

**DO CENTRALIZED RECRUITMENT IN TANZANIA RECRUIT
COMPETENT STAFF IN LOCAL GOVERNMENT
AUTHORITIES?
A CASE OF KINONDONI MUNICIPAL COUNCIL**

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**A Dissertation Submitted in Partial Fulfillment of the Requirements for Award
of the Masters of Public Administration (MPA) of Mzumbe University
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CERTIFICATION

We, the undersigned, certify that we have read and hereby recommended for acceptance by the Mzumbe University, a dissertation entitled "*Do centralized recruitment in Tanzania recruit competent staff in Local Government Authorities? A case of Kinondoni Municipal Council*" in partial fulfillment of the requirements for award of the degree of Master of Public Administration of Mzumbe University, Tanzania.

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DEDICATION

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LIST OF ABBREVIATIONS AND ACRONYMS

BPA	Bachelor of Public Administration.
HRM	Human Resource Management
HLMAC	High Level Manpower Allocation Committee
KMC	Kinondoni Municipal Council
LGAs	Local Government Authorities
MD	Municipal Director
MDAs	Ministries, Independent Department, Executive Agencies
MS-Word	Micro Soft Word
MU	Mzumbe University
MPA	Masters of Public Administration
PSE	Public Service Establishment
PSRS	Public Service Recruitment Secretariat
URT	United Republic of Tanzania

ABSTRACT

This study aimed to investigate on whether the centralized recruitment in Tanzania recruit competent staff or not, with a focus on Kinondoni Municipal Council. The main objective of the study was; do centralized recruitment in Tanzania recruit competent staff in Local Government Authorities? The specific aims was to identify the qualifications of recruited staffs in Local Government Authorities and to find out to what extent the level of qualification match the job requirement. The study employed a case study design which gave chance the researcher to use various methods of data collections including interview, focus group discussion and documentary review. In order to accomplish her studies the researcher used a sample size of 15 respondents. Data was analyzed by using qualitative methods of thematic and content analysis. The study result revealed that centralized recruitment have tried much to recruit competent staff to LGAs. This is done through a critical consideration of skills and knowledge that match with the job requirement. The system also brings up some positive outcomes like reduced corruption, equality of all people in application of vacancy and recruitment of qualified staff. The system however face some challenges like delays in filling the vacancy position and employee allocation problem. The recommendations under this study requires that Local Government Authorities should participate more in the recruitment process so as to be able to fill the vacancies of high priorities position because HR of LGAs are the one who are capable of identifying the need of the new staff from various categories. The government should create and provide more jobs to the youth so as to reduce the problem of unemployment and skill mismatch with the job requirements. The government should also make some investigation and feasibility study in order to come up with the better recruitment system for the public staff.

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CHAPTER ONE

PROBLEM SETTING

1.1 Introduction

Chapter one presents the background of study, statement of the problem, objectives of the study research questions, significance of the study and limitation of the study.

1.2 Background of the problem

Any organizations need a competent and efficiency work place depending on the level of the workforce either in private or public sector. The accessibility of skilled and competent staff can be ensured through the use of articulated employment workout (Peretomode, 2001).

The aims of employment system is to choose all who are the best in meeting the needs of the organization, to improve and preserve the qualified and competent staff through which the company can attain its human resource strategy. The enrolment process start by stipulating the human resource wants such as numbers, skills mix, levels, time frame, which are the characteristics outcome of the job examination and human resource development actions (Cascio, 1986 cited from Makemba, 2013). Evidence from job examination and human resource development actions calls for another step in the recruitment system including; attracting potentially skilled applicants to apply for available positions in an organization.

Those tools include applications and resumes, interviews, reference checks, tests (Snell, 1999). The essence of these recruitment activities is for the organization to appoint the best applicant with the right ability, temperament and willingness (Mullins, 1996). Hence it would be imperative that for good operation of recruitment of staffs in the company, the selection of good employment approach either centralized or decentralized is very essential as it help the organization to get right person, at the right time from the right place basing on the nature of work, environmental, financial, social, cultural and political factors.

The historical background of recruitment of public servant especially in local government authority in Tanzania can be traced since independence whereby 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 any organization, Human Resource Management is important to maintain and enhance productivity and effectiveness of the workforce. The recruitment 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 Tanzania local government authority has undergone several reforms after independence, which include the decentralization of powers and authority from central to local government. These are political decentralization, administrative decentralization, and central local relation. These help to give power to the local government authority through administrative decentralization to recruit their own staff and perform other human resource function.

The abolition of Local Government Authorities under the decentralization of Government administration Act (Interim Provision 1972) was due to various problems in administrations and economic capability Councils and lead the central government to centralized the powers and authorities (Venugopal and Yilmaz, 1020). But the reintroduction of the Local Government occurred in the beginning of the 1980s, when the rural councils and rural authorities were re-established. Tanzania has been implementing an ambitious local government reform programme since the end of the 1990s. The reforms started to pick up paste in the mid-1990s. The legislations are being amended to reflect the Government's policy of decentralisation by devolution.

Central government of Tanzania took back the power of recruiting employees from Local Government Authorities in 2009 under the recruitment agency known as Public Service Recruitment Secretariat (PSRS). The PSRS was established for the aim of enabling enrolment of staffs in Ministry, Independent Department, Executive Agencies (MDAs) and all other government institutions. This was according to Public Service Amendment Act 2007 Section No. 29 in January 2009. The secretariat has been there accountable for staffing of all civil servants of all government institutions including LGAs. The motives for the move of the duty to central government could be a low capability of LGAs to enroll competent staff, favoritism, and increased corruption in relation to the employment procedure (URT, 2007).

However, since its establishment, little is known into what extent centralized recruitment facilitate the recruitment of qualified staff. Existing literature provide for the rationale for the shift (Njovu, 2014), on how centralized recruitment has been influence employee turnover (Mrutu, 2015). Therefore this gap in the literature has motivate researcher to find out on how centralized recruitment in Tanzania recruit competent staff in local government authorities.

1.3 Statement of the problem

Acquisition of good and qualified personnel is very important aspect in any organization because, it help in making an organization which is operative and well-organized in distribution of goods and services either in public or private. Recruitment of unqualified staff in the organization led to poor production of goods and resources or poor provision of social services. The decentralized recruitment system led the Local Government Authorities producing unqualified staffs, which lead to the establishment of centralized recruitment.

One of the objective of centralized recruitment was to recruit competent and qualified staff to the public office including LGAs. This study therefore wanted to find out the extent to which the centralized recruitment in Tanzania recruits competent staff in local government authorities, with a focus on Kinondoni Municipal Council.

1.4 Research objectives

1.4.1 General objective

To determine the extent to which a centralized recruitment in Tanzania recruits competent staff in local government authorities

1.4.2 Specific objectives

The study was guided by the following specific objectives

- i. To identify the number of recruited employees in KMC under centralized recruitment
- ii. To identify the qualifications of recruited employees in Local Government Authorities (LGAs).
- iii. To find out to what extent the level of qualification match with the job requirement.

1.5 Research questions

- i. What is the number of employees at KMC recruited under centralized recruitment?
- ii. What are the qualifications of recruited employees in LGAs under centralized recruitment?
- iii. To what extent the levels of qualification match with the job requirement?

1.6 Significance of the study

The study intended to highlight the best qualifications of local government staff that can be used whether by centralized, decentralized or any other recruitment agency so as to attain the qualified and competent staff in Tanzania local government authorities. The study arranged for a hard basis for Tanzania government to approve suitable recruitment method which enables the experts concerned with public servants' enrolment to make a standard and impartial recruitment decisions by

employing the right candidates into the public service who correctly match with position in place.

A good employment method helps to increase production and minimize the budget as it reduces labor turnover and workers disappointment (Nwachukwu, 2000). It was expected that, the findings of the study would serve as a source of empirical literature to future researches on the same or similar studies. Also, successful completion of the study helps to enable the researcher to partially fulfill the requirements for the award of degree of Masters of Public Administration offered by Mzumbe University, Morogoro Main Campus.

1.7 Limitations of the study

The researcher faced the problem of data collection during the field work. This was due to confidentiality of some documents as well as some respondents lack cooperation with the researcher during the interview some of them create artificial behavior and resist to give clear information on their free will

Fund shortage was also the challenge as the researcher faced the shortage of fund scarcity since fund provided was not enough to cover all services like transportation, photocopy, food and other required needs.

Time constrain was also limited in conducting research as it was too short to that extent as it was difficult to collect all necessary data required for the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

In this section used to shows the various authors and scholars who had contribute in one way or another in relation to centralized recruitment and how it has been able to recruit competent staff in Tanzania LGAs.

2.2 Theoretical literature review

These are the review of the secondary sources of information which includes any publication written by an author who was not a direct observer or participant in an events described. This entails books, journals and other secondary sources. It covers concepts of recruitment of Tanzania Local Government Authorities, their legal bases and all relevant issues concerning the centralized recruitment towards the recruitment of competent staff in local government authorities.

2.2.1 Definitions of terms

Administrative decentralization

Administrative decentralization is the system of the government which consist of full or limited transfer of useful rules and activities to local government authorities including health services, education services, infrastructure services, the management of the employee services and garbage collection.

Decentralization

Different scholars of public management has define decentralization is transfer of power from advance level to minor level of government, assignment in making decisions, assignment of powers and duties, permitting the big number of activities to be engaged by the people, eliminate the roles from the center to low level. This

can be operated through wide participation of people in the process of decision making from a beginning in formulation of plans up to its implementation (Rondinelli and Nellis 1986; Rahman 1996). Also administrative decentralization can be categorized in three form which are de-concentration, devolution and delegation (Sarah and Matthias 2005; WBDTT).

De-concentration

De-concentration this is one among the forms of decentralization that have been used regularly by unitary state in decision making authority and economic and administrative accountability among different levels of the central government. It can be also explain as moving of responsibilities from one ministry to another or from one ministry to the field or local administration (Ali 1995; Islam 1997). De-concentration also is the system of moving tasks from central government officials to those operational regions, districts, local or filed management and only to be done under the supervision of central government. Kenya, Tunisia, Tanzania, Morocco, Algeria, Pakistan, Philippine, Indonesia and Thailand are example of countries in Africa and Asian that are using this form of decentralization in past decades (Islam 1997; Hyden 1983).

Delegation

Delegation is the wide form of decentralization which comprises of moving obligations on decision making and management of government functions from central government to low autonomous government that can only controlled by central government, then finally will be responsible to it. These small governments are generally have unlimited will in decision making, for example establishment of boards, authorities, corporations and other distinct agencies in most of developing countries use this exercise for the purpose of carrying out definite functions (Khan 2009).

