

**THE EFFECTS OF CENTRALISED RECRUITMENT IN THE RURAL
DISTRICTS OF TANZANIA - A CASE STUDY OF RUANGWA DISTRICT
COUNCIL**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF
REQUIREMENTS FOR THE AWARD OF DEGREE OF MASTER OF
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CERTIFICATION

The undersigned certifies that he has read and hereby recommends for acceptance by The Open University of Tanzania a dissertation entitled “**The Effects of Centralised Recruitment in the Rural Districts of Tanzania: A Case Study of Ruangwa District Council**” in partial fulfillment of the requirements for the degree of Master of Human Resource Management of the Open University of Tanzania.

.....

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Date.....

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DECLARATION

I Patrick Cosmas Makemba, declare that this dissertation is my own original work and that it has not been presented and will not be presented to any other University for a similar or any other degree award.

Signature.....

Date.....

DEDICATION

This dissertation is dedicated to my beloved parents (father and my mother) who have encouraged me through ought the whole period of my studies at the Open University of Tanzania. They have taught me to always believe in everything I do and to work hard towards my dreams. They told me not to lose the positive altitude, even when life gets tough. Their love have laid a strong foundation of making my dreams comes true. May almighty God bless them.

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

Lack of memory gives me liberty to thank all those who in one way or another have provide their advices and critics of which helped me in writing this dissertation in a good manner.

ABSTRACT

The objective of this study was to investigate the effects of centralised recruitment approach in the rural district which is perceived to bring more human resources problems related to recruitment of lower cadres staffs in the rural districts. The selected area of the study was Ruangwa district and the targeted respondents were 170, however the study received a positive response from 150 respondents. The study utilized both qualitative and quantitative approach in collecting data. Thus the data were collected through questionnaires and interviews, and analyzed by using Microsoft-Excel and SPSS version 16. The results of the study revealed that centralised recruitment approach has brought many effects in the rural districts especially in recruiting lower cadres staffs of which include abscondment, turnover, failure to meet human resource demands (long time unfilled vacancy) and remove of local authority autonomy in recruitment. Thus centralized recruitment approach perpetuates and intensifies the shortage of employees in the rural districts especially staff cadres under the study. Basing on this fact the study provide a call to the government to reinstate hybrid recruitment approach to be used for recruitment of public employee's especially lower cadre's staff in the rural districts. This is due to the fact that hybrid recruitment approach incorporates the "best" of both decentralized and centralized recruitment approach.

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ABBREVIATIONS AND ACRONYMS

PSRS Public Service Recruitment Secretariat

DED District Executive Officer

VEO Village Executive Officer

WEO Ward Executive Officer

CHAPTER ONE

1.0 INTRODUCTION AND PROBLEM SETTING

1.1 Introduction

This chapter discusses the existing major problem brought by centralized recruitment approach in recruiting and distributing local government employees in the rural districts of Tanzania. The chapter also explains research questions which have been used to collect information, as well as objectives and significance of the study.

1.2 Background of the Problem

The efficiency and effectiveness of any work place (whether the private or the public sector) largely depend on the caliber of the workforce. The availability of a competent and effective labour force does not just happen by chance but through an articulated recruitment exercise (Peretomode and Peretomode, 2001).

Recruitment is a set of activities used to obtain a sufficient number of the right people at the right time from the right places (Nickels et al., 1999). The purposes of recruitment is to select those who best meet the needs of the work place, to develop and maintain a qualified and adequate workforce through which an organization can fulfill its human resource plan. A recruitment process begins by specifying human resource requirements (numbers, skills mix, levels, time frame), which are the typical result of job analysis and human resource planning activities (Cascio, 1986). Information from job analysis and human resource planning activities invites the next phase in the recruitment process, namely, attracting potentially qualified candidates to apply for vacant positions in an organization.

This can be done through recruitment within the organization (internal sources), and or recruitment outside the organization (external sources). After this phase, the organization should devise selection tools to help sort out the relative qualifications of the job applicants and appraise their potentials for being good performers in a particular job (Jones et al., 2000). 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).

Recruitment of personnel for the civil service is one of the crucial tasks of modern government and lies in the heart of the problem of personnel administration (Basu, 1994). Therefore it should be noted that for effective recruitment of workers in any organization, the choice of appropriate recruitment approach whether centralised or decentralized or hybrid is very important so that it could offer the right people, at the right time from the right place basing on the nature of work, environmental, economic, social, cultural and political factors.

The recruitment practices of an organisation are centralized when the human resource recruitment department at the head office performs all functions of recruitment. In other words recruitment decisions for all institutions/organization are vertically organized and are carried out by the one central recruitment institution such as Public Service Recruitment Secretariat (PSRS) for the case of Tanzania. On the other hand decentralized recruitment practices are most commonly seen in the case of diverse and geographically spread organizational structure of which it becomes important to understand the needs of each department (districts

authorities/urban authorities) and frame the recruitment policies and procedures accordingly. Under this respect each department carries out its own recruitment. It should be understood that choice between the two will depend upon management philosophy and needs of particular organization. However in some cases combination of both is used (hybrid recruitment approach).

Tanzania's government system is made up two main structures. These are the central and local government. According to Sections 145 (1) – (2) and 146 (1) – (2) of the 1977 Tanzania's Constitution the local government exists in order to promote development and democracy at the district and sub-district levels of government. There are two types of local authorities: Rural authorities normally referred to as district councils. Then, there are urban authorities which include city, municipal and town councils.

Hierarchically, a district council goes down through a Ward, under which exist village governments and finally the 10-house cell system. Moreover, an Urban Council runs down through a municipality (if the top structure is a city) under which exists the Ward, then the Mtaa/Street government and, finally, the 10-house cell system. There are no village government structures in urban authorities. It is from this structure explained above where the local government employees are found within rural authorities (district councils) or urban authorities (city, municipal or town councils)

The main purpose of establishing these local authorities is to improve quality, access and equitable delivery of public services particularly to the poor of which must be

provided through autonomous local authorities which have enough employees in all cadres. Therefore basing on this fact Tanzania government decided to adopt decentralized recruitment approach in 1982 in order to ensure that the local authorities have enough employees by recruiting and managing their own staffs. This is important due to the fact that a well distribution and reliability of employees in the local authorities would mean the closest administering and implementation of various development programmes at grassroots level are achieved.

Making considerable eye mark on recruitment approaches used to employ public servants in Tanzania including local government employees has experience a recent shift from partial de-centralized (hybrid) to centralized recruitment approach. The effects of this action taken by Tanzania government (shift from partial decentralized (hybrid) to centralized recruitment approach) towards local government employees in rural district has not yet been investigated and documented, thus it is on the basis of this background, this research grounded its position and aimed at understanding the effects of centralised recruitment in rural districts of Tanzania.

This is due to the fact that recruiting and retaining highly qualified workers in rural districts or remotely located areas presents an enormous challenge both in developed and developing countries. In both, the urban areas are generally perceived as more attractive because they are relatively more developed, and offer better working and living conditions to the workers, their families and relatives. An urban area also seems to offer a wider range of economic opportunities because workers can engage in private practice and other income generating activities to supplement their salaries. Therefore it is not surprising, to the most of rural districts employees to

prefer working in urban areas.

1.3 Research Problem

Tanzania public service has long history and recently, has experienced a major shift in its recruitment approach in 2010 from partial decentralized (hybrid) to centralized approach. The shift meant that recruitment of public servants at the district level which was organized by the districts concerned (decentralized recruitment approach) has to be done by central government through Public Service recruitment secretariat (PSRS). Therefore the general practice under centralisation of public service recruitment is shifting of roles and decisions to the Public Service Recruitment secretariat (PSRS), thus removing the Local authorities (District councils/Urban authorities) power of recruiting their employees.

Centralisation approach aimed at determination and allocation of resources to the grassroots institutions so as achieve equity in both distribution and deployment of human resources. However the approach seems to be far from realising its objective in Tanzania. A serious mismatch between local needs for human resources in terms of number of workers allocated to the districts by the central government through (PSRS) and the actual requirement of human resources (employees) in the districts is evidently seen. This creates a need for further study to be taken on the approach used to recruit public servants in local government so as to determine which approach do best fit in recruiting local government employees. Thus it is from this view that the researcher's was interested to investigate the effect of centralized recruitment approach used to recruit public servants in the rural districts as the area has not yet well researched/studied and thereafter, to suggest effective and successful alternative

recruitment approach/approaches if there is.

1.4 Objectives of the Study

1.4.1 Main Objective

The main objective of this study was to investigate the effects of centralized recruitment in the rural districts of Tanzania.

1.4.2 Specific Objectives

The study has been grounded on the following specific objectives:

- i. To identify main factors for adoption of centralized recruitment approach to the public servants in Tanzania.
- ii. To examine effects brought by centralized recruitment system to the wards and villages.
- iii. To analyse the current recruitment approach used in recruiting public servants in local government authorities.
- iv. To suggest the best recruitment approaches which could be used in recruiting public servants in the rural districts particularly lower cadre's staff.

1.4.3 Research Questions

The study has been guided by the following research questions

- i. What are the main factors for adoption of centralized recruitment approach to the public servants in Tanzania?
- ii. What are the effects brought by centralized recruitment approach to the wards and villages

- iii. To what extent does the current used recruitment approach (Centralised recruitment approach) meet the demands of human resources in rural districts?
- iv. What is the best recruitment approaches which could be used in recruiting public servants in Tanzania?

1.5 Significance of the Study

This study intended to highlights the experiences and challenges associated with centralization approach in relation to the recruitment and distribution of Wards and Villages Executive Officers, Wards and Villages Community Development Officers, Personal secretaries, Security guards, Office attendants and Drivers in rural districts of Tanzania.

It is critical to consider a review of the approaches used in recruitment as this is paramount in attracting and engaging the right people with the right skills and attitude needed to fuel and power the desire for a high performance culture fitting with requirement for the achievement of organizational (rural districts) goals. Therefore the study findings leads to a better understanding of the effects associated with the centralized recruitment approach to the lower cadre staffs in rural districts of Tanzania. In addition to that the study recommends an alternative recruitment approach/approaches of which the government could adopt in recruiting public servants particularly local government employees in the rural districts.

Furthermore the study provides a solid basis for Tanzania government to adopt appropriate recruitment approach/approaches which facilitates the authorities

concerned with public servants recruitment to make a standard and objective recruitment decisions by appointing the right applicants into the public service and accurately matching them with position requirements. A good recruitment approach enhances productivity and also reduces cost as it reduces labor turnover rate and employee dissatisfaction (Nwachukwu, 2000).

The study also is very significance to business practitioners as it relates to management of people because without managers and employees, there would be no business (Nickels et al., 1999). Further to that academicians and students especially those in the field of human resource management are also benefisherers of this study since it serves as an additional source of information in that discipline. The study is also play a significant role to the general public because it covers issues on public administration which is important to every citizen of a nation as it concerns with the condition of a society.

