happen to apply they were not attending the interview due to various reasons. Therefore the government had to keep on setting the budget every year for the same posts to be filled. Therefore to avoid this government decide to centralize the process so as to minimize cost in which advertisement for the posts is done by the Recruitment Secretariat in which the advert covers the requests of more than one organization. To avoid repeating advertising the same posts the Secretariat has duty to create a database for qualified staff to be recruited in future.

4.3.5 Problem of expertise in the recruitment process at LGA

Findings of the study indicated that lack of expertise and ethics on recruitment procedure by LGAs' recruitment boards was also a reason for centralizing recruitment system. It was said that, recruitment board members had no enough knowledge and ethics which resulted in to recruitment of un-qualified staff. This was criticized by head of departments who revealed that, the recruitment process at LGAs is largely administered by Head of Human Resources Departments (HRD) who in collaboration with other

heads of department was responsible for technical matters, including shortlisting and preparing interview questions. Despite that, the recruitment boards comprised of experts and senior government officials including District Administrative Secretary, Local government Officer from respective Regional Secretariat and one senior official from public service commission. There were only two members that is Chairperson and one Councillor representing other councillors who were not experts the thing which confirmed that doesn't affect the process if were to be taken serious. It was further explained that even with the new system still the process is done with the officials of the same experiences and expertise and sometimes they are less experienced as compared to those at LGAs.

4.4 The perception of MDC stakeholders on Centralized recruitment and selection.

Perception of respondents on centralised recruitment and selection depends on awareness of respondents, of which findings have revealed that all respondents are aware of centralised recruitment and selection, with few not knowing exactly the carders which have been centralised. Findings of this study have revealed that respondent's perception on centralised recruitment and selection has varying degrees.

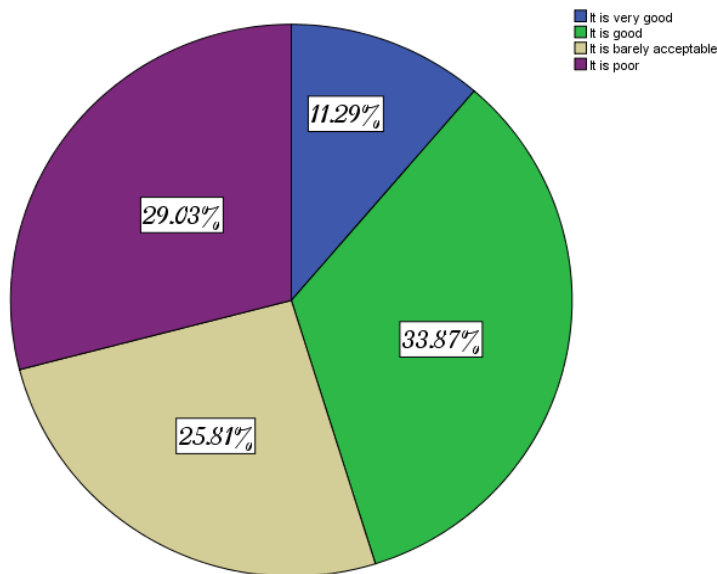
Majority perceive that centralised recruitment and selection (CRS) is good who account for 33.9 percent, followed by 29 percent of respondents who perceive the system is poor. Furthermore, 25.8 percent of respondents perceived the system is barely acceptable; finally 11.3 percent of the sample size perceives the system as very good. Results are presented in Table 4.6, and Figure 4.5.

Table 4.6: Perception on centralised recruitment and selection

| Perception of Respondents | Frequency | Percent | Cumulative Percent |
|---------------------------|-----------|---------|--------------------|
| It is very Good | 7 | 11.3 | 11.3 |
| Its good | 21 | 33.9 | 45.2 |
| It is barely acceptable | 16 | 25.8 | 71.0 |
| It is poor | 18 | 29.0 | 100 |
| Total | 62 | 100 | |

Source: Source: Researchers'2015

Figure 4.5: Perception on centralized recruitment and selection



Source: Researchers'2015

4.4.1 Causes of the perception on centralized recruitment and selection.

Perceptions can be analysed in three dimensions which are by the situations, perceiver and target. The study is analysing perception by looking in the factor of perceiver, as the study is about how respondents perceive the centralised recruitment and selection (CSR). Among the factor which influence respondents perception includes, their attitude, interest, motive, expectations and experience on the subject matter. Therefore, each of these issues have been analysed and result presented here under in turn;

a) Respondent attitude on CSR perception.

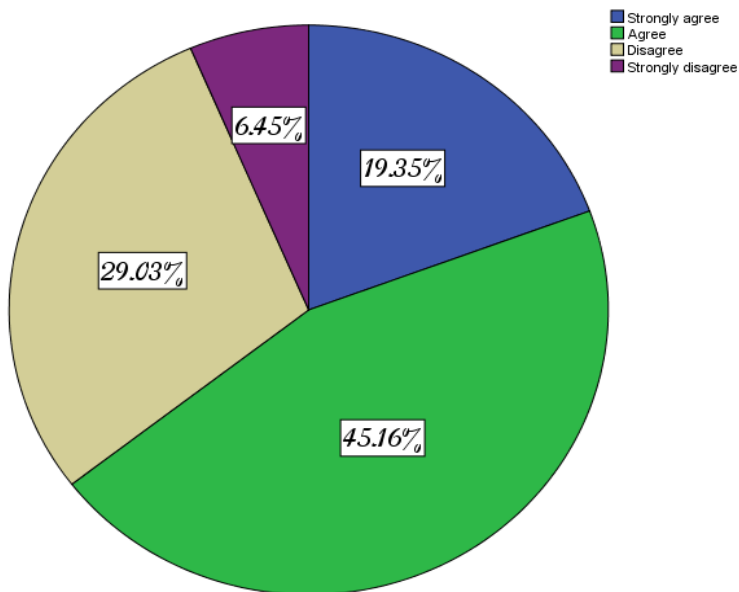
The respondents' attitudes were measured by looking into if the new system is able to solve the arising problems without bureaucracy. The results shows that on one angle 45.2 percent of respondent agreed while 29.0 percent of respondent Disagreed. On the extreme 19.4 percent of respondents strongly agreed while 6.5 percent of respondent Strongly Disagreed as presented in the Table 4.7, and Figure 4.6