Devolution

Devolution as the last form of administrative decentralization. This is the kind of decentralization which consist of moving the important autonomy, such as making the laws and rising the revenue, and all by laws are made by the locally chosen bodies (Conyers 1986). There are five regular features on explanation the cleanest form of devolution as it was recognized by Cheema and Rondinelli (1983). Rules should be shifted to the separate units of the local government without the straight controller from the central government. Also the units can perform its own functions and protect its own resources by enjoying the community position and authorities they have. Also these entities preserve to be controlled and determined in the accepted geographical area as devolution indicates the need to be improved by local government organizations. This is the organization of equally advantageous and direct connection between central.

Human Resource Management (HRM)

The human resource management is the people's resource in organization that deal with people to support other resources so as to achieve its intended goals. Among the function of human resource is recruitment of employees in the organization and provide supervision to the people in the service delivery and production activities.

Local Government Authority (LGAs)

Local Government Authority (LGAs) is managerial agencies which are minor than a central government and are in direct contact with the community. The establishment of LGAs in Tanzania can be seen according to the constitution of Tanzania of 1977 as amended time to time. Article 145 show the establishment of LGAs and article 146 state its function that are performed by LGAs. The main aim of LGAs is uniting and giving more autonomy to the community to contribute in preparing and operation of development program inside their own area and the whole county development (Jaba, 2010).

2.2.2 Concept of recruitment

This is a procedure of getting an attractive employees in the organization. Selection is the portion of recruitment procedures which deal with choosing the candidates to be appointed to the particular jobs(Amstrong, 2006). Also, recruitment is defined as a usual of actions and procedures that are used to get the right number of qualified candidates and the employers can choose every candidate depending on their own short or long term interests (Schuler, 1987).

Also recruitment is the way of searching and employing the best skilled applicant to join an organization for the job opening in a right time so as to support the organization development according to the organization goals and objectives. Successful recruitment can pass the phases of enrolment and selection comprising the following describing the required wants, inviting applicants, selecting request, conducting interview, challenging, evaluating applicants, gaining references, inspecting the requests, employing the successful candidates and following up (Armstrong 2003).

Recruitment procedures

There are various steps to taken in the procedure of recruiting and selecting candidates which are identifying the necessary needs, attracting candidates to apply, choosing applicants, leading the interview, testing, evaluating applicants, gaining reference, inspecting the requests, employing the successful candidates and following up (Armstrong, 2003).

2.2.3 System of recruitment

Recruitment is among the important function to human resource in any organization. The system of recruitment is either centralized or decentralized depending on management of the organization, as mostly was adopted by the government for the purpose of ensuring the presence of competent employees in the government agencies and improving social service delivery to the people.

i. Centralization

In centralization system can be define as set of administrative staff for development preparation and decision making and handling organization activities. The top management have the right and powers of controlling the organization. Also in previous period most of the organization use the centralization policy so as to hold the control at the top level (Surbihis, 2015).

Centralized recruitment is the process whereby the power and authority of enrolling staff is controlled by central government or top management. Example in Tanzania centralized recruitment have been practiced by the government through the use of recruitment agency that is Public Service Recruitment Secretariat (PSRS) and is under central government (Lievens and Chapman, 2009)

ii. Decentralization

The decentralization is the system of transfer the powers from top level of management to the low levels. This system was also adopted by the government in most developing countries for the purpose of providing and develop social services closely to the people (LukumaI, 2006).

Decentralization has been explained with different academics of public administrations the transmission of power from central to local government, allocation of decision making, appointment of power with obligations, allowing the biggest number of responsibilities to be engaged where most of people reside, elimination of roles from the higher to low level, broader contribution of citizens in the whole process of making decisions starting from plan formulation to implementations (Rondinelli and Nellis, 1986; Rahman 1996).

Decentralized recruitment is the system which consist of giving the authority to the low level of management to recruit their own staff. It can be within the organization or institutions, in local government authorities (Lievens and Chapman, 2009).

2.2.4 Centralized recruitment

Centralized recruitment is the process whereby all direct hire staff decision is made by one human resources team within companies. This can be seen when the management used to have direct control over the staffing function, strategies, resources, budget and other process (Lermus, 2003). Centralized recruitment can be related to the central of human resource officers as this is among the function of human resource management. Advantages and disadvantages of human resource management in recruitment are also related to advantages and disadvantage of centralized recruitment.

The human resource recruitment under central government is well correlated with centralized human recourse administration as it has been intended to remove the weaknesses of favoritism in employment system, giving that equal chance together with simplifying the employment of skilled staff to be dispersed in decentralized components (Berman et al., 2012 cited in Njovu, 2013).

2.2.5 Advantages of centralized recruitment

Centralized recruitment is supposed to have benefits including eradicate the challenges of unfairness and corruption related to political support. Green described the centralized human resource outcome in to adjustment of human resource labor limitations or else minor places will have challenges to contest with better places. The issue of creating network between native and dominant in organization help to expand the public employees, control overspending of incomes, hold together general combination and control lowest requirements for exceptional positions like doctors and teachers (Green 2005).

Central government and top management in the organization use to control each and every thing which is done in the organization. Due to that reason centralization also supposed to improve integration, standardization and cost effectiveness of public services (Korsten, 1988 cited in De Vries, 2000). In the other side the centralized human resource seen to be very important in stabilize the social service delivered by

human resource, improve productivity and effectiveness gain through economic of scale (Selden 2001). It was reported that centralized recruitment have improve the ability of recruiting competence staff (Munga, 2009).

2.2.6 Disadvantages of centralized recruitment

In spite of the fact that centralized recruitment have positive outcome to local government and the state in general, it also face some negative outcome which give challenges to recruitment agency, including the following inflexibility, complications, slowness and insensitivity, incompetence and time consuming in nature (Coggburn, 2005). It was reported that centralized human resource management is more applicable in public sector and it was also blamed for having slow process working in recruiting, insensitive, bureaucratic and inactive. Human resource management under centralized recruitment has set and enforce many inflexible rules which disappoints potential people to apply for the job in public sector (Layigna and Hays, 2004).

Centralized recruitment also has a challenge in delay and ineffectiveness and the line managers are said to be more in a good place that the central personnel officer for recruitment procedures and being done (Lorens and Kellogg, 2007). In addition centralized recruitment structure has been blamed of having inherently and being unable of satisfying people's needs that is why it is impossible for the central government administrators to observe the local needs. Lastly centralized recruitment weaken the accountability of public employees to local councils (Nabaho and Kiiza, 2013).

2.2.7 Centralized recruitment and matching between job requirement and qualifications.

Skills are very grave in having the ability for the people, businesses and society in doing things. The advantage of skills is more important pronounced in a dynamic, globalized world. Building important skills early on, by expanding and improving the quality of early childhood, is important. It is very important to make sure that the

skills trained at school are related to working world, that they are sustained and extra improvement during working life and that they are familiar and used by the employers once people are in the labor market.

Recruitment under central government have been supported for its capability to employ qualified employees (Munga, 2009). Under this situation it has believed that centralized recruitment was the best approach more than decentralized recruitment which faces various serious challenges such as favoritism and the delivery of the required human resource in a particular area was poor (Wang, Collins, Tang, & Martineau, 2002 cited in Mrutu, 2016).

Competence requirement for recruitment advisor

- i. Skills and awareness of all features of recruitment, sources of recruits, and different media for use in recruiting, related assessment tools (OPQ qualified).
- ii. Skills and capabilities in interviewing techniques, assessment administration, role analysis.
- iii. Behavioral competencies able to relay well to others and use relational skills to attain wanted aims, able to encourage the behavior and decisions of people on the issues concerning recruitment and other HR or individual matters, able to manage with change, to be flexible and to control ambiguity, able to make intelligent issues, recognize and answer difficulties and ‘think on one’s feet, focus on attaining consequences, able to maintain appropriately focused energy and stamina, to exercise self-control and to learn new manners and able to interconnect well, orally and on paper (Armstrong, 2003).

Job requirements

Obviously, the necessities organizations create for prospective job applicants notify them to some extent concerning the skills needed to achieve the job in question, but they can also help the indicating role decreasing the search budget for both organizations and job searcher. The informative necessities, which shows that for

most of their positions organizations want that candidates use to have different major educational levels including certificate, diploma, degree or masters. Positions for which there are no definite educational necessities are not related with a little length of search (Erikson, 2008).

Most of the employer's preferences need requirements that the job holders must be of definite gender that reflect job characteristics. Gender neutral have been applicable in most vacant jobs. On the other side many firms have targeted male candidate to apply for the job. It is seen on Taiwan, the contribution of male labor force is rate 20 percentage higher than the women, but also the men are more one percentage than women in unemployment rate. Therefore on average, the vacancies posted exactly for men applicants take long to fill (ibid).

One age requirements, there are minimum and maximum range as recorded according to organization. The limitation of age range relying on ceiling for new entry who are the mostly young workers because are more adaptable and low paid. Dummy variables for the minimum age required of the job holder to be forty years and above and for the jobs lacking age restrictions, have been created to capture candidates available to elderly workers (ibid).

Most of the organization used to have different information of certificates requirements and aim for opening the vacancies as it is available since 2003 to 2006. Most of the vacancies do not require the specific skills certificates or license in eight percentage. The professional license like pharmaceutical and the nurses work are the common requirement and the certificate of language skills (mostly in English). Although the current workplaces generally apply computer technology, therefore the certificates of computer course is not important in the process of searching the job but is an added advantage (Sinning, 2009).

The most suitable candidates for the post used to have a clear job description and person specification that can help to provide an opportunity for candidates to inform themselves on what your organization can offer them. Board and managers have the duty to consult with the appropriate staff, to prepare job description. This is

basically a summary of the responsibilities of the position and it should comprise the following information; the main purpose of the job and the framework in which it exists, the important areas of duty and accountabilities involved, the reporting relationships and the tasks and knowledge involved (Luxembourg, 2005).

The following extensive principles should be taken into consideration when preparing a job descriptions, the job description should define the job and not a person in it, also it should explain what the job will be and what the post owner be required to do now and at the future, to the roles of the post should be clearly explained, the job description also should allow for flexibility in the provision of new responsibilities related to main functions of the post. This will help to ensure the level of flexibility among the staff and avoid possible issues like demarcation. Also there should be no discriminations in term of age, gender or any other irrelevant features of position holder on job descriptions (ibid).

Skills match to job requirement

According to World Economic Forum (2014), it was seen that the comparing skills and jobs has develop a high significance policy concern. Skills and knowledge mismatches have been occurred to the workers when they have either fewer or more skills than jobs require. Some mismatch is unavoidable, as the labor market contains difficult decisions by owners and employees and depends on many outside influences. But high and determined skills mismatch is costly for firms, employees and society at large.