1.6 Chapters Summary

This chapter has clearly gives out the background of the problem and draws a real picture of the problem under the study. The chapter also explains the objectives and questions which have been used, as well as significance of the study.

CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

This chapter defines all the concepts which has been used in this report, review all supporting theories or theoretical analysis, empirical analysis or studies, conceptual framework and the underlying theory or assumptions of the study.

2.2 Operational Definitions of key Terms

In this part, key terms are operationally defined as being used in this study of which includes Recruitment, Centralized recruitment, Decentralized recruitment, Ward executive officer and Village executive officer, Village community development officer, Personal secretary, Driver and Office attendant.

- i. Recruitment: According to business dictionary, recruitment is the process of identifying and hiring the best-qualified candidate (from within or outside of an organization) for a job vacancy, in a most timely and cost effective manner.
- ii. Centralized recruitment: According to Lievens and Chapman (2009) centralised recruitment is all about recruiting employees and hiring take place through a central human resources office or independent recruitment institution as the case of Tanzania the recruitment of public servants is done through Public Service Recruitment Secretariat (PSRS).
- iii. Decentralized recruitment: According to Lievens and Chapman (2009) decentralised recruitment is all about allowing most of the hiring and recruiting to take place within the local organizations/institutions concerned.

(eg district authorities).

- iv. Ward Executive Officer: According to Tanzania good governance hand book (2008) Ward executive officer is the Chief executive officer for a ward who is also sometimes known as Ward Secretary but more commonly known as the Ward Executive Officer (WEO).
- v. Village Executive Officer: According to Tanzania good governance hand book (2008) Village executive officer is the Chief executive officer for a village also sometimes known as village secretary but more commonly known as the Village Executive Officer (VEO).
- vi. Village Community Development Officer: According to United Nation Development Program (UNDP) Manuals for community development officers (2006), Ward and village community development officer is a person (employee) who is responsible in providing technical support to the village/ward through various developmental programs so as to improve the quality of life to the village/ward residents.
- vii. Personal secretary: According to Stroman (1996), Personal secretary is the office employee who makes the office tick. He/She responsible in serving the customers/clients as well as her/his superiors in a manner that makes everyone happy. He/She is also the one whose personally portrays the image of the organisation to the public and therefore he/she is one of the most important links in the organization.
- viii. Driver: According to business dictionary, driver in the context of employee or person has simply defined as the operator of the motor vehicle. (Note:

This is different from the driver as used in computer technology or other disciplines)

- ix. Office attendant: According to business dictionary, office attendant is a person or employee in the organization who makes sure that everything is arranged in order, from filling to furniture arrangement as well as clearness of the office environment.

2.3 Review of Supporting Theories and Theoretical Analysis

It is important for both the job applicant and the organisation to ensure that the right job goes to the right person. Taking the wrong job may be just as disastrous for the employee as for the organisation. Recruitment therefore, involves the organisation (Rural districts) and the applicants trying to discover the extent to which their separate interests are likely to be served by the appointment. In other words, it is a two-way process. Applicants should have a realistic picture of the job so that they can decide if they really want it and whether they could do it well.

They should also be given the opportunity to consider what type of organisation they may be joining and whether it would suit them. And if this is the case, the researcher's view under this respect is that centralised recruitment approach for the local government employees in rural districts of Tanzania is in doubt to offer such opportunity. This is due to the fact that under centralised recruitment approach most of new employees are recruited and posted to their work stations (Rural districts) without knowing the working environment of which their expecting to work for, which in turn leads to high turnover and abscondment.

There are different theories which try to explain recruitment of workers in the organization and assessing their suitability for a particular job. However for the purpose of this study the two supporting theories namely person-organization fit and person- job fit which are based on different assumptions about people and what determines their behaviour at workplace have been explained as follows:-

2.3.1 Person – Organization fit Theory

This theory was propounded by Benjamin Schneider(1987) through his Attraction-Selection-Attrition framework (ASA), which argued that people seek out organizations that are attractive to them, are selected to be a part of that organization and help to determine the situation by remaining in that organization. This theory tries to explain recruitment of workers basing on the view that organisations should specify the requirements of the job as closely as possible and then look for individuals whose personal attributes fit those requirements. It is based on the assumption that human behaviour is determined by factors particular to the individual, and the clear implication is that recruitment approaches and selection techniques should be concerned with accessing and measuring these personal factors, which can then be compared with those requirements of the job and the organization in general.

Holbeche, (2009) observe that, the person-organization fit theory has been criticised for a variety of reasons. In particular, the amount and pace of change in organisations mean that the jobs for which people are recruited often change. Consequently, organisations may be interested in potential beyond the immediate job, and people have the capacity to influence the organisation's performance beyond

the boundaries of their own jobs. Increasingly, it is seen as important to ensure that there is also a fit between the applicant (person) and the organisation.

2.3.2 Person-Job Fit Theory

This theory was propounded by John Holland (1966, 1973, 1985a, 1997) which stresses that people's behaviour and performance are strongly influenced by the environment in which they find themselves. So being successful in a job in one organisation does not necessarily imply success in a similar job in another. In assessing the suitability of a job applicant a manager should explore the reasons why a person has performed well in their existing job and consider whether similar conditions apply in the new job.

Advocates of the person-job fit theory stress that an important consideration in recruitment is how suited the applicant is to the organisation in terms of its style, approach, pace of change and informal ways of working. In other words, you need to think beyond whether someone simply has the technical skills to perform in the job and assess their fit with the culture of the organisation. However, this carries the danger of excluding suitably qualified candidates because their 'face does not fit'. This approach suggests a greater need to describe the context of the job to applicants, including the difficulties and pressures associated with it. In general, 'overselling' a job can result in individuals leaving after a short time and hence the costs of a repeating recruitment, selection process and further managerial time.

In analysing the above two theories and their applicability, the researcher's views is that whatever theory of which the organization may decide to opt in its recruitment

process as it has been pointed out elsewhere in this report. The choice of the best recruitment approach basing on the nature of the work and organizational environmental factors is the most fundamental issue as it will assist the organization to escape from the costs associated with the failure of choosing appropriate recruitment approach of which include turnover, abscondment, unfilled positions for long time and repetitive recruitment which in turn increase the cost of recruitment process.

Thus, if the choice of recruitment approach is managed well it can have a significant impact on organizational (rural districts) performance. This view is highly supported by Evans et al., (2007) and Richardson, (2008) who argued that ineffective recruitment approaches can result in long-term negative effects, among them is high training and development costs in efforts to minimize the incidence of poor performance and high turnover which in turn, impact on staff morale, the provision of high quality goods and services as well as retaining of workers.

2.4 Choice of Recruitment Approach, Purposes and Importance of Recruitment

There are a number of resources that contribute towards the success of any organization, such as money, machine, material, information, idea, and other inputs. While these resources are important, the human factor is the most significant one because it is the people who have to coordinate and use all other resources (Chandan, 1987). Thus recruiting them to enter in the organization need to be done with appropriate approach which fit the needs of the organization and it is an integral part of human resource.

Recruitment can be defined as a set of activities and practices used for the primary purpose of legally identifying sufficient numbers and quality of people fitting for a given purpose. It is carried out to provide an organisation with a pool of qualified potential individuals' from which judicious selection for the most appropriate applicants can be made for filling vacancies in the organisation.

A review of the human resource management literature indicates that recruitment and selection are regarded as integrated activities and where recruitment stops and selection begins is a questionable point (Beardwell et al., 2004). Nevertheless, for the purpose of this work it is useful to differentiate between the two activities. As defined above, numerous authors (Whitehill, 1991; Roberts, 2008; McCormack and Scholarios, 2009) describe recruitment as a process of building a pool of potentially qualified applicants. Whereas selection is seen as a set of activities concerned with predicting which applicants will make the most appropriate contribution to the organisation in view of the present and future human resource requirements (Beardwell et al., 2004; McCormack and Scholarios, 2009).

Despite recruitment and selection being considered as integrated activities unfortunately human resources literature discussions tend to neglect recruitment and place greater emphasis on selection. In view of this (McCormack and Scholarios, 2009) comment that the more effective an organisation is, at identifying and attracting a high quality profile of job applicants, the less important the selection stage of hiring becomes. Therefore it can be suggested that an effective and agile recruitment approach is the most fundamental human resource function and if

managed well can have a significant impact on organisational performance and is critical to develop a more agile competitive edge (Pilbeam and Corbridge, 2006: Evans et al, 2007).

As the contemporary business environment become increasingly competitive and labour markets continue to grow more diverse, organisations need to be more proactive in their recruitment strategies/approaches. Evans et al., (2007) and Richardson, (2008) argue that ineffective recruitment approaches can result in long-term negative effects, among them high training and development costs in efforts to minimise the incidence of poor performance and high turnover which in turn, impact on staff morale, the provision of high quality goods and services and the retention of organisational memory.

Richardson, (2008) goes further to argue that at worst, the organisation can fail to achieve its objectives thereby losing its competitive edge and market share. However, it is important to consider that the process of implementing an effective and successful recruitment approach could bring along with it other costs related to the perceptions and attitudes of the people involved in this change.

Numerous researchers and practitioners (CIPD, 2010; Redman and Wilkinson, 2009) comment on the purpose and importance of recruitment. Most of the recent human resource literature (Heraty and Morley, 1998; Holbeche, 2009 and Cheese et al., 2009) emphasises the necessity of the recruitment and selection of adaptable people who can adjust and are able to fit in self directed and multidisciplinary teams which are nowadays required necessary for organisations to remain competitive. Pfeffer,

(1994) cited in (Holbeche, 2009) argues that employees and the way they work provide critical contribution to the success of any organisation. Pfeffer's argument is that as technology increases and product life cycles shorten, the major source of competitive advantage is finding the right individual employees. Hence in establishing what can be regarded as successful recruitment approaches, it is important to consider some of the objectives/purposes of recruitment as suggested below;

First, to attract and encourage appropriate quality candidates to apply for positions in the organisation thereby creating a pool of qualified potential applicants which enables the selection of best candidates for the organisation at a minimum cost (Redman and Wilkinson, 2009). However, it can be argued that the notion of finding the best candidates at a minimum cost is not anything that can be easily achieved. And despite of high record of unemployment in Tanzania, it is still difficult to find suitably qualified and talented candidates with specific skills in some sectors.

Second, to contribute to human resource planning and job analysis techniques in determining present and future resourcing needs of the organisation as suggested by Beardwell et al., (2004). Nonetheless, due to high volatility of the business environment it is not always the case for organizations to predict resourcing needs. Third, to reduce rate of turnover and the probability of job applicants deciding to leave the organisation after a short period following spending on recruitment and selection activities (CIPD, 2009). On the other hand it must be acknowledged that, there are many factors that may lead to high employee turnover rates. Thus requiring organisations to become even more creative in finding and retaining suitable

applicants, for example through identifying non-traditional applicant groups or by offering additional incentives such as a good pay and benefits.