Table 4.7: Respondents distribution by their Attitude

| Attitude of Respondents | Frequency | Percent | Cumulative Percent |
|-------------------------|-----------|---------|--------------------|
| Strongly agree | 12 | 19.4 | 19.4 |
| Agree | 28 | 45.2 | 64.5 |
| Disagree | 18 | 29 | 93.5 |
| Strongly disagree | 4 | 6.5 | 100 |
| Total | 62 | 100 | |

Source: Source: Researchers'2015

Figure 4.6: Attitude of respondents on perception



Source: Researchers'2015

The association between Attitude and perception of respondents on CRS was done by cross tabulating the variables, at the P-value 0.05 the results shows that there was no association between Attitude and perception of respondent on CRS since the chi square value 9.574 has a significance value of 0.386 which is higher than the given P-Value as threshold; results have been presented in Tab.

Table 4.8: Relationship between Motive and perception of respondents on CRS.

| Perception on CSR. | Has CSR addressed self-interest problems | | | | |
|--------------------|--|----------------|-------|---------------------|-------------------|
| | | Strongly Agree | Agree | Disagree | Strongly Disagree |
| | It is very good | 8.3% | 7.1% | 16.7% | 25% |
| | It is good | 16.7% | 46.4% | 27.8% | 25% |
| | It is barely acceptable | 16.7% | 28.6% | 27.8% | 25% |
| It is poor | 58.3% | 17.9% | 27.8% | 25% | |
| Chi-Square Value | Degrees of Freedom | | | Significance level. | |
| 9.574 | 9 | | | 0.386 | |

Source: Researcher'2015.

b) Respondent Motive influence on perception for CRS

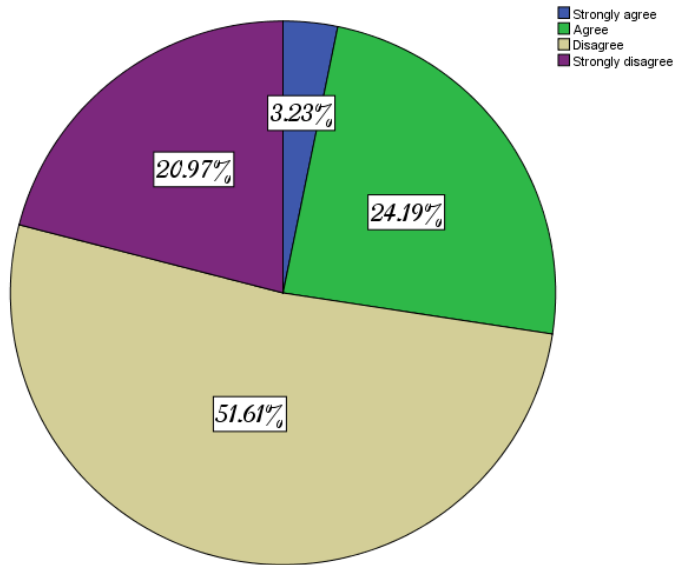
The respondent Motive was determined by the aim of adopting the CRS system in MDC as a result of Lack of experts on recruitment and selections. The results show that about 51.6 percent of respondent disagreed while 24.2 percent agreed. Furthermore 21 percent strongly disagreed and 3.2 percent strongly agreed as presented in the Table 4.9 and Figure 4.7.

Table 4.9: Distribution of respondents by their views on motives for CRS

| Attitude of Respondents | Frequency | Percent | Cumulative Percent |
|-------------------------|-----------|---------|--------------------|
| Strongly agree | 2 | 3.2 | 3.2 |
| Agree | 15 | 24.2 | 27.4 |
| Disagree | 32 | 51.6 | 79.0 |
| Strongly disagree | 13 | 21.0 | 100 |
| Total | 62 | 100 | |

Source: Researcher'2015

Figure 4.7: Distribution of respondents by their views on motives for CRS



Source: Researchers'2015

Relationship between lack of experts and perception of respondent on the centralised recruitment and selection has been found to be significant with a Chi-square value 24.754, 9 degrees of freedom, and P – value f 0.003, less than the threshold value 0.05; results are presented in Table 4.10.

Table 4.10: Relationship between Motive and Perception on CSR

| Perception on CSR. | Has CSR addressed self-interest problems | | | |
|-------------------------|--|----------------|---------------------|----------|
| | | Strongly Agree | Agree | Disagree |
| It is very good | 0% | 26.7% | 9.4% | 0.0% |
| It is good | 50% | 60.0% | 31.2% | 7.7% |
| It is barely acceptable | 50% | 13.3% | 31.2% | 23.1% |
| It is poor | 0% | 0% | 28.1% | 69.2% |
| Chi-Square Value | Degrees of Freedom | | Significance level. | |
| 24.754 | 9 | | 0.003 | |

Source: Researcher'2015

Therefore, relating respondents' views on motive for, and perception to centralised recruitment and selection has been analysed and results have been presented in Table

4.10. Findings reveal that, respondents who disagreed (majority) on the motive for centralised recruitment and selection, majority of them are grouped into two major groups, first 31.2 percent they believe the system is barely acceptable, the other 31.2 percent believe the system is good. Those who did agree on the motive for centralisation 60 percent of them view the system as good.