Making sure of noble match between skills developed in instruction and on the job and those necessary in the labor market is important to make the most of investments in human capital and promote strong and comprehensive growth. Inappropriately, in the OECD on average, about one in four employees are over-qualified like they possess advanced qualifications than those needed by their job and just over one in five are under-qualified like they haveminor qualifications than those needed by their job. In adding, some socio-demographic groups are more expected than others to be over-qualified notably, migrants and first-hand labor market applicants who take

some time to sort themselves into suitable jobs or under-qualified notably, skilled workers missing a official requirement for the skills developed on the labor market.

The genuine mismatch between skills controlled by labors and those obligatory in the labor market only clarifies a small percentage of requirement mismatch. In reality, qualifications of employees only imitate specialized skills, mostly learned in initial education while a great deal of skill acquisition happens on the job along with some skill obsolescence. Furthermore, employees can show different grades of competence in different area while they have the same level of qualifications and this as according to their field of study. In developed countries like Europe enclosed in a analysis, only 40 percentage of over qualified employees feel that they have the skills to cope with extra demanding responsibilities at work. Even more strikingly only 12 percentage of the under-qualified report demanding additional training to cope well with their responsibilities at work.

The difference in the skills of a person with the same qualifications shows a key role in clarifying requirement mismatch. First, employees' ability differs within qualification level, with employees of low ability for their qualifications being employed in jobs that usually need lower qualifications and the opposite being true for employees of high ability for their qualifications. Next, the likelihood of result work in areas that are not directly connected to one's field of studies differs throughout these arenas and working outside one's field is an important source of over-qualification. In adding to the selections made in early education, several labor market events may rise the likelihood of over-qualification. Employees fired or dismissed in the framework of business closures are more likely to be over-qualified at re-employment than workers who quit and this effect is stronger if the job separation happens at times of increasing unemployment. Furthermore, the longer the time spent out of work between two jobs, the higher the risk of over-qualification which recommends that skills may developed obsolete during continued unemployment.

2.2.8 Causes of mismatch skills, knowledge and job requirement

Comparing skills and works has develop a high-priority policy concern. Skills mismatches happen when employees have either less or extra skills than jobs needs. Several mismatch is unavoidable, as the labor market contains difficult decisions by managers and employees and depend son many external influences. But high and determined skills mismatch is costly for owners, employees and society atlarge. The following are the causes of skills mismatch including; over education, skills shortages, abilities fashionableness and the reflection on the role of specific features.

i. Over education

Levels and kind of education of the applicants may encourage to the mismatch on entering employment. As Stigler (1961) observed, the advanced the level of education the well-defined the set of jobs the employee can get and the good the information individuals have about the nature of the labor market. In addition, individuals in thinner fields of study (such as law or medicine) are likely to have a good and clear set of job options than persons in more broadly defined ones (such as arts and humanities). Thus, Kucel and Byrne (2008)recommended that those from larger educational qualifications are likely tobe less well informed concerning the labor market opportunities.

British labor force survey, which comprises information on type of degree and the nature of the process of finding the job, they found out that alumnae in hard disciplines are significantly less likely to spread over for a job through a private work agency, by depending on an announcement or by a other technique than through personal contacts linked to those from broader educational backgrounds. Thus, over education can endup from the unequal nature of the supply of labor market information.

Owner decisions may comprise dealing with problems in employing labors with the accurate skills. Actual small number of studies have motivated on the decision-making procedures of both companies and entities to clarify the occurrence and

resolve of over education. Investigation on the role of managers in employment mismatched of employees is also rare, although this is a possible plan for changing request for skilled staffs and increasing request for skilled manpower.

ii. Shortage of skills

Under investment in training is among the cause of skills shortage. Pigou in 1912 explain the idea of market under the provision of skills (cited by Haskel and Holt, 1999) who reasoned that the other manageable skills related with training will increase the possibility that the employee will be stolen, thus decreasing the likelihood that training will take place. Individuals may underinvest due to seeming high training costs, together with undefined profits (Booth and Snower, 1996). Information gaps or incompetently organized education delivery may also lead to improper investments on the part of learners, while inadequate labor market mobility can also lead to inequalities (Neugart and Schomann, 2002).

iii. Skills obsolescence,

This can result to skill gaps, as the procedure rather than a government. De Grip and van Loo (2007) differentiate between physical (technical) and financial skills obsolescence. Technical skills obsolescence consequences from devaluation of manual skills or physical strength through ageing, while financial obsolescence happens as the outcome of variations in production technology which alter the best contribution in mixing for firms. If there are different skill wants as the outcome of variations in production, this may have a main effect on job specific skills. Sectorial skills obsolescence is also caused by the employment decline across the industries and business, and job losses may affect the organization specific skills obsolescence if the organization closure occur.

Weinberg (2007) revealed that skills obsolescence rises in two ways. First, the flow of new technology may rise the obsolescence of current skills. Second, qualified employees who have collected better stocks of skills related to the old technology lose more human capital when transferring to new jobs.

iv. Mismatch and individual characteristics.

There are specific personal features that makes a certain individuals more liable to mismatch than others. A certain groups may have more topics to discrimination in labor market young employees, older workers, females, ethnic minorities and the disabled and this characteristics may also manifest itself in labor market mismatch.

Young employees are expected to be particularly liable to skill mismatch as new entrants into the labor market, and the outcome was that over-education is linked to a shortage of work experience supports this hypothesis. Various research report similar consequences. Older employees may suffer from mismatch as a significance of skills obsolescence, which is more likely in industries subject to rapid technological change or in weakening through shifting patterns of demand.

Person specification

Person specification highlight the skills requirements, knowledge, behaviors competence and experiences needed of the person being sought can be decided on job descriptions. Person specification also comprise the selection criteria against which candidates will be evaluated. The more accurate the standard the more likely that the best applicant will be chosen for the job.

Selection is one among the stages and series on recruitment and selection process as they provide a reliable and aim set of standards for all applicants which can be detected and measured, the organized and rational means for evaluation of candidates and selection criteria that can be separated into essential and desirable. Important criteria are those that are critical for the acceptable performance of the job. All candidates need to meet all important criteria to be measured for the next stage of the recruitment and selection procedures. Desirable criteria are those, which improve a person's capability to do the job. They are generally not to be listed as important because it was estimated that they can be attained once in employment (Ekwoaba, 2015).

2.2.9 Recruitment of public servant in Tanzania Local Government Authorities

Tanzania Public Services have been passing through several reforms since independence in 1961 with the aim of educating and consolidation the accessibility of and ability of human resource for actual competent in social package delivery to the people. Tanzania like other developing countries which was under colonial government, took some creativities in improving its public service for the growth and economic wellbeing. The different reforms that was made grouped in to several phases from independence 1962 to 1970, the decentralization phase 1972 to 1984, the structural adjustment or civil service reform phase 1987 to 1999, and last the current public service reform program which started in 2000 (Annual, Conference, & Africa, 2006).

The Local government Authorities in Tanzania was abolished soon after independence and those stuffs concerning organization of public employees including; planning, promotion, appointment, dismissals of public servants as well as employment and supply of LGAs workforce were centrally done by a central establishment office known as Civil Service Department (Munga et al., 2009).

The reestablishment of Local Government Authorities took place in 1982 which was ten years letter since it was abolished. (PREPOA 2008) all human resource issues including appointment of in-service officers to Local Government Office, promotions, termination of appointments, transfer, dismissal and discipline control of workers within local government was done by Local Government Service Commission (URT, 1982 cited from Njovu, 2014).

Recruitment during decentralized zone (1998-2009)

The local Government Authorities had given power to employ and other procedures which was under the Public service Act 2002 and the public service Regulation 2003. The LGAs Acts and Regulations instruct LGAs a recruitment board so as to avoid political interferences in the employment process which also reduce the number of councilors. Therefore every LGA have their own board consist of chairperson who

is valued person in the particular district, one district councilor member, a District Administrative Secretary or his or her representative, a Local Government Officer from Regional Secretariat and representative from the Public Service commission (Munga et al., 2009).

In spite of having the power to recruit given to local government still there was some interventions from central government concerning administration of workforce in LGAs. For example parallel with the decentralized recruitment staff such accountants, health and education employee were all released from decentralized recruitment and were centrally recruited as well as heads of departments who were chosen by Presidents Office Public Service Management (POPSM). Other matters connected to human resources management such as employee's salaries, employee's budget and number, pay scale and guidelines and transfers were centrally done by PO-PSM (Tidemand and Msami, 2010). Under decentralized recruitment system salaries for all public servants including LGAs staff were paid by central government regardless of the system being decentralized.

Recruitment during centralized phase (2009 up to date)

The central government of Tanzania took back the duty of employing staff from Local Government Authorities since 2009 and being controlled under the Public Service Recruitment Secretariat. The PSRS was recognized according to Public Service (Amendment) Act, 2007 section No.29, in January 2009. It was established as a special organ accountable for all recruitment issues in civil service under the under the President's Office Public Service Management Office (URT, 2007).

The failure of decentralized system led the government to the establishment of centralized recruitment. The weakness of decentralized recruitment include; Lack of meritocracy, lack of essential recruitment information when needed, lack of qualified applicants to some areas in the state, lack of ethics during the process, Huge budget consumed by the management to increase of nepotism, tribalism and corruption in civil service; lack of training courses to new employees. All these

necessitated centralization of the recruitment process so as to advance the situation (URT, 2012).

Through the use of PSRS as the centralized recruitment agency help LGAs and other government agencies to receive the employees from central government. The role of LGAs continued that of identifying position posts, make budget and ask for permit from POPSM before transfer it to Secretariat (URT, 2007). The new centralized recruitment under the public service secretariat, has been getting some positive clarifications like it has helped to deliver equal employment chances and equal distribution of employees (Njovu, 2013).

2.2.10 the establishment of Public Service Recruitment Secretariat (PSRS)

Centralized recruitment in Tanzania was established under the public service secretariat in 2009 with the power of recruit staff for local government and other public sector (URT 2007). 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 PSRS was recognized as a special agent body which was accountable for all recruitment issues in civil service under the President Office Public Service Management Office. The secretariat is accountable for looking the specialists and prepare the database to modify employment process, arrange a list of all graduates for the purpose of simplify the employment procedure, to promote position posts, to conducts the interviews with the cooperation with other specialists, arrange and conduct initiative course and approve recruitment permit from POPSM (URT 2007) of the decentralized recruitment used to have the weaknesses including; Lack of meritocracy; lack of competent candidates to some areas in the country; lack of morals during the procedure; Massive budget consumed by the government; the increase of nepotism, tribalism and corruption in civil service; lack of training

courses to new employees. All these required centralization of the recruitment procedure so as to advance the condition (URT, 2012).