Fourth, to increase organizational and individual effectiveness of various recruiting approaches and sources for all types of job applicants and Fifth, to meet the organizations legal and social requirements regarding the qualifications and diversity of the workforce (CIPD, 2009; Bratton and Gold, 2007). Given the assumed contribution of an effective recruitment approach to organisational performance, it can be argued that organisations need to adopt a more strategic approach to human resource planning before moving on to the actual recruitment and selection process (Pilbeam and Corbridge, 2006; Bratton and Gold, 2007).

According to (Beardwell et al. 2004 ; Evans et al.2007) human resource planning involves defining job roles and responsibilities, identifying role associated competencies, as well as developing an understanding of the labour market, both internal and external, in order to match the availability of potential labour to the organisation's current and future resourcing needs. However, recent developments within the business environment and within organizations are continuing to bring new challenges for recruitment and selection strategies rendering the traditional approaches to be inadequate and insufficient (Heraty and Morley, 1998; Holbeche, 2009).

Consequently, researchers and practitioners continue to monitor how external drivers are shaping recruitment approaches/ strategies in organisations. For example

(Schuler and Jackson, 1996; Lievens et al., 2001; Redman and Wilkinson, 2009) observe that external influences such as labour market changes, technological developments, demographical social changes, government policies and legislation are the major themes that are significantly shaping recruitment approaches as summarised in Figure 2.1.

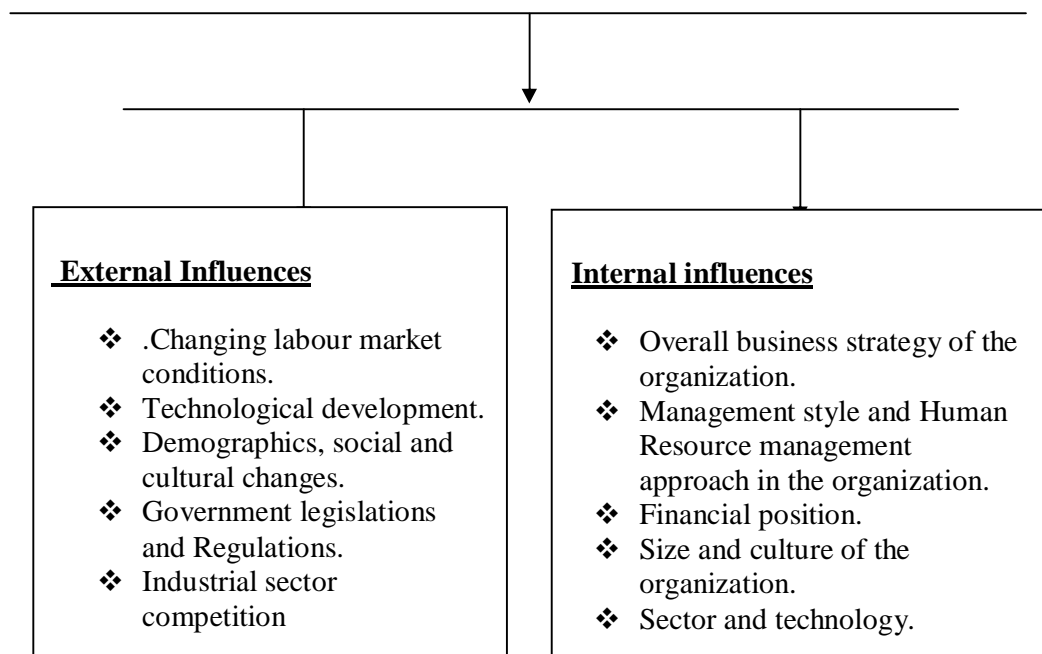


Figure 2.1: Factors Influencing Recruitment Approaches

Source: From field research

Each of these influences in Figure 2.1 has significant impact on the soundness and effectiveness of the adopted recruitment approaches in any organization. It is for this reason (Lievens et al, 2001; Evans et al, 2007) suggest that for any recruitment approach to be considered as successful bearing in mind on what terms this “success” is. It must be designed in a way that allows the organisation to be responsive to the constantly (changing external factors) changing labour market; targeted at the right people with appropriate skills; fitting with the social and cultural

demands of the times; respecting government laws and regulations in efforts aimed at creating and sustaining organisational competitive advantage in its sector.

Lievens et al.,(2001) and McCormack and Scholarios,(2009) highlight the influence of labour markets on recruitment commenting that when there is an oversupply of manpower in the labour market at the time of recruitment, even minimal informal recruitment attempts by organisations will attract more than enough applicants. Nevertheless, the researcher's view is that although this may provide a large pool of quality applicants and reduces the risk of hiring poor performing individuals, it increases costs and time associated with an effective recruitment process. Therefore as much as external factors influence the effectiveness of recruitment approaches, factors within the organisation also play a major role and affect the way recruitment is handled (Legge, 2005; Holbeche, 2009).

At this juncture it can be argued that since the overall purpose of recruitment activities is to find the right people with appropriate skills, knowledge and attitude fitting with the business strategy; management style and culture of the organisation within the budgeted cost and technology available to the organization should also be considered. An effective recruitment strategy or approach must be one which is responsive to the external environment but also fitting within the overall business strategy, organisation's objectives and policies, size of the organisation, and must be within the planned costs and financial implications.

Unfortunately establishing effective recruitment approaches constantly demands more attention and proactively responding to constantly changing influences. In a

similar vein (Heraty and Morley, 1998; Lievens et al., 2001) argue that the problem of inefficiency and inadequacy with traditional recruitment approaches is as a result of placing high emphasis on matching individuals to immediate job requirements. They argue that nowadays jobs are often not well designed as employees are selected to work in multidisciplinary teams on different projects and may frequently change work roles and likely to follow different organisational career paths. Thus this is challenging the traditional methods of job analysis and personal specification prior to conducting recruitment activities.

Lievens et al., (2001) go further to argue that due to these developments, organisations need to take into account that besides the psychometrics paradigm, a social process perspective has become relevant in the recruitment and selection process making the selection procedure more into a negotiation process between employers and employees. Therefore, the resourcing process and activities are now being viewed as an interactive social process where the applicant has as much say and power about whether to engage in the application process of the organisation.

Hence, in situations where there are skills shortages and inadequate supply of quality labour, according to (Redman and Wilkinson, 2009) organisations as is the case with rural districts in Tanzania need to work harder to attract applicants, maintain their interests and needs as well as convincing the applicants through “employer branding”. And for the sake of understanding employer branding is a competitive strategy which implies that organisations must think beyond just recruitment and selection for specific job vacancies and focus on communicating information about their image and the whole employment package to potential applicants (CIPD,

2007a).

2.5 Tanzania Public Service Recruitment Approaches: Historical Overview

Tanzania provides a unique case in the study of centralized recruitment approach for the public servants and in a particular way for the local government employees in the rural districts as the country has experienced major policy shifts (recruitment approaches), from centralised recruitment (Pre-1982) to decentralized recruitment (From 1982), thereafter from decentralised recruitment procedures to a partial de-centralised (hybrid) recruitment approach in 2006 and the recent shift from partial de-centralised (hybrid) to centralized recruitment approach in 2010. Being experienced with these remarkable recruitment approaches shifts it is noteworthy to pass through its historical overview so as to give out a better understanding to the readers of this research report as follows:-

2.5.1 The centralized Recruitment Phase: Pre-1982

Tanzania has a unique post-colonial history of early implementation of socialist reform policies following the Arusha Declaration of 1967. The period spanning from the colonial period through Tanzanian independence to 1982 was characterised by a strong centralisation and parallel lack of a local government system in its real sense. All production and distribution of economic and social services, such as health and education, were centrally managed. The socialist reforms implemented following the Arusha Declaration were meant to, among other things, reorganise the government administration to facilitate the implementation of the post-independence policies, such as massive investment in education and health infrastructure, and the creation of village cooperative farms.

The implementation of social policies under the auspices of the Arusha Declaration created expectations from both policy makers and the population that social services would be extensive and effectively reach the whole population. However, the effectiveness of socialist reforms was limited, and the intention in the Arusha Declaration policies to decentralise power and authority to local communities were impossible following a 1972 parliamentary Act (30). The 1972 Act centralised power and authority even further to the local government, despite some degree of deconcentration of tasks from the centre to the regions.

In effect, the existing (albeit weak) local governments at the district level were removed by the 1972 Act. From 1972 onwards, all matters related to the management of public servants, including the recruitment and distribution of workers, were controlled by the central establishment office, known since the early 1990s as the Civil Service Department (CSD). Factors influencing Tanzania government to adopt centralized recruitment approach in recruiting public servants in this phase were as follows:

First, to have equal distribution of public servants across the country, this is because by that time Tanzania public service was suffered with high shortage of skilled and professional workers almost in all cadres. Thus in attempt to tackle this problem, the government decide to introduce various program including that was famous known as UPE (Universal Primary Education) in education sector.

Second, there was a need to maintain uniformity in terms of procedures and criterion used to employ public servants across the country and ensure that recruitment and selection of candidates are based on merit principle

Third, to keep national wide proper records for all public service employment that has been filled and if possible to announce for the positions which are supposed to be replaced with the new employees. It should also be noted that during this phase in most cases recruitment was made direct from academic institutions where fresh graduates of different disciplines have to be posted direct to their work stations soon after completing their studies. This was possible due to the fact that during that period competition for employment was not high compared with the current situation in which the employment is highly competitive in nature.

However despite of the above factors and a good will of the government to adopt centralized recruitment approach to the public servants, at the district level one of the main challenges was soon experienced in recruitment and distribution of lower cadre workers. A serious mismatch between local needs for human resources and the number of workers allocated to the districts by the central government was among the main problems that were expected to be addressed when Tanzania turned towards a more decentralised structure of government.

2.5.2 The Decentralized Recruitment Phase From 1982 -2006

During the early 1980s, Tanzania prepared the ground work for major decentralisation reforms. Under this respect decentralisation has been defined as a process that involves one or all of the following aspects:

First, the shifting of workload from centrally located officials to staff or offices outside the national capital (deconcentration). Second, the transfer of management from the centre to semi-autonomous organisations and agencies within the public service structure (delegation).

Third, the transfer of political and decision-making powers and authority for managing public services to independently elected local governments (devolution) and fourth, the transfer of management and financing functions to a private organisation (privatisation). Also six important pieces of legislations were passed in 1982 namely, the Local Government (District Authorities) Act Number 7 of 1982, the Local Government (Urban Authorities) Act Number 8 of 1982, the Local Government Finances Act Number 9 of 1982, the Local Government Services Act Number 10 of 1982, the Local Government Negotiating Machinery Act Number 11 of 1982 and the Decentralisation of Government Administration (Interim Provisions) Act Number 12 of 1982.