Respondents who strongly disagree on lack of expert as the motive of centralised recruitment and selection, majority have poor perception on this system who account for 69.2 percent compared to any other category of respondents. Finally, respondents who strongly disagree 50 percent of them view the system of centralised recruitment and selection as good and barely acceptable, and the other 50 percent believe the system is good. Therefore, in light of this association most of respondents they perceive that centralised recruitment and selection is good despite disparities in the view on the motive for centralisation.

c) Self Interest influence on perception of respondent's on CRS

Centralised recruitment and selection is said to affect self-interest of MDC stakeholders. Also referred to as rent seeking activities, these self-interests includes corruption and nepotism. To assess this respondents were inquired to judge whether the new system has addressed such rent seeking activities.

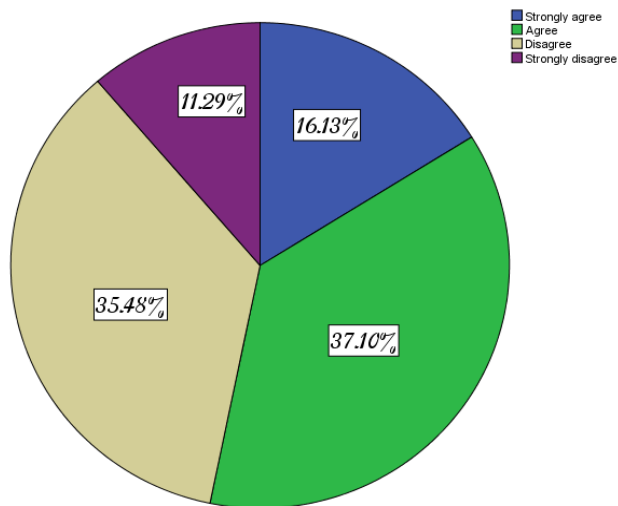
Finding revealed that 37.1 percent of respondents agreed that rent seeking activities have been addressed by centralising recruitment. Those who disagreed with the notion form 35.5 percent of the sample size. On the extreme 16.1 percent of respondents did strongly agree while 11.3 percent of respondents strongly disagreed on the matter. Results are presented in Table 4.11, and Figure 4.8.

Table 4.11: Respondents distribution by their views on self-interest on CRS

| Attitude of Respondents | Frequency | Percent | Cumulative Percent |
|-------------------------|-----------|---------|--------------------|
| Strongly agree | 10 | 16.1 | 16.1 |
| Agree | 23 | 37.1 | 53.2 |
| Disagree | 22 | 35.5 | 88.7 |
| Strongly disagree | 7 | 11.3 | 100 |
| Total | 62 | 100 | |

Source: Researcher'2015

Figure 4.8: Distribution of respondents according to their views on self-interest on CSR



Source: Researchers'2015

Any effect on the self-interest of MDC stakeholders would affect their perception on centralised recruitment and selection. In that regard an association of these perception was cross tabulated with respondents' perception to develop association between the two facts. In Table 4.12 results indicate that there is significant relationship between individual interest and perception on centralised recruitment and selection, with a Chi-square value 42.436, 9 degrees of freedom and P value of 0.000, which is less than the threshold alpha 0.05.

Table 4.12: Relationship between Self-Interest views and Perception on CSR

| Perception on CSR. | Has CSR addressed self-interest problems | | | | |
|-------------------------|--|----------------|-------|---------------------|-------------------|
| | | Strongly Agree | Agree | Disagree | Strongly Disagree |
| It is very good | | 40 | 8.7 | 0 | 14.3 |
| It is good | | 40 | 65.2 | 4.5 | 14.3 |
| It is barely acceptable | | 10 | 17.4 | 50 | 0 |
| It is poor | | 10 | 8.7 | 45.5 | 71.4 |
| Chi-Square Value | Degrees of Freedom | | | Significance level. | |
| 42.436 | 9 | | | 0.000 | |

Source: Researcher'2015

The identified relationship is presented in Table 4.12; respondents who agreed that centralised recruitment and selection has addressed rent seeking activities, 65.2 percent have a good perception on centralised recruitment and selection. Half (50%) of those who disagreed they are on the view that the system is barely acceptable. Those who strongly agreed 40 percent they are on the opinion that the system is very good, finally majority of those who strongly disagreed that rent seeking activities have not been addressed they have poor perception on centralised recruitment and selection.

Therefore, it is clear that centralised recruitment and selection has addressing problems of rent seeking activities. Since majority of respondents agree the system is good. On the other hand respondents who are on the view that centralised recruitment and selection has not addressed the problem of rent seeking activities they have poor perception on the centralised recruitment and selection.

d) Experience influence on perception

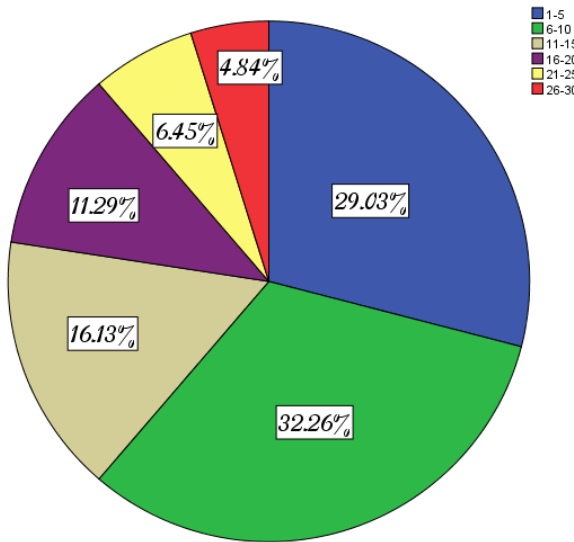
Experience of respondents on recruitment and selection prior and post centralised recruitment and selection is expected to have a significant impact on respondent perception on the centralised recruitment system. Level of experience in this study considered period which respondents worked with MDC. Categorized in four interval scale ranging from one year to thirty years of experience, the sample distribution is presented in Table 4.13 and Figure 4.8.