2.3 Empirical literature review

Research studies have been undertaken by different scholars in different places in relation to the situation of centralized recruitment and how it has affected the human resource management in Tanzania Local Government Authorities. The following paragraphs present in brief the findings found in some of these studies which shows what others have done and how they have done in carrying out a similar study.

Njovu (2012) on her study of experience of decentralized and centralized recruitment system in local government in Tanzania, experience from Morogoro found revealed that Tanzania government has been applying both centralized and decentralized recruitment system. The centralized recruitment intend to enroll competent employees and allocate them in the required LGAs. The decentralized recruitment feces the challenges of enrolling incompetent employees and allocate them to the required LGAs. Both system failed to attain its intended goals because it was discovered that despite of other advantages and disadvantages, the opposite the most appreciated advantages of one system appeared to be the most blamed disadvantages of the other system and vice versa.

Basing on the fact that Tanzania had experienced both method and still the planned outcomes are not to be achieved this study suggest that before approving any employment policy connected to the two method the government should effectively lead the actual visibility study about the two methods. Leading visibility will assistance the government to come up with good decision on which system to be seeing the government ability. In addition to that before accepting any method between the two systems the government need to be well ready in terms of resources, rules and regulation, technology and well-functioning structures to simplify effective functioning of the system.

Mrutu (2016) on his research paper of how centralized recruitment influence employees turnover in Tanzania Local Government Authorities, experience from

Moshi Municipal Council. The study shows that the issue of employees' turnover has been there in many Tanzania local government authorities caused by different reasons like poor working conditions characterized with low salary and lack of motivation to mention few. However, after the establishment of centralized recruitment the problem of turnover among centrally recruited staff has been emerging as new disease in the realm of human resources management which needs special attention.

The study suggest to building strong institutions that will serve the public with excellence requires a pool of well educated, trained and motivated staffs who understand the nature of the environment and utilizes the available opportunities. In this case retaining those competent staffs remains the paramount goal to any institution. This calls for public service management in Tanzania to find mechanisms that will help to retain centrally recruited personnel including offering attractive benefits with a focus to those who are posted in remote areas where life seems to be difficulty due to absence of needed infrastructures. Also there is a need to revisit the decision of establishing centralized recruitment system specifically to local authorities and return the power to them. Some of the justifications of low capacity of employment boards in terms of skills and knowledge needs to be addressed.

Makemba (2013) on his research paper on the effects of centralized recruitment in the rural districts of Tanzania, a case of Ruangwa District Council; basing from the study findings the top three effects of centralized recruitment approach in the rural district (Ruangwa on its special attention) are abscondment of new employees, new employee's turnover and failure to meet human resources demands in time in the rural district thus making most of posts remain vacant for long time without being filled with the new employees. Therefore based on the study's findings, it was suggested that the government should change the current recruitment approach (centralized recruitment approach) used to recruit public employees in the rural districts especially for lower cadres staff by reiterating hybrid recruitment approach. This is due to the fact that by using hybrid recruitment approach one can utilize the benefit of both decentralized on centralized recruitment approach. It should be noted

here that an alternative to the hybrid model would be more directly address the underlying problems brought by centralized recruitment approach. Therefore the effects revealed in this study in the rural districts can be highly responded by the use of hybrid recruitment approach.

Klosters (2014) on his paper of matching skills and labor market needs. This aim at building social partnership for better skills and better jobs in Switzerland. The findings show that matching skills and jobs has become a high priority policy concern. Skills mismatch occur when worker have either few or more skills than the job required and some mismatch are inevitable. Also the findings show that many employers report difficulties in finding suitably skilled worker. Although part of these difficulties are related to skill gaps and deficits in specific sectors, occupations and regions, they are mostly explained by factors other than skills, such as uncompetitive wages, unattractive working conditions, poor recruitment policies and/or mismatch between the location of skills and jobs. As a result, many shortages could be addressed by changes in-training and recruitment practices, as well as by facilitating labor mobility.

The study suggest policy recommendations that will improve the needs of labor market and betterment of skills with job requirement. Job creation is key to tackling high and increasingly persistent unemployment and underemployment in many countries. However, promoting jobs without paying due attention to their quality and to the skills required may only buy time and ultimately prolong the jobs crisis. Public employment services have an important role in ensuring that the return to job growth does not come at the expense of lower-quality skill matches. Activation strategies should not only focus on the immediate benefit of filling a job vacancy, but also consider the long-term consequences of training and placement decisions on individuals' employability and adaptability.

2.4 Research gap

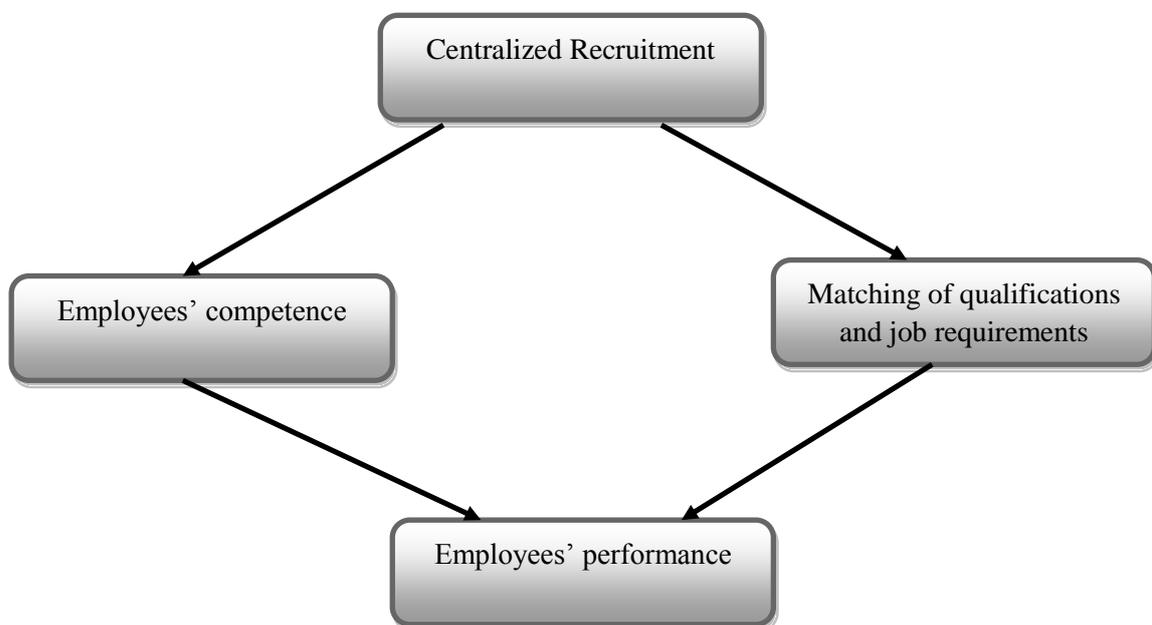
The review of literature indicates that there are few studies detailing about centralized recruitment towards local government authorities. Most of them do not

articulate on whether the centralized recruitment in Tanzania recruits competent staff in LGAs. A good number of studies focus on experience of decentralized and centralized recruitment system in local government of Tanzania toward the improvement of service delivery a case study of Morogoro (Njovu 2012), the effects of centralized recruitment in the rural districts of Tanzania a case study of Ruangwa District Council (Makamba, 2013), how the centralized recruitment influence labor turnover in Tanzania Local Government Authorities experience from Moshi Municipal Council (Mrutu, 2015). Therefore this study will be unique as it examine how the centralized recruitment in Tanzania recruits competent staff using Kinondoni Municipal Council as a case study.

2.5 Conceptual Framework

The conceptual framework below shows the relationship between centralized recruitment which is the independent variable and the employees' performance which is the dependent variable. The intermediate variable are; matching of qualifications and job requirements and competence of employees.

Figure 2.1: Conceptual framework



Source: Researcher, 2017

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

Research methodology is the way to systematically solve the research problem, it may be understood as a science of studying how research is done scientifically, it involves the various steps that are generally adopted by the researcher in studying the research problem along the logic behind them (Kothari, 2004). This chapter describes the methodological framework which includes sampling techniques, Area of the study, targeted population, research design, methods of data collection, data presentation methods and analysis.

3.2 Research approaches

Are plans and the procedures for research that spans the steps from broad assumptions to detailed methods of data collection, analysis and the interpretation? The overall decision involves which approach should be used to study a topic. Informing this decision should be the philosophical assumptions the researcher brings to the study; procedures of inquiry (called research designs); and specific research methods of data collection, analysis, and interpretation. The selection of a research approach was also based on the nature of the research problem or issue being addressed, the researchers' personal experiences, and the audiences for the study. There are three approaches which are qualitative research; quantitative research and mixed method research are advanced (Creswell, 2014).

Qualitative research is an approach for exploring and understanding the meaning individuals or groups ascribe to social or human problems. The process of research involves emerging questions and procedures, data typically collected in the participants setting, data analysis inductively building from particulars to general themes, and the researcher making interpretations of the meaning of the data. The final written report has a flexible structure. Those who engage in this form of inquiry

support a way of looking at research that honors an inductive style, a focus on individual meaning, and the importance of rendering the complexity of a situation. (ibid).

Quantitative research is an approach for testing objective theories by examining the relationship among variables. These variables, in turn, can be measured, typically on instruments, so that numbered data can be analyzed using statistical procedures. The final written report has a set structure consisting of introduction, literature and theory, methods, results, and discussion. Like qualitative researchers, those who engage in this form of inquiry have assumptions about testing theories deductively, building in protections against bias, controlling for alternative explanations, and being able to generalize and replicate the findings (ibid).

Mixed methods research is an approach to inquiry involving collecting both quantitative and qualitative data, integrating the two forms of data, and using distinct designs that may involve philosophical assumptions and theoretical frameworks. The core assumption of this form of inquiry is that the combination of qualitative and quantitative approaches provides a more complete understanding of a research problem than either approach alone (ibid).

This study used qualitative approach because it focuses on individual meaning (it involve multiple participants meaning) and the importance of rendering the complexity of situation. Also with the qualitative approach the researcher has been able to understand the context or setting of participants through visiting the context and setting and gathering information personally and interpret what was found.

3.3 Research design

Research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure. In fact, the research design is the conceptual structure within which research is conducted; it constitutes the blueprint for the collection, measurement and analysis of data (Kothari, 2004). There are several types of research design such as

explorative research design, case study research design and experimental research design.

In this study the case study design was selected. According to Bramble (1983) a case study design involves in depth investigation of a person, group, project institution, agency or other entity. A case study also it is cheaper compared to survey in terms of finance (Black & Champion, 1976). However, the case study design was selected because, it led to secure a wealth of information about how the centralized recruitment in Tanzania has been recruits competent staff in Kinondoni Municipal Council. It facilitated an intensive description and analysis of a single situation that help to came up with the accurate data. It also offers an advantage to collect information using variety methods since it was flexible.