All these parliamentary Acts aimed to institute the local government with democratic structures and institutions that had been paralysed by the 1972 Parliamentary Act [30] being vested with the power to implement and organize its own affairs. Under this arrangement, management of staff was expected to be decentralised so that local government authorities could appoint, develop and discipline their own staffs.

To prevent unnecessary political interference in the recruitment processes at the district level, the Public Service Act of 2002 and the Public Service Regulations of 2003, inter alia, reduced the number of district council members needed to form the Employment Board (there was only one member of the district council in the board). From 1982 to 2002, the Finance and Planning Committee, largely composed of local politicians, had been the main body charged with the management of recruitment at the district level. By strengthening the role of technocrats in matters related to the recruitment of workers at district level, unnecessary political interventions in matters

related to recruitment of workers were expected to be reduced.

While the law provides the mandate to districts to manage the recruitment of some workers including ward and village executive officers and other lower cadre staffs such as drivers, secretaries and office attendants, several central government departments continue to have key roles in the management of professional workers at the local government levels: First, the Ministry of Finance approves districts' budgets and sets guidelines for the spending of locally mobilised financial resources as well as central government allocations, second, the Civil Service Department has a central role in approving employment permits and, in collaboration with the Public Service Commission, confirms some workers' employment and manages their promotion, and third, the Regional Administration and Local Government ministry (currently under the Prime Minister's Office) approves head of departments and professional personnel (eg accountants) transfers from one district to another.

Practically, the recruitment process in the context of decentralisation was supposed to take place hand-in-hand with the budget process both at the local and central government levels. The estimates indicating the numbers and types of workers, and the associated costs (personnel emoluments), are discussed and recommended by all the local governments' committees before they are tabled at the full District Council for endorsement. After agreeing upon the number and type of workers (e.g. cadres of accountants) to be recruited in a particular financial year, the budget estimates are presented to the Civil Service Department for approval and processing of employment permits.

At this stage, the Civil Service Department either endorses the estimates or adjusts them depending on what has been centrally approved by the Ministry of Finance in the budget for the particular ministry. This leads to an employment permit being issued, and the respective district authority is informed so that vacancies can be announced. The district authority is required to act on the issued permit within a three month deadline, after which it expires.

After the information has been channeled to the district authorities, the District Executive Director (DED) informs the district Employment Board and the Public Service Commission of the existence of a funded vacancy in the respective district. (Note that, the Employment Board consists of a chairperson who is a respected person in the respective district, one district council member, a District Administrative Secretary or his/her representative, a Local Government Officer from the Regional Secretariat and a representative from the Public Service Commission).

Upon communication with the Employment Board, the DED instructs the district's Human Resources Officer to advertise the vacant posts in the local and national media. After receiving sufficient responses to the advertisement, the DED through the District Human Resources Officer prepares a shortlist of applicants with required qualifications for the advertised job. The Employment Board sets up a panel to interview the short-listed candidates. At this point, the names of the best candidates at interview are taken to the District Planning and Finance Committee for endorsement, and finally the candidates are offered letters of appointment, with copies to the Public Service Commission, the Civil Service Department and the Ministry of Finance for information.

Under this phase the factors influencing the use of decentralized recruitment approach were:-

First, the need to strengthen local authorities by giving them more power and authority to control their staffs in terms of hiring, developing and firing them.

Second, to provide more room for district authorities to respond quickly with workforce demands and therefore to be responsive to specific local needs in terms of number of workers needed and their qualities as well as filling the existing positions gaps in time.

Third, the need to retain workers due to the fact that decentralised recruitment arrangement was perceived to be effective in terms of retaining the recruited workers, especially when the employees were recruited from within the local or nearby districts. These individuals would be fully aware of the working and living environment where they would start working, and therefore would not be surprised by the lack of services in the rural district. Therefore it was expected that, decentralised recruitment may improve the retention of both highly skilled workers and lower cadres, because employers can match the expectations of prospective workers to the actual living and working environment

However at the district level the recruitment of workers under a decentralized arrangement has experienced a problem of failure to get the required professional workers. Thus the move toward partial decentralised arrangement (hybrid recruitment approach) was seen to be more effective both in recruiting qualified staff (professional workers such as health officers) and balancing their distribution across districts, (rural districts on its special attention).

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

Responding to a series of reported serious problems related to the recruitment of professional workers such as teachers, health officers and accountants under the decentralised arrangement, the central government decided to reinstate in part a centralised recruitment approach of professional workers through the issuance of a Presidential Establishment Circular (BC. 46/97/03/A/123) in November 2006. With this circular, the government hoped to improve the distribution of professional workers such as teachers, accountants and health officers across the country available in the labour market and those fresh from training institutions.

Remember that during the 'old' centralised phase, districts would receive whatever was posted from the central government. The new system of partial centralization was somehow provides more room for district authorities to plan what they need in terms of numbers and types of workers, and to submit their requests to the central level. Based on these needs, the Public Service Commission in collaboration with the Civil Service Department liaises with the training institutions to find candidates to fill the identified gaps. In addition, vacancy announcements are made by central authorities to target those already in the labour market.

All the arrangements for short-listing and interviewing the best candidates are also centrally managed before candidates are posted to respective districts. A major factor influencing the adoption of this approach in this phase was the failure of some of local authorities (District council) professional workers as pointed out earlier in the explanation of this phase. However there were some challenges associated with the

adoption of partial decentralised recruitment approach in the context of decentralization. Those challenges include:-

First, the decentralization of recruitment leading to unwarranted outcomes of increased recruitment costs, inability to control happenings of nepotism and favoritism, and poor information keeping on needs, availability of skills, challenges and opportunities; second, the conflicting role of the Public Service Commission as both an oversight institution and involvement in recruitment which create a need to establish independent body (institution) which will direct concerned with the recruitment of the public servants.

Third, the Appointing Authorities (district councils) failure to define properly recruitment and selection criteria. Fourth, poor record keeping such as a list of applicants, list of short listed candidates, employment permit and interview score sheet/ results. These informations are very important evidence in audit or inspection for proving whether there were merit practices or not.

Fifth, in some of the posts the candidates short listed for interview do not meet the minimum qualifications for the post. This resulted in selecting the wrong candidates and sixth, some of the Appointing Authorities (district councils) were not able to inform all interviewed candidates the outcome of the interview which is very important aspect to ensure that recruitment procedure is transparent. All these challenges provide the ground for adoption of centralized recruitment approach in 2010.

2.6 Review of Related Empirical Foreign Studies/Analysis

Nikhila Pai (2004) conducted a comparative survey on Centralized and decentralized recruitment approach in United States of America particularly in California province in which he come up with the view that centralized and decentralized recruitment approach are on opposite ends of the recruitment spectrum that work best under different agency structures and situations (organizational environments). A centralized approach is all about recruiting and hiring taking place through a central human resources office, while a decentralized approach allows most of the hiring and recruiting to take place within the agency with the open position.

The study point out that centralized recruitment takes place effective and more sound in situation (environment) where lower agencies need to fill the specialized positions such as accountants, health officers (doctors and nurses), higher managerial and other technical positions. In such situations a central personnel agency handles the staffing needs of all departments. The study further point out that decentralized recruitment is evidently takes its value in a situations where lower authorities need to recruit and fill out less specialized positions such as lower administrative positions, office supporting staffs such as secretaries, office attendants, drivers, watchmens/womens and other related lower cadre staffs.

In accounting of benefits which centralized recruitment approach has, the study pin pointed that centralized recruitment approach offers a more standard and uniform method of searching for and hiring employees which can facilitate the implementation of social equity and individual rights. It also becomes easier to promote system wide human resources management policy as most of the recruiting

is being done by the office promoting the policies. Despite of such benefits it offers he criticize centralized recruitment approach as being less response with time in filling positions existing in the organizations (lower authorities) with whatever reasons.

Furthermore the study highlighted that, it has also become common now for public agencies to use partial decentralized recruitment approach (hybrid recruitment approach) in recruiting their workers where the actual hiring and screening of candidates is done with decentralized recruiting, but with audit power resting in the central human resources office.

2.6.1 Review of Related Empirical Study in Africa

It has been revealed that other public agencies attempt to use mixed scanning recruitment approach (hybrid recruitment approach) as experienced in the study conducted by Al-Gazali (2006) in Nigeria of which a focus was to assess recruitment approaches used by public universities, in which he found that recruitment for temporary positions are handled by the concerned department office which maintains a pool of viable applicants for clerical or low level administrative positions.

Student administration positions, one term instructor positions, and some casual employee positions are also handled strictly at the department level with departments often posting and advertising their own job openings (decentralized approach). However, all other full-time position recruitment is handled with central office (a hybrid approach which takes the advantages of both centralized and decentralized recruitment approach). The central office posts job openings and collects

applications which are forwarded to departments for screening. The actual interviews are conducted by both a department manager and a Dean's office through Human Resources Officer.

The manager assess the interviewee for skills particular to the specialized position, while the human resource officer conducts a more generalized interview based on the current university policy. Together they determine the best candidate and formulate an offer based on both university and department of finances. By leaving the initial screening in the hands of the department managers, but having the actual interviews conducted by a manager and a human resource officer, the university can maintain a coherent standard for recruiting while leaving the flexibility of initial screening at the department level. Thereby one gets the best of both approaches (centralized and decentralized recruitment approach- hybrid recruitment approach) and he recommended this as a best practices.

2.6.2 Review of Related Empirical Study in Tanzania

In contributing the debate upon whether the organization can use centralized or decentralized recruitment approach Minja (2001) in his study conducted to determine the best recruitment approach for the recruitment of TANESCO employees in Morogoro region, he recommended that “while a decentralized strategy may not offer the same benefits as a centralized system, the trend is towards decentralization because of its greater flexibility”.

The study find out that a centralized system requires managers to create a list of their hiring needs in advance sometimes as much as a year in advance. Furthermore the

study point out that, it is difficult for managers to make these kinds of estimates as political crises or changes in budget can skew projections. Managers also exaggerate their staffing needs to get a greater pool of applicants, which wastes the resources of the central office. In addition, the central office is not always best suited to recruit for more specialized positions as they lack the familiarity of the best candidates who suit the needs and demands of the organization as required.

To him, decentralized system offers a chance for greater responsiveness as managers or their immediate agency heads have greater involvement in the actual recruiting and hiring of staff. He further argued that while the job announcement process often mirrors the method used in a centralized approach, the move to decentralization has more to do with what happens after the applications have been submitted. Decentralization allows managers to classify positions, screen applications, interview and hire staff without waiting for feedback from a central office.