Table 4.13: Respondent distribution according to their level of Experience

| Years of Experience | Frequency | Percentage | Cumulative Percentage |
|---------------------|-----------|------------|-----------------------|
| 1 – 5 | 18 | 29.0 | 29.0 |
| 6 – 10 | 20 | 32.2 | 61.3 |
| 11 – 15 | 10 | 16.1 | 77.4 |
| 16 – 20 | 7 | 11.3 | 88.7 |
| 21 – 25 | 4 | 6.5 | 95.2 |
| 26 – 30 | 3 | 4.8 | 100.0 |
| Total | 62 | 100.0 | |

Source: Researchers'2015)

Figure 4.9: Respondents distribution according to their level of experience



Source: Researchers'2015

From this distribution majority respondents were between six to ten years who form 32.3 percent of the sample size. Followed by those between one to five years accounting for 29 percent of the total respondents. The least group from the sample range from 26 to 30 years who did form 4.8 percent of total sample size. From this distribution it is clear that majority respondents have less than fifteen years.

Relating respondent's level of experience and their perception on centralised recruitment and selection results indicates that there is no significant relationship between the two variables. Cross tabulation results indicates that, Chi-square statistic calculated is

17.331, at 15 degrees of freedom, and P value of 0.299 which is high than the threshold value 0.05 hence there is no significant relationship between level of experience and perception of respondents on centralised recruitment and selection.

Table 4.14: Relationship between respondents Experience and Perception on CSR

| Perception on CSR. | Respondents Experience with MDC | | | | | |
|-------------------------|---------------------------------|-------|--------|---------------------|---------|---------|
| | | 1 – 5 | 6 – 10 | 11 – 15 | 16 – 20 | 21 – 25 |
| It is very good | 11.1 | 15 | 0 | 0 | 50 | 0 |
| It is good | 38.9 | 30 | 20 | 57.1 | 0 | 66.7 |
| It is barely acceptable | 22.2 | 35 | 40 | 14.3 | 0 | 0 |
| It is poor | 27.8 | 20 | 40 | 28.6 | 50 | 33.3 |
| Chi-Square Value | Degrees of Freedom | | | Significance level. | | |
| 17.331 | 15 | | | 0.299 | | |

Source: Researcher'2015

e) Expectation influence on perception

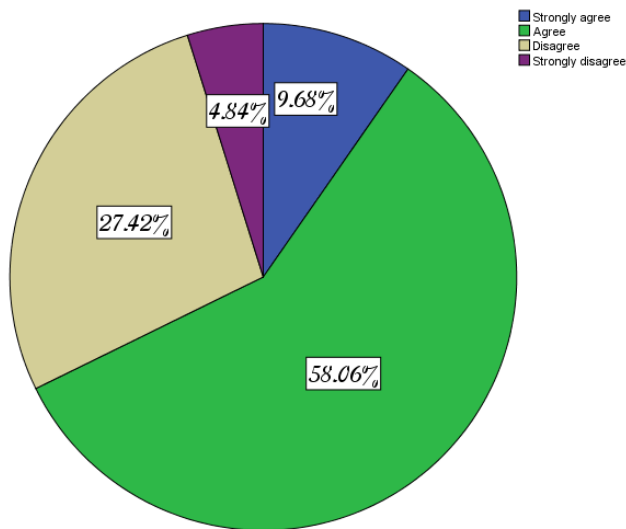
Centralised recruitment and selection is expected to ensure improvement in LGAs staff performance and their accountability to their respective authorities. In that regard MDC stakeholders are on expectation that centralised recruitment and selection would ensure good performance of the staff hired through this system. Findings of the study indicate that 58.1 percent agree centralised recruitment and selection has ensured presence of efficient staff. 27.4 percent of respondents disagreed; while those who strongly agree 9.7 percent they are on the opinion that the system has ensured supply of efficient staff; 4.8 percent of respondents strongly disagreed that employees recruited through centralised recruitment and selection are efficient. Results are presented in Table 4.15 and Figure 4.9. Thus from this analysis, most of respondents agree that employees recruited through centralised recruitment and selection are efficient in their performance.

Table. 4.15: Respondent distribution according to their expectations on CRS

| Years of Experience | Frequency | Percentage | Cumulative Percentage |
|---------------------|-----------|------------|-----------------------|
| 1 – 5 | 18 | 29.0 | 29.0 |
| 6 – 10 | 20 | 32.2 | 61.3 |
| 11 – 15 | 10 | 16.1 | 77.4 |
| 16 – 20 | 7 | 11.3 | 88.7 |
| 21 – 25 | 4 | 6.5 | 95.2 |
| 26 – 30 | 3 | 4.8 | 100.0 |
| Total | 62 | 100.0 | |

Source: Researchers'2015

Figure 4.10: Respondents distribution according to their expectations on CRS



Source: Researchers'2015

Expectation on centralised recruitment and selection can affect respondent's perception on centralised recruitment and selection. Therefore, relating expectation and perception of respondents, results reveal that there is significant relationship between the two, since the Chi-square 50.327 it is significant at 1 percent level of significance, results are presented in Table 4.16.

Table 4.16: Relationship between respondents Expectation and Perception on CSR

| Perception on CSR. | Respondent's Expectation views | | | | |
|-------------------------|--------------------------------|----------------|-------|---------------------|-------------------|
| | | Strongly Agree | Agree | Disagree | Strongly Disagree |
| It is very good | 50 | 50 | 0 | 0 | |
| It is good | 50 | 33.3 | 0 | 0 | |
| It is barely acceptable | 0 | 5.6 | 23.5 | 0 | |
| It is poor | 0 | 9 | 76.5 | 100 | |
| Chi-Square Value | Degrees of Freedom | | | Significance level. | |
| 50.327 | 9 | | | 0.000 | |

Source: Researcher '2015

The relationship thus explained as follows; Half (50%) of the respondents who agreed they have a good perception on centralised recruitment and selection. Those who disagreed 76.5 percent have poor perception on centralised system. While half of the respondents who strongly agree they are on the opinion that the system is very good, the other half concur the system is good as well. Finally those who strongly disagreed, all of them they are on the opinion that the system is poor.