3.4 Area of the study

This is where the study was conducted. The researcher chose the Kinondoni Municipal Council as the study area. The KMC is among the Municipality within the City of Dar es Salaam. The Government Notice No. 4 of the year 2000 issued by the President's Office, Regional Administration and Local Government established the Kinondoni Municipal Council (KMC) as an autonomous body.

The researcher choose this area of study because most of the studies conducted in Tanzania are concentrated into other cities like Moshi and Morogoro therefore the author decided to take Kinondoni municipal council as a case study so that to examine to what extent centralized recruitment recruit competent staff in Tanzania local government authorities. . Furthermore most of economic and social problems such as poor transport infrastructures, poor health services, poor water services and insufficient education facilities which faced this municipal are also found in other rural districts and municipal of Tanzania; hence from the researcher point of view it is a good representative for this study.

3.5 Targeted population

A targeted population has been defined as aggregation of element from which sample is actually selected (Babbie, 2004). The targeted population of this study included the following participant. Municipal Director (MD), Heads of Department (HODs), and Human Resource Officer (HROs) that makes a total of sample of fifteen (15) participants at Kinondoni Municipal Council where the study was conducted. This population was chosen because it is assumed to have adequate knowledge of the subject under examination and the research variables under research.

Table 3.1: Targeted population

Respondents	Data collection method	number
MD	Interview	1
HODs	FGD	10
HRO	Interview	4
TOTAL		15

Source: Researcher. (2017)

3.6 Sample and sample size

Study sample is the process of selecting the subject of the unity in the population, or is the process of collecting information from a sample so that one can make inference (Saleemi, 2000). The sample size refers to the number of items to be selected to constitute a sample (Kothari, 2004). The sample of the study was fifteen (15) respondents. These include Municipal Director (1), Heads of Department (10) and Human Resource Officer (4).

3.7 Sampling design

This refers to the definite plan for obtaining a sample from a given population, procedure that the researcher will adopt in selecting items for sample (Kothari, 2004). In this study the researcher adopted purposive sampling techniques for obtaining a sample.

3.7.1 Purposive sampling

According to Adam and Kamuzora (2008), purposive or judgmental sampling is sampling in which the researcher chooses only the elements of which she/he believes will be able to deliver the required information. The method will be used to select members who have expertise or experience about the problem under investigation.

Purposive sampling was used to select 15 respondents, including 4 respondents from Human Resource office, 10 respondents from Heads of the departments, and 1 respondent from the Municipal Director office from the Municipality. These respondents are believed to be potential and resourceful people to provide valuable information as well as suggestions on the particular problems they are encountering. The five respondents which are 4 from human resource office and MD was interviewed and the remain 10 respondents was engaging on focus group discussion with regard to the how centralized recruitment in Tanzania recruits competent staff in local government authorities.

3.8 Data collection methods

These are research methods which are used to obtain, collect and gather data (Kothari, 2002). During the study the researcher use two sources of data collection methods, namely primary data and secondary data sources. Primary data sources included interviews and focus group discussion. Secondary data sources included documentary reviews in which personal files (both confidential and open files), reports and other official records which will be useful for the accomplishment of the study been reviewed.

3.8.1 Secondary data

Refers to the means of data collection which base on the data that are already available and have already been analyzed by someone else and are second hand information such as journals, books, magazines, already filed documents and records (Kothari, 2003). The researcher will use documentary review methods.

3.8.1.1 Documentary review

This is the source of secondary data collection which based on reviewing on the office records, files and paper information about the organization on various matters (Mugenda, 2003). The documentary source of data including Employment and Labor relation Act, recruitment policy, Public Service Establishment of 2002, human resource management reports on recruitment was reviewed including ikama files, LOWSON program, circular and other office records which was useful for the accomplishment of the study.

The use of documentary review was better due to the following reasons; it can be accessible at the time of convenient to researcher an unobtrusive source of information; also it present data on which participant have given attention; also as a written evidence it save the researcher time and expenses of transcribing.

3.8.2 Primary data collection method

Primary data collection methods concern the collection of data that are first-hand information and current; information that has not been analyzed (Adam, 2008). The researcher used focus group discussion and interview.

3.8.2.1 Interview

Interview is the method of data collection that involves presentation of oral-verbal stimuli and reply in terms of oral-verbal response. It can be through personal interviews or through telephone interviews. (Kothari, 2004). Champion 1976 defines interview as data collection method which uses verbal communication for the purpose of eliciting information. A semi-structure interview will be used to collect opinion and experiences on how centralized recruitment in Tanzania recruits competent staff in Kinondoni Municipal Council.

The total number of five (5) respondent was interview including 1 Municipal Director and 4 human resource officer. This was the best way of collecting data as it was useful when the participant cannot be directly observed. Also participant can

provide historical information and it helps the researcher to control over the line of questioning.

Focus Group Discussion (FGD)

A focus group discussion is the good way to gather together people from similar background or experiences to discuss a specific topic of interest. The group of participants is guided by the moderator (group facilitator) who introduces topic for discussion and help the group to participate in a lively and natural discussion among themselves (Morgan, 1988).

A total number of 10 participants who are the head of department was engaged in focus group discussion in which the researcher had two groups and in each group have been consisted of 5 participants. The researcher used focus group discussion because they are useful to obtain detailed information about personal and group feelings, perceptions and opinions. They can also save time and money compared to individual interviews. They can provide broader range of information.

3.9 Data collection Tools

A data collection tool includes;

3.9.1 Interview Guide

These include guide the researcher on the questions to interview the respondents who was selected as a sample size. This was helpful to the researcher since it help to get more open and detailed answers. The interview guide questions are also attached as Annex 1.

3.10 Data analysis

Data analysis refers to computation of a certain measures along with searching for pattern of relationship that exist among data group. It involve inspecting, transforming, modeling data (evaluating), with the goal of discovering useful information to support decision making (Kothari, 2004).

Data analysis in qualitative research explains in brief manners on how the researcher was analyzed the data that was collected employing the methods explained in this chapter. Under qualitative data analysis the researcher use interview, focus group discussion and documentary review. The collected data from interview, focus group discussion and documentary review was analyzed through content and case study as different issues was identified and developed for the accomplishment of the research.

3.11 Ethical Considerations

In research or any scientific investigation, ethics are important to all parties associated with research as they affect the rights of individuals and ultimately the quality of data obtained (Cooper 1995).In this research ethical considerations observed included; consent for participation in the research sought from all the respondents, confidentiality and anonymity of the respondents were given due attention as required for ensuring respondent are not harmed by their disclosure of information, and promise was made that a copy of the research report would be available for them to read.

CHAPTER FOUR

PRESENTATION OF THE FINDINGS

4.1 Introduction

This chapter presents analysis and presentation of research findings. The data were analyzed and processed in accordance with the research objectives and research questions. The presentations and discussion in this chapter try to answer the research questions which help to achieve the objectives of the study. As the research questions were; what are the qualification of recruited employees in LGAs under centralized recruitment? To what extent the levels of qualification match with the job description?

The methods used to in the collection of data include interview, focus group discussion and documentary method whereby the obtained data were edited, classified and tabulated. The data was then presented in tables in which the percentages were computed.

4.2 Respondent profile

This section presents the characteristics of the sample respondents in terms of their sex, work experience and level of education that was identified by the researcher during data collection. A total of 15 respondents were included in the study, this means that researcher consulted 4(26.7%) human resource officer, 10(66.7%) heads of departments and 1(6.6%) municipal director at Kinondoni Municipal Council.

4.2.1 Gender distribution

The main aim of looking on the gender distribution was based on roles and relationships between men and women in the specific societies and cultures. Gender perspective created unique social roles and relation between women and men (URT, 2003). Gender was an important variable in this study since the study wanted to evaluate the participation of both men and women so as to maintain gender equality

and access to have different opinions from two different sexes. The Table 4.1 below shows the range of gender distribution of the respondents.

Table 4.1 characteristics of respondent according to gender

Sex	Number of respondents	% of respondents
Male	10	66.6
Female	5	33.4
Total	15	100.0

Source: Study findings.(2017)

4.2.2 Working experience of respondents

The researcher found that working experience was an important aspect whereby the respondent can be willing to have on experience over the centralized recruitment issues that help the researcher to come up with different answers for the study. The Table 4.2 below shows the range of work experience of the respondents.

Table 4.2: Working experience

Time	Number of respondents	% of respondents
1-5 years	4	26.6
6-10 years	8	53.4
11- above	3	20
Total	15	100.0

Source: Study findings.(2017)

4.2.3 Respondents' education level

A researcher was interested in understanding the education level of the respondents because through education respondents might have enough knowledge about the problem at hand regarding on how centralized recruitment in Tanzania recruit competent staff in LGAs. The Table 4.3 below shows the range of educational level of respondents.

Table 4.3: Level of education

Education level	Number of respondents	% of respondents
Certificate		
Diploma	2	13.4%
Degree	10	66.6%
Masters	3	20%
Total	15	100.0%

Source: Study findings.(2017)

4.3 Number of employees recruited in Kinondoni Municipal Council under centralized recruitment

The first objective aimed at identifying the number of recruited employees in Kinondoni Municipal Council under centralized recruitment. The review of the previous report on the new recruited employees that has been recruited in Kinondoni Municipal Council under centralized recruitment for four years 2012 to 2015 showed the following results; in human resource and administration from the year 2012 to the year 2015 a total of 3 people were recruited. For the accountants, from the year 2012 to the year 2015 a total of 3 people were recruited. In education, from the year 2012 to the year 2015, a total of 91 teachers were recruited (see Table 4.4).

Further results showed that in health, from the year 2012 to the year 2015 a total of 46 people were recruited. In the category of Internal Auditor, from the year 2012 to the year 2015 a total of 3 people were employed. In procurement, from the year 2012 to the year 2015 a total of 2 people were employed. In community development and planning a total of 4 people, two from each category were recruited from the year 2012 to the year 2015. From the year 2012 to 2015 3 engineers were employed. In other departments a total of 31 people were recruited under the centralized recruitment. In total all people who were recruited from the year 2012 to 2015 under centralized recruitment sums to 186 (see Table 4.4).

Table 4.4: Number of employees recruited in Kinondoni Municipal Council from 2012 to 2015

Categories	2012	2013	2014	2015	Total
Human resource and Administration		1	1	1	3
Accountant		2	1		3
Education	20	17	25	29	91
Health	10	7	13	16	46
Internal Audit			1	2	3
Procurement		1		1	2
Community Development		1	1		2
Planning		1	1		2
Engineer		1	2		3
Other department	3	8	10	6	31
Total	33	39	55	55	186

Source: PSE. (2017)

4.4 Qualification used to recruit new employees in Kinondoni Municipal Council

The second objective aimed at identifying the qualifications of recruited employees in local government authorities. In order to achieve this objective researcher wanted to know the minimum qualifications required to recruit employees. The findings according to the Public Service Establishment (2002), showed that the qualifications ranged from certificates, diplomas to degrees (see Table 4.5).