Centralized recruiting is seen as burdensome and time consuming with applications going through a lengthy screening process before candidates can be shown to agency managers. And he concluded that, decentralized approach allows managers to have greater control over the hiring and screening process. With all above arguments raised by these researchers the questions remain is what are the effects of centralized recruitment approach for recruiting employees in the rural districts and what recruitment approach/approaches is considered best for the recruitment of low cadres employees in rural districts of Tanzania? That is where the rationale of conducting this study has been drawn from.

2.7 Conceptual Frame Work

Conceptual Framework can be defined as a set of broad ideas and principles taken from relevant field of enquiry and used to structure a subsequent presentation (Reichelet *al*, 1978). When clearly articulated, a conceptual framework has potential usefulness as a tool to assist a researcher to make meaning of subsequent findings.

In 2008, there have been amendments to the Public Service Act, 2007 section no 29 to create new bodies and to redefine roles of existing bodies concerned with recruitment such as Public Service Commission to become as an oversight body and a recruitment secretariat for public servants was created (Public Service Recruitment Secretariat-PSRS). These amendments mark the effective adoption of centralized recruitment approach to the public servants in 2010 including local government employees.

Factors influencing Tanzania government to adopt centralized recruitment approach for the public servants in 2010 include the need to reduce nepotism and favouratism, removing biasness and public service employment based on merit principles. Also the need for uniformity, fairness and competitive employment as well as ensuring equal distribution of human resources (employees) in public services. Simply one can say that the current used recruitment approach (which is centralized one) is just reversing back to the first phase in the period before 1982 under which Tanzania adopted centralized recruitment approach for the public servants.

The researcher's focus was on the implications of centralized approach for the recruitment and distribution of workers particularly for the lower cadres staffs in the

rural districts. Therefore the conceptual framework of this study can well be illustrated in pyramidal shape as shown in Figure 2.2.

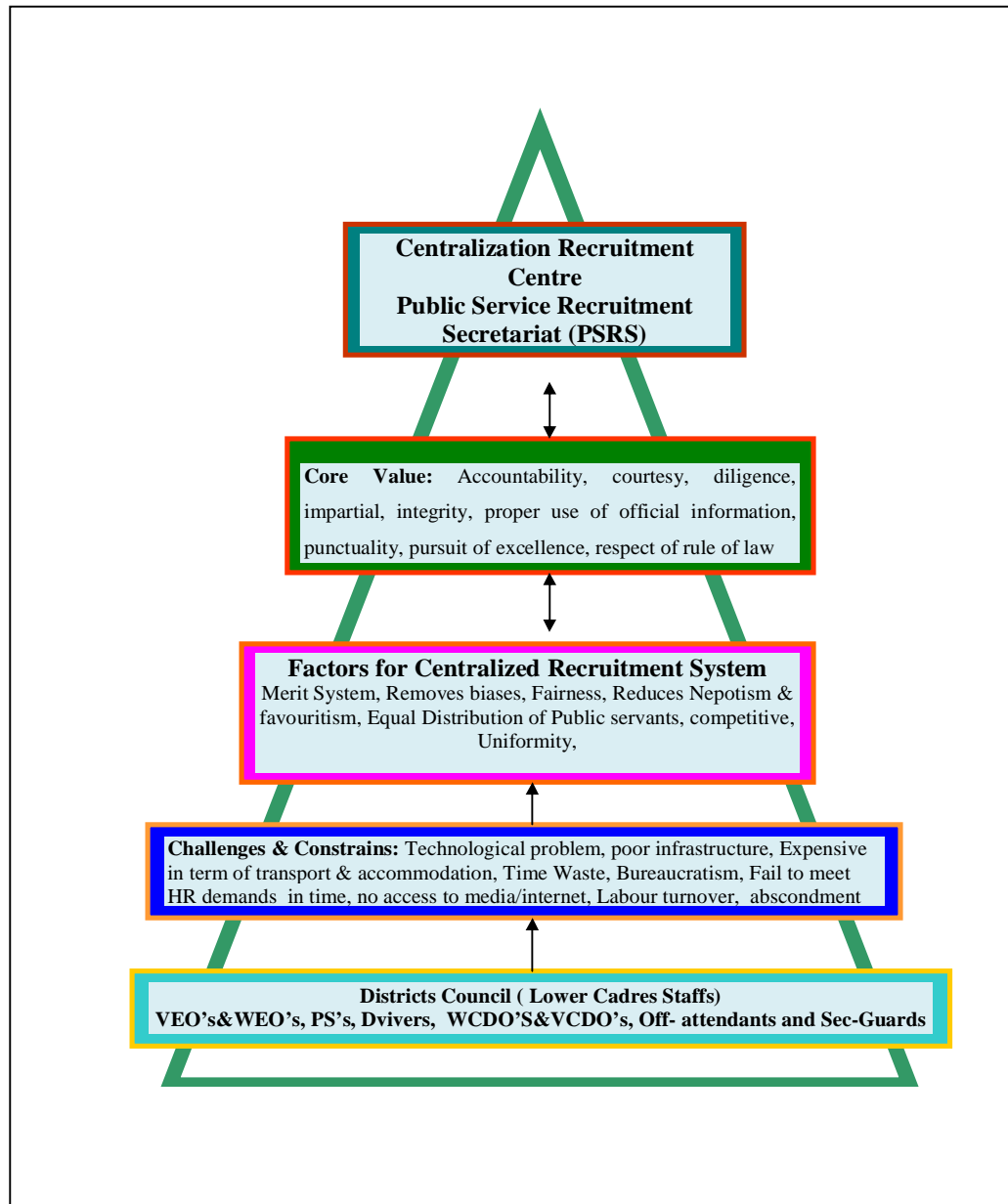


Figure 2.2: Conceptual Framework

Source: Developed by researcher in the field of study-2013

2.8 Underlying Theory of the Study/ Assumptions

In evaluating the currently used recruitment approach in Tanzania which is centralized one and thereafter, to establish effective and successful alternative approach/approaches, it is noteworthy to consider the context within which recruitment takes place. Thus it is from this consideration, this study employs the best fit contingency theory which argues that the effectiveness of human resource practices (recruitment activities included) depends on how they closely fit with external and internal influences on the organisation.

The theory based on belief that there can be no universal prescription for human resource policies and practices (recruitment activities included). It is all contingent on the context and culture of the organization. Further to that, the study falls under the following assumptions:-

First, centralised recruitment approach does not meet human resource demands in time especially in the rural districts as most of the posts remain vacant for long time without being filled with the new employees and Second, there is high number of abscondment and high turnover for the new employees who are recruited by central government through (PSRS) to work in the rural districts.

2.9 Chapter's Summary

This chapter has clearly defined all key terms as being used in this report as well as explaining supporting theories of the problem under the study. General factors influencing the choice of recruitment approach, purpose and importance of recruitment has also explained. The chapter also highlight empirical studies related

to the problem under the study as well as drawing out the conceptual framework based on centralised model of recruitment for the public servants in Tanzania and in particular for the local government employees in the rural districts.

CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction

This chapter focuses on the methodology of which the researcher used in conducting the study. It covers the design of the study, surveyed population, area of research or survey, sampling design and procedures, variables and measurement procedures. The chapter also explains methods of data collection, data analysis and ethics issues which has been adhered and observed in the course of conducting this study.

3.2 Design of the Study

A Research design can be thought as the structure of research. Research design is the plan that shows the approach and strategy of investigation aim at obtaining relevant data which fulfill the research objectives and answers to the questions (Kothari, 2004), or a research design can be regarded as an arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance with the research purpose (Kombo *et al*, 2006).

Furthermore research design spells out what type of methods to be used. It shows where and how the study is going to be done. The research design shows the sample (subjects) instruments, procedures and proposed data analysis. In this study two methods of data collection have been used namely quantitative methods and qualitative methods. In qualitative method data that have been collected are descriptive using words while in quantitative method structured tools have been used and have been done deductively in data analysis and information is numerical.

The quantitative method has been employed in the study purposively to establish factors for adoption of centralized recruitment approach in Tanzania while qualitative method has used to capture participant opinion and reactions towards the effects of centralized recruitment approach in the rural districts of Tanzania and in particular Ruangwa District council.

3.3 Location of the Study

The study was conducted in Ruangwa District Council of which is one of the 5 districts in Lindi Region, southern part of Tanzania. It is bordered to the East with Lindi District, North-west with Liwale District, North with Kilwa district and to the South with Nachingwea District.



Figure 3.1: A sketch Map of Lindi Region Administrative Area Including Ruangwa District

Source: Tanzania National Website

The researcher has selected this district because it is considered as a difficult area to reach and it is among of the rural district in Tanzania. 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 district are also found in other rural districts of Tanzania; hence from the researcher point of view it is a good representative for this study. In addition to that a researcher is working as a public servant in the selected district and therefore this enabled him to conduct this research in a more successfully manner.

3.4 Population of the Study

Population is the number of total units out of which a sample of a study is selected (Kothari, 2004). Therefore, the population from which the sample is selected first must be defined prior to sample selection for research, and ideally researchers would generalize results to the absolute population.

The population of this study comprised wards and villages executive officers, wards and village's community development officers, Personal secretaries, drivers, office attendants and security guards who are working in Ruangwa district council through which the relevant information concerning the problem under the study has been collected from among of them. Further to that the information was collected from District Executive Director, human resource officers and Head of departments from Ruangwa district council. Additionally, the information has also collected from PSRS officers and professional human resource practitioner's personnel who have experience with Tanzania public services and recruitment activities in general.

Table 3.1 shows the population of Ruangwa district as per 2002 Tanzania national census records.