From this analysis it is clear that, majority of respondents agree performance of employees recruited through centralised recruitment and selection system is good. On the other hand less than half of the total sample size they disagree on the same matter. Relating the expectations with perception on centralised recruitment and selection, it is clear that majority of respondents have poor perception on centralised recruitment and selection, despite the fact that most of respondent's expectation on centralised recruitment and selection have been met.

Therefore, among five factors which influence perception of respondents on centralised recruitment and selection considered in this study; motive, self-interest and expectations of the perceiver have been identified to be significant influencers of respondents' perception on centralised recruitment and selection; while attitude and experience are insignificant.

The overall perception of respondents on centralised recruitment and selection is diverse, with majority of respondents perceiving the system is good. Such perception has been influenced by the motive that centralised recruitment and selection is due to lack of expert of which most respondents disagreed with. Furthermore, centralised recruitment and selection has addressed the problem of rent seeking activities (self-interest of stakeholders) hence lead to most respondents have good perception on the system. Finally, good perception has been influenced by expectations that respondents had on the centralised recruitment and selection which was recruitment of efficient employees. Most respondents agreed employees recruited through centralised system they have good performance.

CHAPTER FIVE

DISCUSSION OF THE FINDINGS

5.1. Introduction

This chapter present discussion of findings on the assessment of MDC stakeholders regarding their perception on centralised recruitment and selection. Adoption of CRS has been perceived differently by MDC stakeholders, with one group concurring with the reasons for centralising stipulated in the centralisation policy; on the other hand, respondents did not adhere to the implementation of the aim of centralisation thus their perception has been negative.

5.2 Stakeholders' perception about centralized recruitment and selection

Centralized recruitment system can be explained as a system in which central agency or central government is responsible for recruiting all public servants. It is related to centralized human resources management which is characterized by standardization, consistent, protection from political influence and equitable decision making. In relation to this the system is blamed for its rigidity, inflexibility and unresponsiveness. However on the other side the systems is reported to be good in equal distribution of staff, employment of qualified staff and equity in staff employment. The variations of the answers on testing perception were in favour of centralised recruitment and selection and others were not in favour, this is as follows;

Favour of centralised recruitment

5.2.1 Qualified staff

Majority of respondent's perceives the centralised recruitment and selection to be a system that results into recruitment of qualified staff. It was also backed by the interview respondents in which it was clarified that, the qualified personnel are employed due to the fact that the whole recruitment process is done by people who are professional on human resources management and less political patronage are involved. It was also said

due to less corruption prevalence, favouritism, nepotism and tribalism, the possibility of recruiting qualified staff is higher since the main criteria for selection remain to be the qualities of applicants. It was acknowledged by many respondents that the rate of corruption incidences, nepotism, tribalism and favouritism is minimal at the central level as compared to LGAs. It was also supported by literatures whereby it is reported that under centralized system qualified staffs are recruited because human resources experts are in charge of tasks such as reviewing and ranking job candidates and because the system is greatly protected from political patronage and corruption (Coggburn, 2005). The quality of staff was compared between those employed during the decentralized and those employed by the Secretariat and majority reported that they are sure of the good quality of the staff employed by Secretariat because of the mode of recruitment employed by the Secretariat which has few chances of any kind of favouritism.

5.2.2 Equal distribution of qualified human resources

The study found that centralized system have effect on the distribution of staff in which qualified staff seem to be distributed equally to LGAs. The centralised recruitment lead to equal distribution of qualified human resources since the system demand all applicants to apply, to be interviewed, selected and allocated at different station by the single body. Due to this the secretariat is able to distribute the available qualified staff equally to all respective LGAs basing on their request.

This was indicated and declared by large percentage of respondents which means it is real appreciated by most people as now the problem of unequal distribution is minimized though there still some problems in few area caused by dropouts of new employees and not unequal distribution by the Secretariat. It was revealed by the respondents that uniformity in service delivery is promoted because qualified staffs are distributed equally to all LGAs.

Munga (2009) revealed that centralization system is more effective in both recruiting highly and equal distribution of staff. In his study done in Tanzania on health staff

recruitment he also found out that centralized recruitment led to recruitment of high skilled labour and resulted to balanced distribution of workers as compare to decentralized recruitment. Centralized system stated to be good in distribution function since the distribution is done by single body therefore it is even easy to move resources from area of surplus to that of relative shortage.

5.2.3 Presence of national human resources database

Existence of national database for qualified applicants and government employees is one among the positive perception of the centralized recruitment system. This was mentioned by respondents. Likewise it was reported during the interview that through centralized system government has been able to maintain national human resources database that shows all the qualified applicants and employees within a specific period. The database has been very useful to the government since it reduces costs of recruitment through the use of existing selected qualified applicants where and when needed instead of re advertising. Equally the database is worthwhile because it reduces double appointment incidences and limit labour turnover of the government employees. It was explained that the secretariat has the database for all applicants, qualified applicants, selected candidate on waiting list and employed applicants which is very useful for the day to day and future use. The data base is valid for only three months after that is not used anymore because applicants keep on changing their tests and qualification for the posts also change.

5.2.4 Promotes national unity and culture interaction

Centralized recruitment system mentioned to be the system that promotes national unity and culture interactions. This was mentioned by the interviewed respondents. In centralised recruitment system the applicants from every area of the country have a chance to be employed and posted anywhere across the country. The advantage of this was stated to be enhancement of national unity and culture interaction. Green (2005) acknowledged that centralized system enhance national integration and uniformity. In

the centralized system it is very common to find people originated from northern party working in southern party unlike during the decentralized system.