Table 4.5: Qualification used to recruit new employees in Kinondoni Municipal Council according Public Service Establishment.

Categories	Levels of qualification
Human Resources Officer II	-Bachelor degree in human resource management or any other equivalent from recognized university.
Records Officer II	-Bachelor degree in records management
Accountant II	-Bachelor degree in accounting and finance -Advanced diploma in accounting or finance
Assistant Accountant	-Diploma in accounting and finance
Accounts Assistant	-Certificate in accounting and finance
Teacher Grade III A	-Certificate in teaching education
Teacher Grade III B	-Diploma in education
Teacher Grade III C	-Bachelor degree in education
Nursing Officer II	-Bachelor Degree in Nursing
Assistant Nursing Officer II	-Diploma in Nursing
Nurse II	-Certificate in Nursing
Pharmacist II	-Bachelor Degree in Pharmacy
Chemist II	-Bachelor Degree in Chemistry
Medical Officer II	-Bachelor Degree in Medicine
Auditor II	-Bachelor degree in accounting and finance CPA (T)
Assistant Auditor II	-Diploma in Accounting and Finance
Suppliers Officer II	-Bachelor degree of procurement and suppliers
Community Development Officer II	-Bachelor degree of community development
Social Welfare Officer II	-Bachelor degree in sociology
Social Welfare Assistant II	-Diploma in sociology
Economist II	-Bachelor degree in economics
Town Planner II	-Bachelor degree in planning
Land Surveyor II	-Bachelor degree in land survey
Land Officer II	-Bachelor degree in land and architectural studies
Civil Engineer II	-Bachelor degree in civil engineering
Water Engineer II	-Bachelor degree in water engineering

Source: PSE. (2017)

Findings also revealed that education level, skills and knowledge plus experience are very vital in identifying recruited employees as far as qualifications are concerned. Public Sector Recruitment Secretariat is solely responsible for the announcement of vacancies in accordance to the qualifications required. In that regard, qualifications under centralized recruitment include education, skills and knowledge without forgetting experience.

Level of education

On the level of education used to determine different level of education that employees can have including certificates, diploma, advanced diploma, degree, master degree and other high levels. All these are different education levels that have been used to select candidates in different position.

Through the study findings the researcher found out that centralized recruitment through the use of Public Service Recruitment Secretariat (PSRS) put much concentration starting from advanced diploma, degree and other high level of education and low emphasize in certificates and diploma. The Table 4.6 show the education qualification according to findings.

Table 4.6 Level of education of recruited employees in KMC according to findings

Position	No of employee recruited (2012-2015)	Education qualification
Accountant 11	3	Bachelor degree of account and finance
Human resource officer	3	Bachelor degree of HRM, BPA.
Internal auditor	3	Bachelor degree in account and finance
Procurement officer	2	Bachelor degree in business administration
Community development officer	2	Bachelor degree in sociology
Engineering		
Civil engineering	2	Bachelor degree in civil engineering
Water engineering	1	Bachelor degree in water engineering
Planning		
Town planner	1	Bachelor degree in planning
Land surveyor	1	Bachelor degree in land survey
Education		
Teacher 111A	41	Certificate in teaching education
Teacher 111B	30	Diploma in teaching education
Teacher 111C	20	Bachelor degree in education
Health		
Nursing officer 11	14	Bachelor degree in nursing
Ass nursing officer 11	15	Diploma in nursing
Medicine officer 11	7	Bachelor degree in medicine
Pharmacist 11	10	Bachelor degree in pharmacy

Source: study findings. (2017)

The interview with the Human Resources Officer revealed that education level of the candidate aspiring for employment is the criteria number one for being employed, as quoted below; *“Most of our staff have required education qualification regarding their specific carders. As we believe that education qualification contribute towards the competition in labor market.*

Through a discussion of one of the HOD he comment that;

Our staff have different talents that help them to perform well their daily activities and improve their performance. Good education help to better job opportunities as it is one way to assure employers that you are the best fit for their organization.

Skills and knowledge

Skills is the ability of doing activity or something well especially because you have practiced it. There are different skills like general skills including time management, teamwork, leadership skills and self-motivation. This is according to Cambridge dictionary. Knowledge is the theoretical or practical understanding of the subject.

Through the interview of the one of the HR she reviled that;

As HR experts we believe that the most important skills indicated that we are moving away from a mind-set that potential employees should have technical know-how and the right academic qualifications. Our employees here have required skill which help them to improve their competent and performance.

Skills and knowledge was one of the very important aspects on the issue of identifying the qualified candidates. Different skills and knowledge was identified by the researcher that help the candidates to specialized in a certain categories. Example accountant must have the knowledge of account as help the candidate to qualify a certain required post. Table 4.5 shows the different knowledge and skills relying on different categories. Through the study findings the researcher found out that finding the better employees with good skills and knowledge help to improve the talents and ambition of the work force.

Through the interview with one of HR he revealed that skills and knowledge matters a lot in recruitment as quoted below;

Most of our staff have customer care skill which help in provision of good social service delivery to the people. We need employees with different skills and knowledge in order to contribute to a modern economy like people skills such as understand ourselves and moderate our responses.

Through the discussion one of HOD he explained that;

Our staff have tried to be creative these years by improving good customer services to the people. As we believe people with good skills and knowledge help in increasing efficiency, innovation towards strategic management and good for the organization development.

It was also reported that there are five trans-disciplinary skills students develop as they involve themselves in the learning environment. These include; thinking skills, research skills, self-management skills and social skills. Through the interview with one of HR she explained that;

Most of skills that our staff get from school and collages help them in initiating responses to what they are understanding and learning about themselves and the world in which they live. Our staff have tried to use their skills that they got from collages to support the provision of social service delivery.

There are 14 skills and values employers seek in jobseekers. These are professionalism, honesty and integrity, adaptability, problem solving, responsibility, loyalty, positive attitude, self-confidence, self-motivated, willingness to learn, leadership and management skills, awareness, planning and organization teamwork (Hansen, 2017). In the discussion with the HODs they comment the following

We do collaborate with the staff so as to create a good team work. Our employees have the ability to work with others in a professional manner while attempting to achieve a common goal and this we so call team work.

The good news is that we believe every employee have some weaknesses in these area, we help them in improving their

skills through training, professional development, obtaining from those who understand these skills.

Employment skills and personal value are the critical tools and traits they need to succeed in the workplace and all element that they can learn, cultivate, develop and maintain your resume.

Working experience

Work experience involves the time that employees have been working in a certain organization. Through the study findings the researcher found out that, the working experience had low emphasize due to the fact that most of the graduates who are coming fresh from colleges find themselves having no working experience. Also it was revealed that working experience was an added advantage to the candidates who have already worked in private organization and want to join in public organization.

The interview with one Human Resources Officer also revealed that working experience is an added advantage to those who are recruited. As it was quoted below; *“Working experience matters a lot when doing the recruitment of newly employed workers. But through the centralized recruitment the new entry of employees they don’t look upon the working experience to the LGAs staff.*

Through the discussion of one of the HOD comment that; *The main aim of working experience is to understand the skills set of the candidate and need to know the projects that have been undertaken by the candidate in previous organization.*

This is to say, the candidate with working experience from private organization can have added advantage when he or she want to join in public sector. Though the interview with the HR he comment that;

Many employees who are in our organization have been employed with no experience. At the beginning we do provide them with clear and sufficient instruction, training and supervision to enable them to work without putting themselves and other at risk.

4.5 The match between level of qualifications and job requirement

The third objective was to find out the extent to which level of qualification matches with the job requirements. In order to establish the extent that the level of qualification matches with the job requirements, researcher engaged recruited peoples, both the qualified one and those who are not qualified. This enabled researcher to get information on whether the centralized recruitment recruits the qualified staff all the time or not. Findings show that, out of 155 employees recruited under the centralized recruitment system whose documents were accessed, 151 (97%) were qualified and 4 (3%) were not qualified as it is seen in Table 4.6 below. The unqualified staffs were from the procurement and community development departments.

Table 4.7: Level of qualification match with job requirements

position	No of employees recruited between (2012-2015)	No of qualified staff	No of unqualified staff
Accountant 11	3	3	-
HR officer	3	3	-
Internal auditor	3	3	-
Procurement officer	2	-	2
Community development officer	2	-	2
Civil engineering	2	2	-
Water engineering	1	1	-
Town planner	1	1	-
Land surveyor	1	1	-
Teacher 111A	41	41	-
Teacher 111B	30	30	-
Teacher 111C	20	20	-
Nursing officer 11	14	14	-
Ass nursing officer 11	15	15	-
Medicine officer 11	7	7	-
Pharmacist 11	10	10	-
Total	155	151 (97%)	4 (3%)

Source: Study findings. (2017)

Through the discussion with one head of department revealed that the employment process through centralized recruitment still takes into consideration skills and education of those recruited by making sure that there is concurrence with the job requirement. This is presented in the quote below;

"Our staff who have been employed in the Kinondoni Municipal Council have the required skills and education which match with the required job. This helps us in reaching targeted goals and improve the provision of service delivery"

Skills matching to job requirement

Matching skills and jobs aim to highlight and capture such mismatches in labor market. A good matching between skills and the required job is more essential to make most investments in human capital and development. Skills development take place over the life cycle and the skills mismatch influenced by human resource strategies as well as manners in which skills are used and updated within the workforce. Through the use of interview one of the HR comment that;

Our employees use to get seminar and training immediate before starting working. This is because I believe that their only theoretical knowledge they have cannot work without the support from those who have experience. This help them to be capable of their jobs till now.

The situation in the labor market where the level of skills of individuals does not match the level of skills required in the job. Mismatch could be in different ways. One is when the level of skills or education is more or less than the level of skills or education required to perform the job. Second is when the type of education or skills is not appropriate for the current job, but the level of education or skills match the requirement of the job. The last is where the workers with types and level of skills or education requires are based in a country or region different from where such skills are needed.

When the level of skills or education is more or less than the level of skills or education required to perform a job. This is to say due to the increase of graduates in the country and the absence of employment make the youth to look for the job which do not rely with their level of education. One of the HR explained that;

We have a big number of youth who are graduating each year. Although they do have skills and knowledge but they are facing the problem of unemployment. Due to difficulties of life these people

engage themselves in the job which requires low level of education and skills but they do have a high level of education and skills.