Table 3.1: 2002 Population and housing Census

| LINDI: | | | | | | | |
|---------------|--------------------|-------------|--------------------------------|---------------|----------------|------------------|-------------------------|
| | Ward/Shehia | Type | Population (Number) | | | Household | |
| | | | 59,993 | Female | Total | Number | Average Size |
| | | | | 64,523 | 124,516 | 32,493 | 3.8 |
| 1 | Ruangwa | Mixed | 5,015 | 5,735 | 10,750 | 3,003 | 3.6 |
| 2 | Mbekenjera | Mixed | 5,596 | 5,831 | 11,427 | 2,863 | 4.0 |
| 3 | Nkowe | Mixed | 2,572 | 2,649 | 5,221 | 1,349 | 3.9 |
| 4 | Malolo | Rural | 6,493 | 6,772 | 13,265 | 3,609 | 3.7 |
| 5 | Luchelegwa | Rural | 6,034 | 6,383 | 12,417 | 3,216 | 3.9 |
| 6 | Chienjere | Rural | 3,887 | 4,240 | 8,127 | 2,025 | 4.0 |
| 7 | Namichiga | Rural | 4,425 | 4,707 | 9,132 | 2,169 | 4.2 |
| 8 | Narung'ombe | Rural | 3,124 | 3,336 | 6,460 | 1,759 | 3.7 |
| 9 | Makanjiro | Rural | 1,443 | 1,514 | 2,957 | 788 | 3.8 |
| 10 | Likunja | Rural | 3,768 | 4,018 | 7,786 | 2,223 | 3.5 |
| 11 | Mnacho | Rural | 6,422 | 6,847 | 13,269 | 3,496 | 3.8 |
| 12 | Mandawa | | 4,127 | 4,786 | 8,913 | 2,270 | 3.9 |
| 13 | Nambilanje | | 2,728 | 2,911 | 5,639 | 1,378 | 4.1 |
| 14 | Chunyu | | 2,738 | 2,995 | 5,733 | 1,437 | 4.0 |
| 15 | Mandarawe | | 1,621 | 1,799 | 3,420 | 908 | 3.8 |

Source: (<http://www.tanzania.go.tz/census/census/districts/ruangwa.htm>)

According to 2002 Tanzania National Census, the population of Ruangwa District was 124,516 and the number of wards was 15. However the number of wards has been increased up to 21 following Tanzania government decision to establish new

wards in 2010. Therefore currently Ruangwa District is administratively divided into 21 wards namely Chienjere, Chunyu, Likunja, Luchelegwa, Mbekenyera, Makanjiro, Malolo, Mandarawe, Mandawa, Mnacho, Nambilanje, Namichiga, Narung'ombe, Nkowe, Nanganga, Chibula, Chinongwe, Matambalale, Nachingwea, Nandagala and Ruangwa. Making an account of the villages which are found in Ruangwa district is 88 as per Tanzania national election profile records of 2010.

3.5 Sampling Design and Procedures

Sampling is the process of obtaining information about an entire population by examining only part of it. This is when the researcher selects only a few items from the universe for his study purpose, on the assumption that the sample data will enable the researcher estimate the population parameters. In the case of this study, the researcher used Simple randomly sampling and Purposive Sampling. The researcher decided on which elements or items should be included or excluded in the sample. It is here where the researcher deliberately includes or excludes some of the elements with the argument that the major criterion for the inclusion is the possession of experience (and expertise) about the problem under study.

3.5.1 Sampling Techniques

The researcher used two types of sampling techniques that is simple random sampling and purposive sampling techniques.

3.5.2 Simple Random Sampling Technique

This sampling method has been used to obtain respondents from among of the existing wards and villages executive officers, village development officers, personal

secretaries, drivers, office attendants and security guards in Ruangwa district. On this regards all wards and village executive officers, village development officers, personal secretaries, drivers office attendants and security guards were having equal chance to be selected as a sample and this has been done to avoid any bias and helps the researcher to obtain correct information for the study.

3.5.3 Purposive Sampling

This is the selection of participants who have knowledge or experience of the area being investigated. This technique has been used to select respondents from the high district administrative such as human resource officers and head of departments who were responsible and knowledgeable with the recruitment activities at the district level as well as other human resource practitioners who have experience with Tanzania public service recruitment.

The sample is accurate or near to accurate since the representation of the population knows the topic well and gives the correct information. The results are considered to be more accurate because the selected individuals were familiar with whatever the researcher wants to know about the study. Researcher has decided to work with a sample than whole population to avoid sampling errors, time constraints and high cost associated with whole population. This is due to the fact that working with a sample saves the time because researcher will not need to interview the whole population instead sample from the same population have to be selected to represent the whole population. Not only that but also, researcher has decided to use sample because of budget constraints. Conduct a research to large population needed to have enough funds because you have to meet with every individual in the surveyed area

which cost a lot of money. Simplification of data collection and easy report writing is among of the reasons which have motivated the researcher to use sample instead of the whole population. This is due to the fact that collecting data from large population is very difficult and complicated than collecting data from the sample size which enable the researcher to write this report easier.

3.5.4 Sample Size

A sample size of 170 respondents were targeted for the study of which comprised of 15 respondents from wards executive officers and 65 from villages executive officers, 1 DED, 3 Senior human resource officers, 10 head of departments, 12 Personal secretaries, 8 security guards, 12 office attendants, 7 drivers and 15 wards and villages community development officers from Ruangwa District Council, as well as 7 PSRS's Officers, and 15 professional human resource practitioners as shown in Table 3.2.

Table 3.2: Sample of Respondents

| Sample of respondents | Number of respondents | Sample type | Tools |
|-----------------------|-----------------------|-------------|---------------|
| DED | 1 | Purposive | Questionnaire |
| Head of departments | 10 | Purposive | Interview |
| HR Officers | 3 | Purposive | Questionnaire |
| HR practitioners | 15 | Purposive | Questionnaire |
| PSRS Officers | 7 | Purposive | Questionnaire |
| Personal secretaries | 12 | Random | Interview |
| Office attendants | 12 | Random | Interview |
| Drivers | 7 | Random | Interview |
| Security guards | 8 | Random | Interview |
| WEO's & VEO's | 80 | Random | Questionnaire |
| WCDO's & VCDO's | 15 | Random | Questionnaire |
| TOTAL | 170 | | |

Source: Field Data 2013

3.6 Research Instruments

The study used triangulation approach so as to come up with trustworthy findings. As pointed out by Saunders et al, (2007) that multiple methods allow a better understanding of research questions and therefore findings can be trusted. Triangulation enables the researcher to validate a particular finding by examining whether different sources provide convergent information (DePoy and Gitlin, 2005).

Furthermore in order to ensure validity and reliability of the instrument for data collection in this study, the researcher pre test the instruments such as questionnaire and the interview guide by doing a pilot study with some of the respondents. At this juncture, the researcher employed multiple techniques in which one instrument complements the other and then the researcher make necessary changes to improve the tools. Therefore research instruments which have been used in this study include, interview, questionnaires, documentary review and participant's observation.

3.6.1 Interviews

Interview in data collections involves verbal presentation and responses done through either personal contact or if possible through telephone and under this respect the researcher used semi structured interview.

Semi-structured interviews are used for the collection of qualitative data allow respondents to talk about their perspectives on a particular subject (Saunders et al., 2007). The researcher used open-ended questions prepared by the researcher or questions that have been arise during the interview. Advantages of this method is that it is simple, efficient and practical way of getting data about things that cannot

be easily observed, it has high validity as respondents are able to talk about things in detail and depth. However, limitations of using Semi structured interview include; it depends on the skill and ability of the researcher to think of questions during the interview and articulacy of the respondent. In addition it is time consuming and expensive, is not reliable as respondents may be asked different questions and qualitative data collected may be difficult to analyse. Nonetheless Semi- structured interviews have been conducted in this research with some of respondents as shown in Table 4.1 (sample of respondents).

3.6.2 Questionnaires

Questionnaire is an instrument of data collection that consists of set of predetermined and structured questions given to subjects (respondents) to respond in writing. This method is quite popular, particularly in case of big enquiries. It consist of number of questions typed and printed in a definite order on a form, or set of forms, therefore, questions have been be prepared by the researcher and distributed to the respondents. Furthermore questions on questionnaire are argued to be simple and straightforward and do not allow for searching of new issues (Shipton 2001). Additionally the questions aimed in obtaining respondents perception of the recruitment process and also contained both closed and open questions. The questionnaires were distributed according to numbers of respondents included in the sample and has been returned with answers after being filled by respondents.

3.6.3 Participant Observation

Participant observation is an important method of data collection. This method allows the researcher to come closer to the people and make them feel comfortable

enough within the presence of the researcher so as to observe and record about their lives. Importantly, it allows the researcher not only to collect data but also analyze them through practical experience. Actually this method facilitates other techniques of collecting qualitative data (Huberman *et al*, 1994).

Kombo *et al*, (2006) Participant Observation means the investigator becomes an active functioning member of the culture. An investigator participates in any activity appropriate to the status which is assumed. This participation helps to reduce reactivity. Respondent become more comfortable with researcher. It gives a researcher an intuitive understanding of what is happening in a culture. However, it can be time consuming.

3.6.4 Primary Data

These are data that has been collected from first-hand-experience of the researcher. Primary data has not been published yet and is more reliable, authentic and objective. Therefore it is like the eyewitness testimony at a trial. No one has tarnished it or spun it by adding his/her own opinion or bias so it can form the basis of objective conclusions. Under this study, primary data have been collected from respondents included in the sample from Ruangwa district council and other selected respondents who are knowledgeable with the topic/problem under study.

3.6.5 Secondary Data

Secondary data are those which have already been collected by someone else and had passed through the statistical process (Kothari, 2005). It involves the collection and analysis of information from a diverse source of documents and published

materials, and information from internet sources (Kombo and Tromp, 2006). For the case of this study, the documentary data that have been used include written materials, local government laws and other government circulars related to recruitment, journal articles, books and other records relevant to this research.

3.7 Data Analysis

The key activities in data analysis are editing, coding, classification and tabulation of collected raw data (Adam and Kamuzora, 2008).

Data collected in the field of study has been analyzed and presented in a way that enables to answer research questions and meet the study objectives. Thus in the quest of meeting this criteria the data collected has been analyzed both qualitatively and quantitatively in order to show relationships between variables investigated under the study. The spreadsheets program has been used to analyze information by frequencies and in percentages. Therefore, the researcher applied a hand calculator in calculation activities (add, multiply and divide) during data analysis. Further to that the Microsoft Excel and SPSS packages has been used in construction of charts and tables in data presentation.

3.8 Research Ethics

This study observed and adhered to five major ethical responsibilities towards survey participants listed by de Vaus (2002), namely voluntary participation, informed consent, no exposure to harm, confidentiality and anonymity, and privacy.

To ensure that respondents are confident with the principles of confidentiality, anonymity and no exposure to harm, questionnaires and other data collection tools have been designed in such way that the names of respondents were not placed in.

3.9 Chapter's Summary

This chapter has clearly explained all stages of which the researcher undergoes in collecting and analysing data so as to come up with good findings and recommendation of this study.

The chapter has also explained the ethics issues that have been followed by the researcher on the course of conducting this study.

CHAPTER FOUR

4.0 RESULTS OF THE STUDY

4.1 Introduction

This chapter analyses and presents the findings and observation which are based on the study area as well as from other sources. The chapter has three main parts, which include the introduction section. The second part of this chapter deals with the secondary data and socio-demographic profile of the study population which includes; gender, age, education, and marital status. The last section is based on the level of knowledge on centralized recruitment approach, factors influencing Tanzania government to adopt centralized recruitment approach, its associated effects as well as opinions of the respondents on the best approach to be used in recruiting local government employees in the rural district (Ruangwa district in particular).