Against centralised recruitment

Notwithstanding of positive perception, centralized recruitment system also found to have negative perceptions that include; failure to fill the vacancies in time, increase in vacant posts and increase in labour turnover and transfers as follows;

5.2.5 Failure to fill vacant posts in time

Centralized system said to be trapped by rigid, slow and cumbersome procedures that are incapable of meeting government human resources needs (Coggburn, 2001), the rigidity and slowness of the process in one way or another affects the decision making process particularly vacancies filling. The study found that centralized recruitment system lead to failure in filling vacancies in time. This is reinforced by the bureaucratic procedures, inflexibility, slowness and rigid nature of the system. In order for LGAs to get new employees need to ask for permit from POPSM thereafter send request to Recruitment Secretariat and waiting for acceptance, while leaving other processes to be done by the secretariat such as advertising, shortlisting, interviewing, placing and payroll processing which take long time; hence causing LGAs staying without personnel for a long time. It was stated by one respondent at MDC that, it is very common to submit request today to the secretariat and get the response after six months and more. He said for example in year 2011 the request was sent and it was not responded up to December 2012 after they sent another letter to remind them. Equally in year 2013 September the request for 174 employees was sent and it was not responded and in April 2014 a letter to remind them was sent but no reply up to now?.

The failure to fill posts in time results in to increase in vacancies in LGAs. It was explained by one official that, 174 posts that were requested to be filled in September 2013 were not filled up to the time of interview which means there are 174 vacant posts

left in financial year 2013/2014 and still due to various reasons there are other vacancies expected in financial year 2014/2015.

Decentralized HR said to be more effective and responsive since it gives line managers the authority to manage their HR programs to meet their needs and it is more effective because it allows managers to reach hiring decision quicker with less red tape (Coggburn, 2005). It is linked to the new public management in which human resources responsibilities are given to operating managers as the results speed, flexibility and responsiveness to recruitment are enhanced (Lavigna & Hays 2004). Decentralized personnel system is more flexible than centralized system because managers can customize human re-sources practice to meet their needs.

5.2.6 Increase in labour turnover and transfers

Centralized recruitment system resulted into increase in labour turnover and transfers. This is viewed from the fact that, some of personnel placed at MDC don't prefer to work where they are placed leading to reporting and staying for a while and seeking for transfers claiming to have various reasons for that. It was revealed by respondents that increase in labour turnover and delay in filling vacant posts results in to increase in vacant posts in MDC. The problem of labour turnover may perceived not be a big problem to individual LGAs but it is a big problem when comes to the country at large. Employee turnovers and transfers may not be a big problem to a single LGA but there are numbers of cases from different LGAs in which employees never report and when they happen to report they just disappear. Therefore this results in to increase in number of vacant posts to LGAs year after year.

This is quite different on decentralized recruitment system where employees choose to work in a certain LGA just by their own. Hence even the rate of transfer is not high as compared to centralised system. Decentralized system enables the LGA to employ many committed employees who worked hard to serve their district since they were able to select the district of their choice.

Most of the staff who stayed longer in a particular LGAs are the one employed by the same LGA, those who came either by transfer or centrally deployed most of them are not staying longer, and they are always talking of transfers, most of them seem to be unhappy with the area.

CHAPTER SIX

SUMMARY, CONCLUSION AND RECOMMENDATIONS

6.1 Introduction

This chapter presents a summary for the study, a conclusion based on the findings presented and discussed in chapter four and finally policy implications. Section 6.2 present summary of the study, section 6.3 recommendations, finally section 6.4 discuss the limitations of the study.

6.2 Summary

The study focused on assessing the perception of LGA stakeholders on centralized recruitment and selection. Specifically the study identify the reasons for centralized recruitment and selection and then explore the perception of stakeholders on centralised recruitment and selection.

The researcher use both primary and secondary method to collect data. Data collected were analysed by using various statistical techniques and presented in tables, percentages and frequency distribution. The qualitative data were also edited and presented using direct quotation.

The study reveals that the reasons for centralised recruitment and selection were unethical behaviours by the LGAs staff that lead to nepotism, corruption, tribalism and favouritism. LGAs were given full power to recruit their own staff in which the whole process was administered by LGA itself therefore they were able to do whatever they want in relation to recruitment process. The process was fully exposed to self-interest of the LGAs' officials and politicians. Due to poor external control of the process, the recruitment process was full of unethical acts in which the criteria for shortlisting and selection were not based on merits rather on what you have and to whom you know.

The second reason was lack of meritocracy; during the decentralized recruitment most of recruitment authorities particularly recruitment boards in LGAs were not much concern with qualifications of the applicants and qualification needed for a particular job, their concern was to fill that posts as the results unqualified personnel were recruited .

The third reason was equal distribution of Human resources; some of the LGAs were very difficult to get qualified applicants especially the disadvantaged LGAs. In order to rectify the situation centrally recruitment system was unavoidable. Therefore the purpose was to ensure that staffs are recruited by the recruitment secretariat and distributed equally to respective LGAs as per their request and available staff.

The fourth reason was cost effectiveness; It was revealed that during de-centralized recruitment system the government were setting huge budget for recruitment process that were to be done by each authority. It was cost full to the government as compared to what the government spends when the recruitment is done by one central body (Recruitment Secretariat). Centralized recruitment informed to be more effective in saving cost as compared to decentralized system.

The overall perception of respondents on centralised recruitment and selection is diverse, with majority of respondents perceiving the system is good. Such perception has been influenced by the motive that centralised recruitment and selection is due to lack of expert of which most respondents disagreed with. Furthermore, centralised recruitment and selection has addressed the problem of rent seeking activities (self-interest of stakeholders) hence lead to most respondents have good perception on the system. Finally, good perception has been influenced by expectations that respondents had on the centralised recruitment and selection which was recruitment of efficient employees. Most respondents agreed employees recruited through centralised system they have good performance.

6.3 Conclusion

The study reveals that the reasons for centralised recruitment and selection were due to unethical behaviour by the LGAs staff that led to nepotism, corruption, tribalism and favouritism. LGAs were given full power to recruit their own staff; in which the whole process was administered by LGA itself; therefore they were able to do whatever they wanted in relation to recruitment process. Thus the process was fully exposed to self-interest of the LGAs' officials and politicians. In addition due to poor external control of the process, the recruitment process was full of unethical acts in which the criteria for short listing and selection were not based on merits rather on what a person has and who a person knows.