When the type of education or skills is not appropriate for the current job, but the level of education or skills match the requirement of the job. It was reported that most of the people are applying for the job without look at their professions and the job they are applying for. As it is seen in table 4.7 some of the position like procurement officer and community development officer having a mismatch due to the fact, education together with skills and knowledge of the employees are not appropriate with the job. The requirement of the job need someone with skills and knowledge of community development and the employee have the skills and knowledge of sociology. Through the interview with the HR she explain that

We have few employees whose skills and knowledge do not match with the job requirement. As they lack some skill of their job requirement we help them through supervision and collaboration with other staff and are doing better now.

When the workers with types and level of skills or education requires are based in a country or region different from where such skills are needed. This mostly affect the student or people who studied outside the country and that education or skills cannot be applicable in the country. Example the required job need someone with the degree holder of tourism and culture heritage from any recognized institution in Tanzania. If the candidate having a degree holder of tourism and culture heritage but is from another country, this is when mismatch happen based on a country or regional requirement. Through the interview of one of the HR comment that; *Some of the employees they do lack some skills but that cannot affect their work because we do collaborate with them from the beginning so that they can be able to perform their daily activities. Example computer skills.*

Through the study the researcher found out that the mostly reason leading to mismatch of skills to job requirement have been caused by unemployment of young people, education or training. Weak employment demand can increase the competition for the jobs and people are more willing to accept jobs which do not match their level of qualifications. Through the discussion of one of the HOD he

comment that; *"Other positions in the office need the people with degree holder who can be able to work. We believe mostly degree holder can perform any duties that is closely related to their knowledge from collage"*.

According to findings the researcher found out that employees' turnover also increased the problem of suitable skilled workers in LGAs. This is due to the fact that most of those who have good skills and knowledge they do face difficulties in new environments of their working area that makes them to quit their job. That demand of the employees to feel the position of that working area lead to recruitment of unqualified employee so as to feel the gap. Through the discussion of one of the HOD she comments that;

Few employees have been quit due to unattractive working environment, poor recruitment policy, mismatching between location of skills and job like culture and tradition. All these led to employee turnover and the demand of the other employees.

It was found out that the issue of new employees at the working place to have all the jobs skills required over the course of careers is unrealistic. That is why the employer needs to have strong involvement of helping workers develop and maintain their skills by full utilizing them. Though the interview of the one of the HR he explain that; *We collaborate with our employees and other workers so as to support teamwork which improve their skills and knowledge and become competent at their jobs as they are now days.*

Impacts of skills mismatch to the organization performance

Skills mismatch as one of the major challenge faced by developing country now days. Rising inflation rate, high unemployment rates, the job market instability, bad economic conditions have given the course of skills mismatch. Use of technology and increase of demands of customer have compelled organizations to work on a faster hence giving them with lesser amount of time to search for the best suitable candidates for a certain job. Now people are hired on the first come first service.

It was seen that there is a significant negative relationship between skills mismatch and organization performance. Therefore measures shall be taken to solve the

problem of skills mismatch as it gives life to personality related issues, health issues and make the organization and economy as a whole to suffer. One of the HR comment that;*We are trying to solve these issues only through proper training of employees in their respective job fields, motivation and moral support.*

The researcher found out that there is a significant relationship between skills mismatch and productivity, quality of work, goals achieved during a year and avoidance of errors. As skills mismatch and organization performance are negative relatedly to each other because of the increase of error of lack of skills and knowledge of the particular activity. Through discussion with HOD she comment that; *The job market today is going through harsh times and most of the people are unable to get a job of their choice. These lead to negative impact like poor service delivery.*

Impact of education mismatch and organization productivity

The researcher found out that, educated workers are more productive all over their career due to additional skills and capabilities acquired in school and colleges. Also under educated workers either succeed to compensate their lack of productivity by additional work experience and training or end up in less demanding jobs as they get older. One of the HOD comment that;

We may not exclude this for a given job but educational mismatch may lead to less jobsatisfaction and bad correlated workers attitude and behaviors. As our staff have these different attitudes towards their performance due to the less job satisfaction and motivation.

CHAPTER FIVE

DISCUSSION OF THE FINDINGS

5.1 Introduction

This chapter discusses the findings according to research objectives. Items to be discussed include; the number of recruited employees in Kinondoni Municipal Council under centralized recruitment, qualifications of recruited employees in Local Government Authorities as well as to what extent the level of qualification matches with the job requirement.

5.2 The number of recruited employees in KMC under centralized recruitment

Among the objectives that led to the establishment of centralized recruitment was to recruit competent staff to the government agencies including LGAs. This is because during decentralized recruitment it faced several challenges like corruption, nepotism and recruitment of unqualified staff. The establishment of centralized recruitment in Tanzania aim at solving the challenges facing this recruitment area so as to improve the service delivery and the performance of employees by recruiting competence staff in Local Government Authorities.

The aim of the first objective was to identify the number of recruited employees in Kinondoni Municipal Council under centralized recruitment. The review of documents from Kinondoni Municipal Council showed that a total of 186 people were recruited from the year 2012 to 2015. In those respective four years a large number of people (91) were recruited in education department. All the people that were recruited in education department in those respective years constituted 48.9% of total recruitment. The number of schools in the Municipal and its requirement for teachers is very high and in that regard having large recruitment in the education sector is not surprising.

The next department which had recruited a large number of people was the health department. This recruited a total of 46 people in those respective years. Recruitment in the health department constituted 24.7% of total recruitment in those respective

years. This recruitment when compared to other recruitments is not surprising because health sector also needs a large number of workers in hospitals, dispensaries and other health centers. The demand of in need of the service is the one that lead to the presence of many staff in the organization. Under heath sector there is in need of many workers who will be able to help in helping to improve people's health and help to increase the work force of the people for national development.

The number of recruited employees in KMC was according to the need of the required staff needed in the council. This is because before PSRS sent the new staff in a particular LGAs, the human resource officer in a particular Local government Authority they do request for the need of the new employees. This also it has to be attached with the preparation of estimate budget and the kind of workers needed and the cost. This help to recruit perfect number of staff employees needed in LGAs and avoid ghost employees.

This has also seen in the work of Njovu (2014) try to compare and distinguish the different issue between centralized recruitment and decentralized recruitment so that to come up with the best recruitment system. Through the study the researcher several positive and negative to both recruitment system neither centralized recruitment system nor decentralized recruitment system.

On the process of recruitment it was seen that centralized recruitment have some achievement including reduction of corruption, nepotism, equality to all on applying for the job as well as recruitment of qualified staff. Also the researcher found out the challenges facing centralized recruitment include; delay in filling the vacancy position, employees allocation problems as well as employees turnover.

On the issue of delay in filling the vacancy position. It was due to the fact that there are many procedures to be taken in the process of recruitment and other challenges like technology. It was explained that the centralized recruitment under PSRS their recruitments based on employer's needs. There is no specific time for recruitment but the process seem to take long time due to lack of modern technology to conduct the process especially shortlisting and selection which have to be done manually.

This study also related with the study of Mrutu (2015), that look upon how centralized recruitment influence employees turnover in Tanzania LGAs. It also try to identify the number of employees who were recruited under centralized recruitment in Moshi Municipal Council.

5.3: Identification of the qualifications of recruited employees in LGAs

The requirement of competence staff is that the need of employees who have full qualifications as it depend on the kind of job at a particular position. There are many issues are supposed to be considered towards the qualities of a great employees. These include; confident, humble, committed, ambitious, reliable, positive attitudes, culturally fit, self-motivated, hard-working, team spirit, creative, honesty and having a leadership qualities. All these are good for both employees and organizational development.

The second objective aimed at identifying the qualifications of recruited employees in local government authorities. The findings revealed that the main qualifications required include education level of those searching for job, their skills and knowledge as well as the working experience. The information obtained through documentary review revealed that newly employed people have certificates, diploma and degrees. However to the majority of posts the requirement is bachelor degree. Certificates are only in some of the sectors such as accounts, education and nursing.

The qualifications of new entry of public sector staff can be seen in Public Service Establishment (2002), which used to describe different qualification starting from grade 11. Example accountant 11 must have bachelor degree of accounts and finance. The employees who want to be accountant 1 need to have four year of experience and senior accountant need to have CPA, but the starting point need education qualification only. This is to say the more the higher position the more the qualification requirement needed.

Under the study the researcher noted that under centralized recruitment the important qualification and required the most is education level. The use of measure the

educational level of the employees was needed according to job requirements. Also the researcher found out that through the use of centralized recruitment put much concentration towards degree holders and low concentration in certificate and diploma holders in education qualifications as the new entry in LGAs.

Although centralized recruitment have the power to recruit the staff to the government agency including LGAs, but also the Human Resource Officer in LGAs have the power to recruit in the position of operational services including drivers, office attendance and security guard. All these are there so as to help in the process of improving service delivery in local government authorities.

Skills and knowledge is very important in any organization for its development. That is why the employer need to explain the required skills needed in a particular job so as to help in improving service delivery as well as the development of the organization. Example computer skills, interpersonal skills, report writing skills, presentation skills all these help in carrying out the roles of employees towards the achievement of organization goals.

A study by Sinning and Rayan (2009) also found that skills and knowledge is one of the most elements considered under the recruitment. The assumption behind this is that those with skills and knowledge do better when recruited compared to the aspirants who have no skills and knowledge. For instance among the advantages of using skills and knowledge as required qualification is that they measure what they are supposed to measure. Example the candidate can be tested on the use of computer like MS- word test and its feature and this can show different level of skills.

Knowledge is vital to every job we are looking for. But its personal skills that enable the organization to provide top quality customer service and build effective teams. Specifying any knowledge of the candidate in recruitment process it required to bring to the role such as knowledge of a specific academic area or professional knowledge such as health knowledge or safety legislation. Also the researcher found out that Human Resource Officer and other recruitment board use knowledge and skills test that help to provide insight into candidate capabilities. By selecting employees with

the appropriate level of skills required for successful performance, the employer can reduce training time and improve productivity and job satisfaction. In the other hand the employer need to make some in service training so as to help the previous staff in the organization to be updated as well as to increase their skills and knowledge for the betterment of the organization.

On my point of view when the employer looking for the new employees so as to increase the work force in the organization, remember that though knowledge is an asset it can be taught. With the respect of person basic character things are not easy. There is no need to put more emphasize on personality but do give it a heavy weight when picking the best from the pack list.

As study by Armstrong (2003) also had similar findings to this study that education level of respondents is one of the qualifications required in recruitment. Another study by Ekwaba (2015) also found that working experience for those who are recruited is very important in recruitment procedures.

On the other hand it was seen that under centralized recruitment, working experience was not taken much concentration to the new entry. Working experience have been explained in Public Service Establishment that internal recruitment which involve the workers with experience to apply for higher positions or other to be promoted. Through this it need people with three years of working experience in a particular department. But for those who are starting they mostly need to approve their education qualifications and their starting position in grade two. Working experience seen to be the added advantages to those who were working in private organization and want to join in public sector.