4.2 Secondary Data on Recruitment Trend and Their Associated Effects

4.2.1 Recruitment Trend in Ruangwa District from 2008-2012

Secondary data was collected so as to see recruitment trend within 4 years (2008/2009, 2009/2010, 2010/2011 and 2011/2012) with their associated effects in Ruangwa district focusing on new employees abscondment, labour turnover (leaving the work soon after reporting) and the number of existing vacant post to all staff cadres under study. Two years 2008/2009 and 2009/2010 of the selected period experience hybrid recruitment practices (approach) and two years 2010/2011 and 2011/2012 experience centralised recruitment practices (approach). The data so collected based on its totality to the staff cadres under study namely wards and

villages executive officers, wards and villages community development officers, personal secretaries, security guards, office attendants and drivers in Ruangwa district.

Table 4.1: Ruangwa District Recruitment Trend 2008-2012 for Selected Staff Cadres under Study

| Year of recruitment | Total No. of poststo be filled with new employees for all cadres under study | No. of recruited new employees for all cadres under study | No. of new employees absconded for all cadres unders study | No. of employees turnover (leaving the work after reporting) for all cadres under study | No. of existed vacant post to all cadres under study |
|---------------------|--|---|--|---|--|
| 2008/2009 | 34 | 28 | NIL | NIL | 6 |
| 2009/2010 | 23 | 22 | 1 | NIL | 2 |
| 2010/2011 | 21 | 21 | 12 | 7 | 19 |
| 2011/2012 | 40 | 35 | 16 | 11 | 32 |

Source: Ruangwa District Human Resources Development Reports 2008-2012

The findings depicted from secondary data shows that, there are an increased rate of cases regarding abscondment and turnover for new employees who are leaving the work soon after reporting as well as increasing number of existed vacant post to all cadres under the study particularly for two years 2010/2011 and 2011/2012 respectively. This indicates that under centralized recruitment practices abscondment and turnover for new employees in Ruangwa district has tremendous increased compared to two years 2008/2009 and 2009/2010 of which Ruangwa district experiences hybrid recruitment practices as shown in Table 4.1.

4.3 Primary Data of the Study

4.3.1 Social-Demographic Profile of the Study Population

This part goes deeply in the research results concentrating on the respondent's response rate, respondents person profile regarding sex, age, education, and marital status.

4.3.2 Response Rate

The study used two mainly methods of collecting information from 170 targeted respondent namely questionnaires and interviews. In that regard 121 respondents were distributed with questionnaires, however only 116 questionnaires were completed and collected. While 49 respondents were expected to be interviewed, however only 34 respondents were interviewed. Table 4.2 and Figure 4.1 & 4.2 shows respondents response rate for this study.

Table 42: Respondents Response Rate

| Total No of respondents | Positive response | Negative response | % of positive response | % of negative response |
|-------------------------|-------------------|-------------------|------------------------|------------------------|
| 170 | 150 | 20 | 88.2 | 1.8 |

Source: From field research, 2012

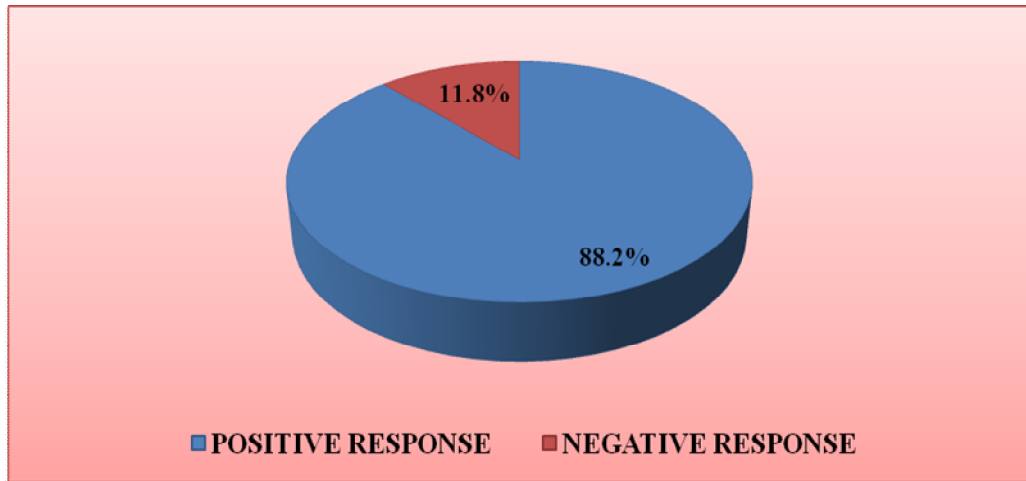


Figure 4.1: Total Number of the Respondents Response Rate

Source: Field Data 2013

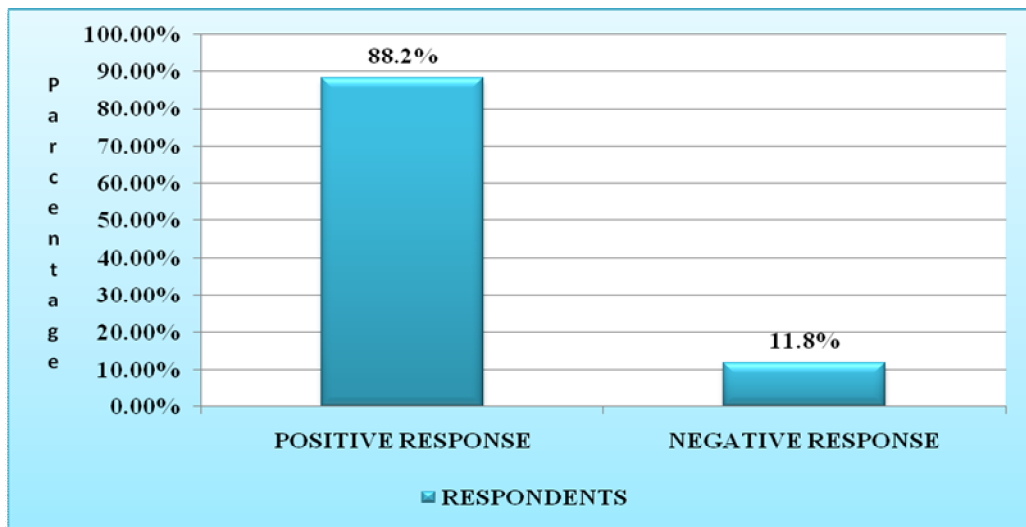


Figure 4.2: Total Number of the Respondents Response Rate

Source: Field Data 2013

It is evident that a total response rate of 88.2% was obtained. According to De Vos et al (2002) he argued that a 60 per cent response rate is good, while a 70 per cent response rate is excellent. Therefore the response rate of 88.2 per cent received for this study is considered as excellent.

4.3.3 Gender Distribution of the Respondents

Table 4.3: Respondents Gender Distribution

| Sex | Number of Respondents | % of Respondents |
|--------------|-----------------------|------------------|
| Male | 98 | 65 |
| Female | 52 | 35 |
| Total | 150 | 100 |

Source: Field Data, 2013

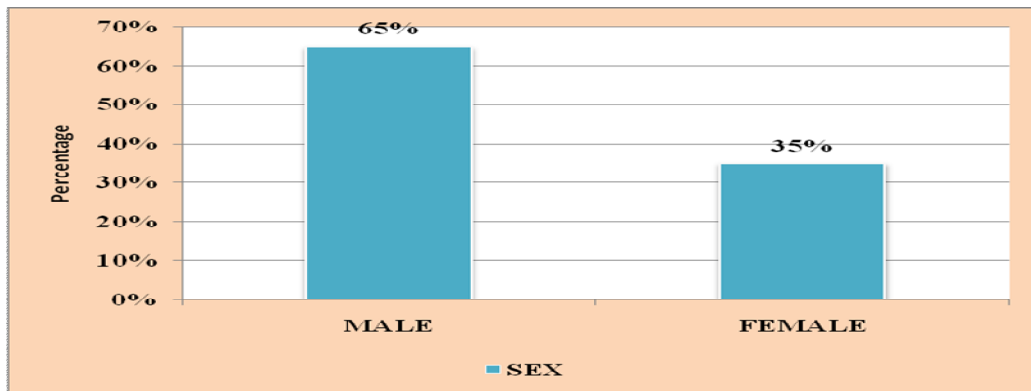


Figure 4.3: Respondents Gender Distribution

Source: Field data 2013

The main aim of looking on the gender distribution is 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). The role of male and female differ from one society to another but they should have equal status in recruitment process. However from the study shows that, men have participated in high level compared to women and this also indicates that men have dominated recruitment process for the local government employees and rural districts (Ruangwa) in particular. This is due to the fact that most of respondents in this study were government employees (Local government

employees). The study receive a positive response of 150 respondents out of 170 targeted respondents, Table 4.2 and figure 4.1 shows the percentage of males who where 98 (65%) while 52 (35%) where females respondents.

4.3.4 Education Status of Respondents

Table 4.4: Education Status of Respondents

| Education | Number of Respondents | % of Respondents |
|--------------|-----------------------|------------------|
| Secondary | 76 | 51 |
| Diploma | 50 | 33 |
| Degree | 20 | 13 |
| Others | 4 | 3 |
| Total | 150 | 100 |

Source: Field Data, 2013

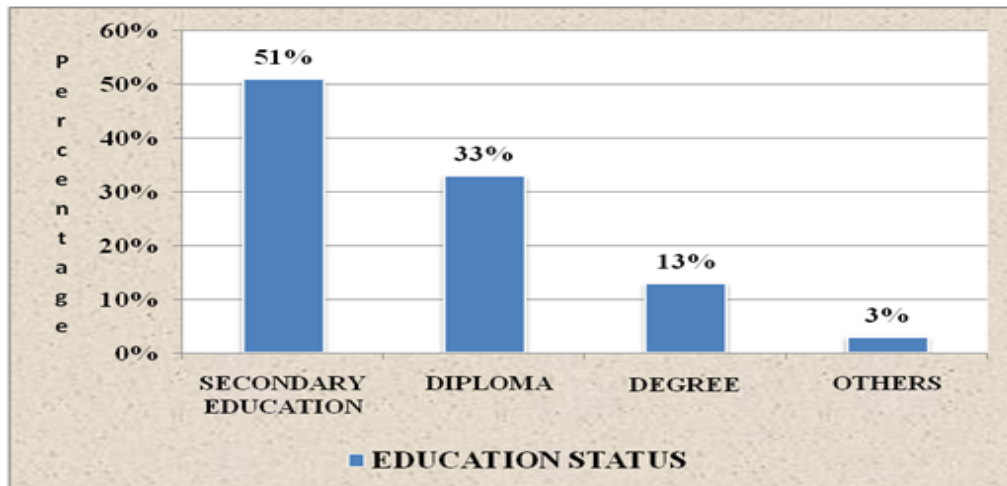


Figure 4.4: Respondents Education Status

Source: Field Data, 2013

The study area was Ruangwa district of which is considered as rural area. The respondents of this study have different education levels, where by the majority attended secondary school education 76 (51%), followed by the Diploma 50 (33%),

Degree 20 (13%), and others 4 (3%). It seems that the status of education among respondents is high as per Tanzania education system. Therefore, the awareness on the concept of centralized recruitment is good and encouraging one, due to good education status of respondents as shown on its specific **part (Knowledge of respondents)** in this report. Table 4.3 and figure 4.2 shows education status of respondents to this study.