Moreover the overall perception of respondents on centralised recruitment and selection is diverse, with majority of respondents perceiving the system is good. Such perception has been influenced by the motive that centralised recruitment and selection is due to lack of expert, of which most respondents disagreed with. Furthermore, centralised recruitment and selection has addressed the problem of rent seeking activities (self-interest of stakeholders) hence leading to most respondents having good perception on the system. Finally, good perception has been influenced by expectations that respondents had on the centralised recruitment and selection which was recruitment of efficient employees. It was substantiated that most respondents agreed that employees recruited through centralised system have good performance.

Lastly qualities of trustworthiness and accountability should be the government norms which every public official should adhere to, so that the employees accomplish their duties assigned and required with integrity and within a reasonable time in order to assist the organization to fulfil its goals.

6.4 Recommendations

6.4.1 Recommendation to the government

Public service delivery is often affected by the number and quality of staff. Modes of recruiting can highly contribute to the employment of good or poor quality of staff as well as their retention. Appropriate recruitment processes and allocation of staff is a basis for better employee performance therefore better organization performance.

Basing on the fact that Tanzania had practiced centralised system and still the intended results are not to be attained this study suggest that, before adopting any recruitment policy related to the recruitment and selection, the government should effectively conduct effective visibility study about the systems. Conducting visibility will help the government to come up with better decision on which system to be considering the government capability. In addition to that before adopting any system the government need to be well prepared in terms of resources, rules and regulation, technology and well-functioning structures to facilitate effective functioning of the system.

Also the government should think more clearly before adopting anything. Environmental scanning will provide information on whether what they want to adopt will suit our environment. Policy overlapping always brings confusion to citizen and employees. This was seen between the Local Government reform programme policy paper of 1999 and the Public service Act of 2002 as amended in 2007. The local government reform programme policy paper of 1999 gives the LGA too much power and the Public service Act of 2002 as amended in 2007 reduce that power to LGA. This collision brings misinterpretations and misjudgements.

Loyalty and accountability should be the government norms into which every public official should adhere to, employee loyalty can be defined as employees being committed to the success of the organization and believing that working for the public organization is their best option. And in case of being accountable, accountability as the responsibility of the employee to accomplish with integrity the defined and assigned

tasks required by his/her job within a reasonable time in order to assist the organization to fulfil its goals

LGAs' staff must be trained on issues relating to recruitment and selection. The role of local government employment boards is very crucial and important. So it will be very important if they will be given more education on their roles, because they are the one who should approve whether the employees recruited fit the demand of the LGA. For example if the employment board will be aware on the roles they should play in LGA they could not perceive that the Secretariat is undermining their functions in any way. This is because the laws states very clearly about the roles of each part and set demarcations in area of jurisdiction. The secretariat as employment agent and the LGA as the employer.

6.4.2 Recommendation to the Public Service Recruitment Secretariat

Public Service Recruitment Secretariat was established by the Public Service Act No. 8 Of 2002 as amended by Act No. 18 of 2007, section 29(1). Public Service Recruitment Secretariat was established on 24 June, 2009 and stated performing duties on 01 March, 2010. The major role of PSRS is to facilitate recruitment in the Public Service. It has been observed that, currently the title of the Act appears to be limited, because it only provides a single responsibility for recruitment. However, in reality there are other functions that are being performed. Therefore the researcher recommends that the tile of the Act be amended to Public Service Employment Agency, in order for the agency to accommodate all three themes of recruitment, selection and placement.

6.5 Areas for further studies

Centralised recruitment and selection is practiced in all public institutions. However focus of this study was to understand perception of LGA stakeholders alone. In that regard there is still a room for further research in other public institutions on the same matter. For instance apart from local government authorities, also ministries, departments and agencies of the government have been embedded in the similar system

where they have to recruit their staffs through centralised system. In that regard further research which will cover representatives of MDA's would shed light on the matter.

Furthermore, this study was limited to descriptive data analysis where frequencies and cross tabulation analysis were applied to establish relationship between independent and dependent variable. Thus for the case of future research a more comprehensive measure of analysis should be adopted, such as multivariate analysis technique.

Again, as was stated in the conceptual framework, Perceptions can be analysed in three dimensions which are by the situations, perceiver and target dimensions. Assessing perception of MDC stakeholders on centralised recruitment and selection took the perceiver dimension; the researcher suggests that further researches can be done focusing on situation and target in order to draw a broader perception in this area (CRS).