5.4: Extent and the level of qualification match with the job requirement

The third objective aimed at finding out extent to which level of qualification matches the job requirements. The findings revealed that out of 155 peoples whose documents were surveyed at total of 151 (97%) were qualified and only 4 (3%) workers had no qualification. Due to the finding result it was realized that centralized recruitment is better than decentralized recruitment because it has solved the problem

of matching and mismatching of qualification of one category with the job requirements.

The deliberate review of level of qualifications has the big impact on contributing employees competent and performance of their work in the organization. Besides of having scientific values the finding of this scope could contribute in improving the performance of employees and solve the problem of unqualified staff to be recruited in LGAs and other government agencies.

The issue of having unqualified staff in the organization is the big challenge in improving organization development and competitive advantages. It has been seen that centralized recruitment is one that improve the recruitment of qualified staff. Although the low percentage of unqualified staff and mismatch between skills and knowledge with the job requirement, this is caused by massive unemployment. The issue here is how centralized recruitment will end the problem of unqualified staff in public sector and improve their capabilities.

The study of World Economic Forum (2014) try to look on matching the skills and labor market need. This help to build social partnerships for better skills and better jobs by taking the stock of skills mismatch, and propose the policies and practices to address the skills mismatch. There are several method used to measure skills mismatch to a particular job in the organization. There are three ways of matching the qualifications with the job requirements.

One is when the level of education or skills required is either higher or less compare to the educational level or skills required on a particular job. The researcher found out that due to unemployment most of the youth are willing to do different jobs without considering their education level. For example the organization can advertise for the job and the education requirement is diploma level. But the youth with degree level they do apply for the job and if they are lucky enough and get appointment, they are ready to work in diploma position while they have degrees.

The second one is when type of education or skills do not match as well as not appropriate for the job. Is was seen that the presence of skills mismatch is also cause

by knowledge gap. The researcher found out that candidates can have the required level of education example degree holder, but skills and knowledge failed to match with the required job. This is to say the required job might need someone with computer skills, knowledge of accounts so as to perform a certain job. But the candidate can have knowledge of business administration. As it is reported in this research one of the mismatch was in the position of procurement officer whereby the requirement need the candidate with knowledge of procurement but the employee recruited in a particular position have a knowledge of business administration. The only way of solving the problem for those who are in service the organization should provide training so that they can be competent to their work.

The third one is when workers with that type of level of skills and education required are based on country or regional different from where such skills are needed. This mostly affect the student or people who studied outside the country and that education or skills cannot be applicable in the country. Example the required job need someone with the degree holder of tourism and culture heritage from any recognized institution in Tanzania. If the candidate having a degree holder of tourism and culture heritage but is from another country, this is when mismatch happen based on a country or regional requirement.

On my point of view the issue of matching and mismatching of qualifications with job requirements is that employers will be able to hire overeducated or over-skilled person if they do believe that that worker is more productive and the extra productivity is not outweighed by the higher wages required to attract the particular employee.

CHAPTER SIX

SUMMARY, CONCLUSION AND RECOMMENDATIONS

6.1 Introduction

This chapter presents the conclusion and the recommendations concerning the study, the researcher on the study and presents the conclusion and recommendation on recruitment of competent staff in local government authorities and other government agencies.

6.2 Summary of the study

The issue of recruitment and selection has been drawn tension from different researchers and human resource practitioners for a long time. One of the very prominent scholar of human resource management Armstrong(1997) point out that, the organization spends more than 15 percentage of its annual expenditure on recruiting, and support the developing its staff. Therefore choosing an appropriate recruitment approach is the first step towards effective and successive recruitment exercise in any organization. An effective recruitment approach must be one which is responsive to the external environment but also fitting within the overall business strategy, organization's objectives and policies, size of the organization, it must be within the planned costs and financial implications.

The study targeted to find out whether centralized recruitment in Tanzania recruit competent staff in Local Government Authorities focusing on Kinondoni Municipal Council. The study was set to achieve the following objectives; to identify the number of employees recruited in LGA (Kinondoni Municipal Council) under centralized recruitment, to identify the qualifications of recruited employees in LGA, to find out to what extent the level of qualifications match with the job requirement.

The researcher employed case study design whereby area of the study was Kinondoni Municipal Council. The researcher used purposive sampling in obtaining

respondents of the study and gets the sample size of 15 respondents. Interview, documentary review and focus group discussion was used as tools for data collection. Basing on the data collected and research questions of the study the following are the major findings.

The first research objective and related research question sought to find out the qualification of recruited employees in Local Government Authorities (LGAs). The findings have shown that each category requires different qualification basing on education levels, skills and knowledge as well as experience of the required job.

The second research objectives and related question sought to find out to what extent the level of qualification match with the job requirement. The finding have shown that centralized recruitment have tried in high percentage in recruiting competent staff and reduce the average of unqualified employees towards their job requirement. By looking at matching and mismatching of skills and job requirement the finding shows that mismatching of skills and job requirement have been caused by massive unemployment of the youth that makes them being willing to accept jobs which do not match their level of qualifications.

Due to the findings the researcher recommended that; the government should create and provide more jobs to the youth so as to reduce the problem of unemployment and skill mismatch with the job requirements. This is because the problem of unemployment has led to the presence of unqualified staff in LGAs. Also the government should make deep investigation and feasibility study so as to come up with the better recruitment system for the public staff. This is because both centralized recruitment and decentralized recruitment have some positive and negative impacts to the organizations and society.

6.3 Conclusion

The study was aimed to find out whether centralized recruitment in Tanzania recruits competent staff or not in Local Government Authorities, the case of Kinondoni Municipal Council. From the findings the use of centralized recruitment seems to be more active in bringing high competent and qualified staff compared to the use of

decentralized recruitment. According to the respondents they said that, the use of centralized recruitment helps to select candidate with new ideas, knowledge, and innovation and even create competitive spirit to the existing employee who want to compete with the new employee's competition from outside the organization.

In that case in referring Kinondoni Municipal Council the external recruitment has been applied compared to internal recruitment. This is due to the fact that every organization, institution or companies need the implication of new innovation that can bring positive impacts. This can be done by using competent staff who are knowledgeable and being able to compete in the digital world with new science and technology.

In other way centralized recruitment have feces some challenges towards Local Government Authorities during the process of recruitment including delaying do filling the vacancy post, employees allocation problem, low participation of HR from Local Government Authorities which lead to provision of unwanted staff of low priorities and left the positions of high priorities.

6.4 Recommendations

After careful analyzing the data the researcher was able to see that centralized recruitment was highly doing so good in recruiting competence staff to a large extent. And this also help in reducing complains such as nepotism and corruption as well as it help in increase good performance to the LGAs staff. But since recruitment is very important in any organization, the researcher saw some few things that can be recommended to both the employees, organizations and the government as it may help to improve the recruitment system and improving workers competence and performance.

Local Government Authorities should participate more in the recruitment process so as to be able to fill the vacancies of high priorities position because HR of LGAs are the one who are capable of identifying the need of the new staff from various

categories. It seems there was poor participation of HR from LGAs in the process of recruitment under centralized recruitment.

The government should create and provide more jobs to the youth so as to reduce the problem of unemployment and skill mismatch with the job requirements. This is because the problem of unemployment have led to the presence of unqualified staff in LGAs

The government should make deep investigation and feasibility study so as to come up with the better recruitment system for the public staff. This is because both centralized recruitment and decentralized recruitment have some positive and negative impacts to the organizations and society.

There should be in service training for the LGAs staff that can help them to improve their skills and knowledge according to their job requirement. This will help LGAs staff to be updated and be able to compete in the labor market and the development of the organization.

The existing employee should have full cooperation with the new employees so as they can be able to learn and imitate the innovations and knowledge that the new employees have. And also the new employee should also have good cooperation with the existing one and so as they can be able to work together and share the knowledge they have, and hence increase the performance of the organization.

In order to reduce unqualified staff the government should provide financial incentives to support employers providing training to workers who will benefit from the training so that they can improve their skills for their benefit and the development of LGAs.

The study also recommended that the government policy on recruitment, labor market policy should be reviewed and it should focus on building the human capital of low skilled unemployed. This could potentially improve the match of job seeker, skills with those skills likely required by job crested once the recovery strengthens.

In order to solve the problem of delay in filling the position post, there should be a plan that pool of suitable candidates. These people should be interviewed for a post that might exist in the near future but those candidates must not be placed in the employment system, they will be called when the need exists. This will help filling up the vacant posts on time.

6.5 Areas for further research

The current study was conducted in Kinondoni Municipal Council. Although the findings from this study are relevant and informative, further studies are needed that will involve large sample in different places within a country.

Also further studies should be on how unemployment affect the increase of unqualified staff in the public organizations.

Also other studies should be looking at the contribution of central government in enhancing centralized recruitment within the public organizations.

Also further studies can be seen on how centralized recruitment contribute to delaying in filling the vacancy post to Local Government Authorities (LGAs).

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APPENDIX

INTERVIEW GUIDE

Dear respondents,

My name is Christina M Arnold. I am doing my master degree of Public Administration from Mzumbe University. I am respectfully requesting your participation on my master degree research in which is dealing with how centralized recruitment in Tanzania recruit competent staff in local government authorities, a case of Kinondoni Municipal Council. This is an independent academic research and it is not for the government or any other person. All information given will be kept anonymous your name will not be shared with anyone. The answers provided will be kept private and confidential.

1. Serikali kuu inakazi zipi katika mchakato wa kuajiri wafanyakazi wapya ndani ya mfumo huu mpya (centralized recruitment). Taja zaidi ya moja.
2. LGAs wanakazi zipi katika mchakato wakuajiri wafanyakazi wapya (centralized recruitment). Taja zaidi ya moja.
3. Unamtazamo gani kwa sekretari ati ya ajira kufanya shughuli mchakato wa kuajiri nanyie LGAs mfanyakazi zinginezi na zobakia (HR functions). Mtazamo wa weza kuwachanya au hasietoa sababu.
4. Kwanini serikali kuu ina chagua kuajiri watumishi kwa kuanzia ngazi ya shahada kwenda juu na kuachangazi za stashahada na astashahada?
5. Kuna umuhimu gani wa kuajiri watumishi kulingana na kadazaona elimu au ujuzi wa lionao?
6. Je watumishi wapya wanaoletwa kutoka secretariat ya ajira wanakidhi viwango na sifa mnazozihitaji nyinyi kamaviongozi wa ofisi hizi (HR) kstiksku saidia shughuli za kilasiku?

7. Unamaoni gani kulingana na mfumo uliopo (centralized recruitment) katika kuyafikia malengo namahitaji ya watumishi wa halmashau rinakutoa huduma kwa jamii.