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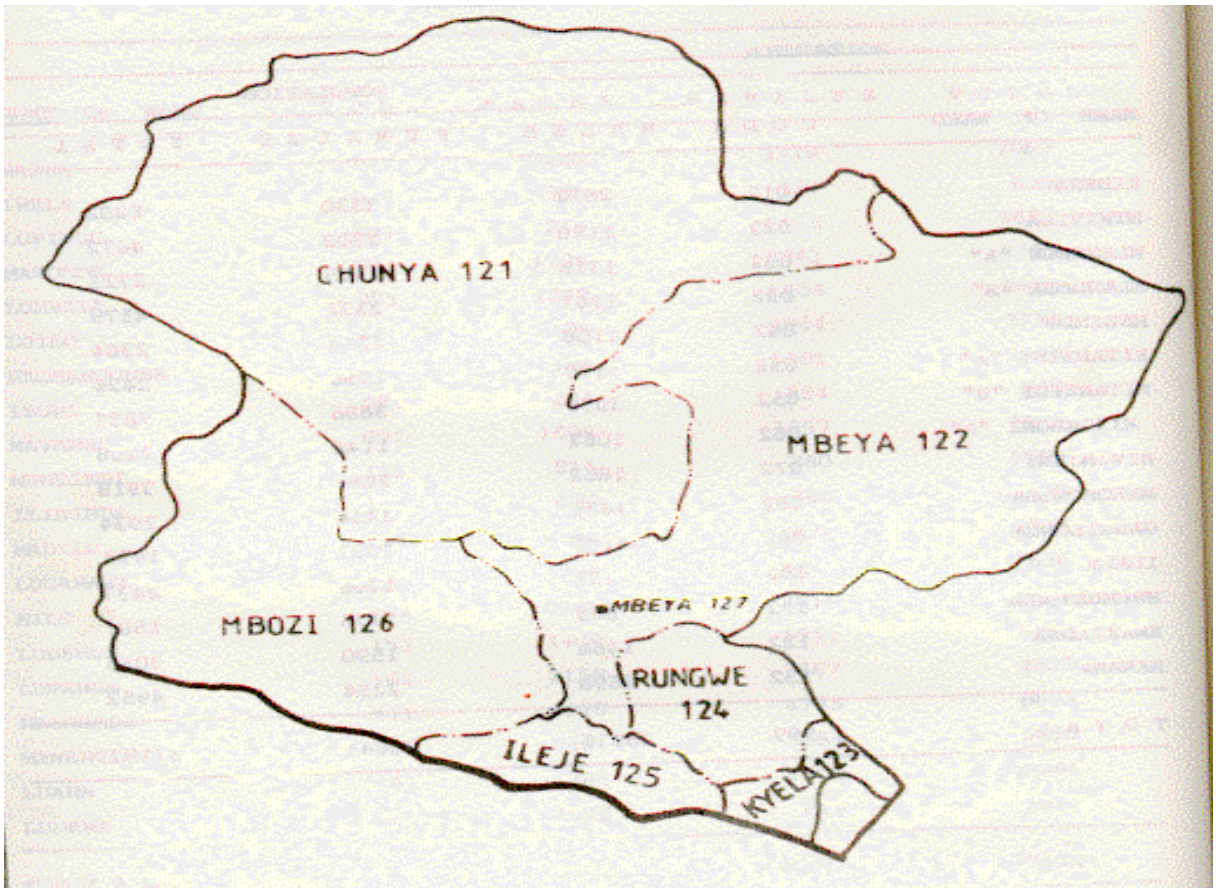
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APPENDICES

APPENDIX I

A MAP OF MBEYA DISTRICT COUNCIL



APPENDIX II

A SAMPLE QUESTIONNAIRE

Introduction

I am a student at Mzumbe University pursuing Msc. Human Resource Management (Msc. HRM). I am conducting a study on the perception of centralised recruitment and selection. The study is conducted at Mbeya District Council.

The aim of this study is to investigate how the local government authority felt on the decisions of the government to take away the non-core functions of recruitment and selection from the local government to the newly created public institution board, the recruitment secretariat.

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

Instructions

1. Please put a tick and circle where appropriate
2. Fill the blanks where required

A. DEMOGRAPHIC CHARACTERISTICS OF RESPONDENTS

1. Sex of Respondents

| | |
|-----------|--|
| 1. Male | |
| 2. Female | |

2. Age (In years)

| | | | |
|------------|------------|------------|-----------------|
| 1. 18 – 29 | 2. 30 – 49 | 3. 50 – 59 | 4. 60 and above |
| | | | |

3. Level of Education

| | |
|-------------------------|--|
| 1. Primary Education | |
| 2. Secondary Education | |
| 3. Collages Education | |
| 4. University education | |

B. AWARENESS ABOUT CENTRALISED RECRUITMENT AND SELECTION.

4. For How long have you worked with Mbeya District Council

.....
.....

5. Which department are you working with in Mbeya District Council

.....
.....

6. Recruitment and Selection in Tanzania’s Local Government has been centralised, are you aware of this;

- i. Yes
- ii. No

7. If yes, identify the carders which have been centralised

.....
.....

8. What were the reasons for establishing centralized recruitment and selection in the public sector?

C. PERCEPTION ON CENTRALISED RECRUITMENT AND SELECTION

9. How do you perceive centralised recruitment and selection system;

- i. It is very good
- ii. It is good
- iii. It is barely acceptable
- iv. It is poor
- v. It is very poor

10. With regard to your selection above, give reasons;

.....
.....

11. Centralised recruitment and selection aims at combating nepotism and corruption;

- i. Strongly Agree
- ii. Agree
- iii. Disagree
- iv. Strongly Disagree

12. Centralised recruitment and selection was introduced because LGA's lacks experts in recruitment and selection;

- i. Strongly Agree
- ii. Agree
- iii. Disagree
- iv. Strongly Disagree

13. Centralised recruitment and selection reduce flexibility because it is too bureaucratic

- i. Strongly Agree
- ii. Agree
- iii. Disagree
- iv. Strongly Disagree

14. If you agree, give the reasons?

.....

.....

15. Mbeya District Council staff employed through centralised recruitment and selection system are accountable to the council;

- i. Strongly Agree
- ii. Agree
- iii. Disagree
- iv. Strongly Disagree

16. Staffs employed through centralised recruitment and selection are effective and efficient in their performance;

- i. Strongly Agree
- ii. Agree
- iii. Disagree
- iv. Strongly Disagree

Interview Guide For: DED, DHRO, DPO and DLO

1. To your opinion what do you think are the intention of the Government on centralized recruitment and selection?
2. What do you know about centralized recruitment and selection?
3. LGA are undermined by central government through the introduction of centralized recruitment and selection. What are your opinions?
4. The functions of MDC have been jeopardized by centralized recruitment and selection. What is your opinions on this?
5. The functions of DHRO are no longer recognized. Is it true?
6. The autonomy and independency of LGA is doubtful after the introduction of centralized recruitment and selection. What is your opinions on this?
7. Centralized recruitment and selection enables MDC to have competent well motivated and skilful employees. What is your opinions on this?
8. Centralized recruitment and selection increases loyalty and accountability of employees to MDC. What is your opinions on this?

MBEYA DISTRICT COUNCIL ORGANIZATION STRUCTURE