4.3.5 Respondents Marital Status

Usually, communities have arrangements and beliefs related to family, throughout the world. There are many arrangements for regulating mating and reproduction, caring for and bringing up children and meeting personal needs. This situation is also found in the study area where there are groups of individuals of single hood, married, divorced, separated, and widowed. All these groups have the direct impacts to the centralized recruitment approach and thus pose challenges to the rural district recruitment practices. The marital status of respondents categorized as follows: Single 73 (49%), Married 60 (40%), Widowed 8 (5%), Divorced 6 (4%) and Separated 4 (2%) as shown on the Table 4.4 and Figure 4.3.

Table 4.5: Distribution of Respondents by their Marital Status

| Marital Status | Number of Respondents | % of Respondents |
|-----------------------|------------------------------|-------------------------|
| Single | 73 | 49 |
| Married | 60 | 40 |
| Widowed | 8 | 5 |
| Divorced | 6 | 4 |
| Separated | 4 | 2 |
| Total | 150 | 100 |

Source: Field Data, 2013

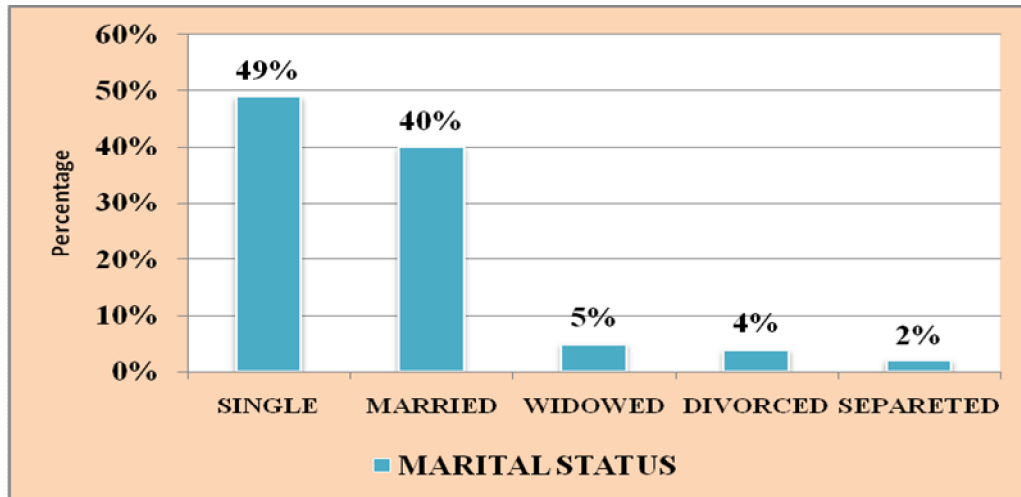


Figure 4.5: Respondents Marital Status

Source: Field Data ,2013

4.3.6 Age Distribution of the Respondents

The age distribution of the respondents is categorized into four groups starting with ages between, (a) 18-24, (b) 25-34, (c) 35-44, and last group is (d) 45+ years. The majority of the respondents are those ranging from the age 25-34 years, representing 60 (40%), by age 35-44 years 53 (35%), followed by age 18-24 represents 25 (17%) and few respondents are found in the group of above 45+ years 12 (8%) which made a total of 150 respondents who positively participated in this study. Table 4.5 and figure 4.4 shows the distribution of ages of respondents.

Table 4.6: Categories of Age of the Respondents

| Age group | Number of Respondents | % of Respondents |
|--------------|-----------------------|------------------|
| 18-24 | 25 | 17 |
| 25-34 | 60 | 40 |
| 35-44 | 53 | 35 |
| 45+ | 12 | 8 |
| Total | 150 | 100 |

Source: Field Data, 2013

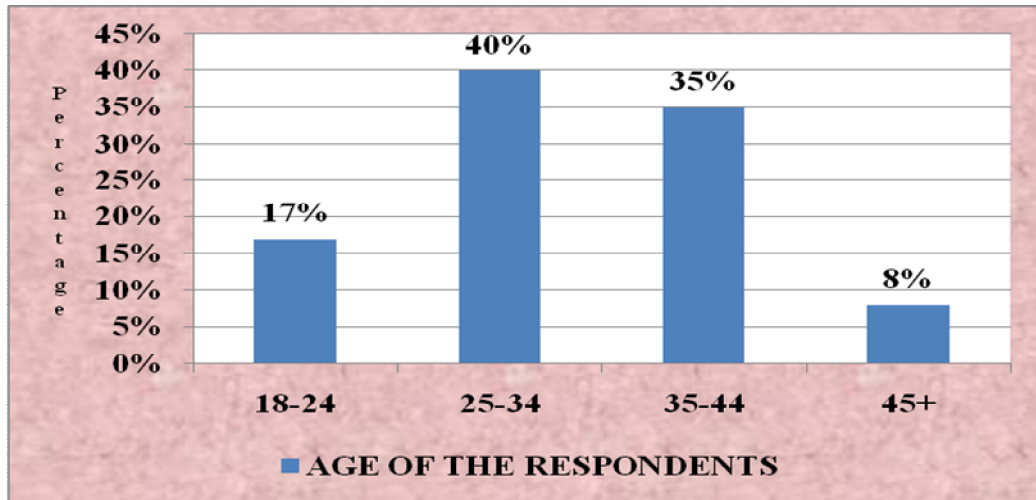


Figure 4.6: Categories of Age of the Respondents

Source: Field Data, 2013

4.4 The knowledge of Concept on Centralised Recruitment

The study noted that majority of respondents have great awareness on the issue of centralized recruitment. 93% of the respondents have higher knowledge concerning centralized recruitment but minority of them 7% have little knowledge of the concept of centralized recruitment especially drivers, security guards and office attendants.

Also majority of the respondents have different meaning of the concept of centralized recruitment as well as its effects in the rural districts. However they do share in their conceptual meaning that centralized recruitment is all about the head office of a certain department/Institution performs all functions of recruitment. The study revealed that most of public employees are aware of the institution responsible for recruitment activities under centralized recruitment arrangement that is Public Service Recruitment Secretariat (PSRS).

Table 4.6 and Figure 4.5 shows the majority of the respondents have idea 139 (93%) compared to those with no idea 11 (7%).

Table 4.7: Knowledge of the Concept on Centralized Recruitment

| Knowledge | Number of Respondents | % of Respondents |
|--------------|-----------------------|------------------|
| Have idea | 139 | 93 |
| Have no idea | 11 | 7 |
| Total | 150 | 100 |

Source: Field Data, 2013

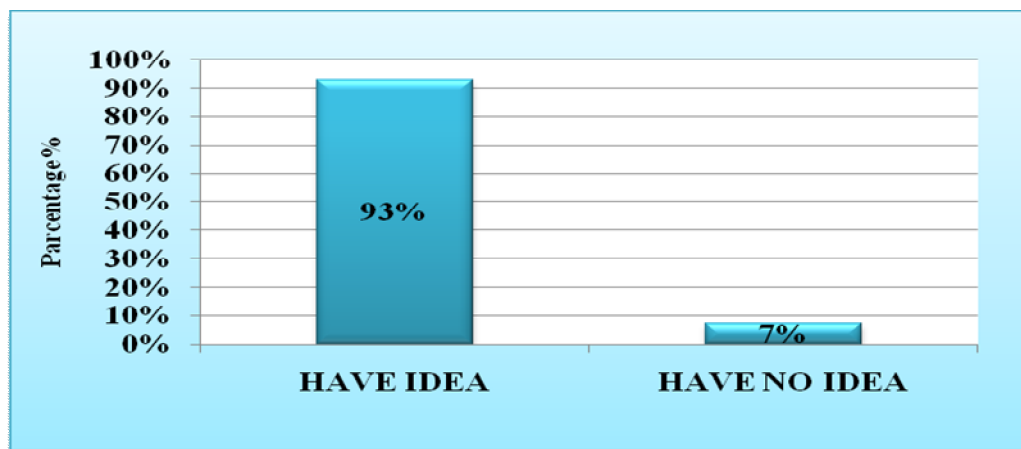


Figure 4.7: Knowledge of the Concept on Centralised Recruitment

Source: Field Data, 2013

4.4.1 Factors which Influence Tanzania Government to Adopt Centralised Recruitment Approach

The respondents were asked a question which aimed at understanding the most significant factors that influence Tanzania government to adopt centralized recruitment approach for public servants and rural district employees in particular. Some of the reasons pointed by respondents which necessitated Tanzania government to adopt centralized recruitment approach were as follows:

- 1) Shortage of skilled (professional) labour force at the local level (rural district)
- 2) Reduce of recruitment cost to the local authority
- 3) Reduce nepotism and favouratism in recruiting public servants
- 4) Recruitment of public servants based on merit principle (Professionalism)
- 5) Uniformity in terms of procedures and criterion used to recruit public servants
- 6) To have competitive national wide recruitment system
- 7) Equal distribution of public servants across the country
- 8) To keep national wide proper record for public service employment.
- 9) To bring about unified national wide recruitment system (interactive national wide recruitment system instead of zonal wise/district wise recruitment system)

The listed factors with higher percentage were as follows: Shortage of skilled labour force at the local level 50 (33%), Reduce cost of recruitment to the local authority 33 (22%), Reduce nepotism and favouratism 23 (15%), Recruitment of public servants based on merit principle 16(11%), Uniformity14 (9%), competitive recruitment 7 (5%), Equal distribution of public servants 4 (3), and other factors 3 (2%). See Table 9 and figure 8.

Table 4.8: Factors which Influence Tanzania Government to Adopt Centralised Recruitment Approach for Public Servants

| No. | Factors | No. of respondents | % Percentages |
|-----|--------------------------------|--------------------|---------------|
| 1 | Shortage of skilled labour | 50 | 33 |
| 2 | Reduce cost of recruitment | 33 | 22 |
| 3 | Reduce nepotism / favouratism | 23 | 15 |
| 4 | Recruitment based on merit | 16 | 11 |
| 5 | Uniformity in recruitment | 14 | 9 |
| 6 | Equal distribution of servants | 7 | 5 |
| 7 | Proper record of recruitment | 4 | 3 |
| 8 | Other Factors | 3 | 2 |
| | Total | 150 | 100 |

Source: Field data, 2013

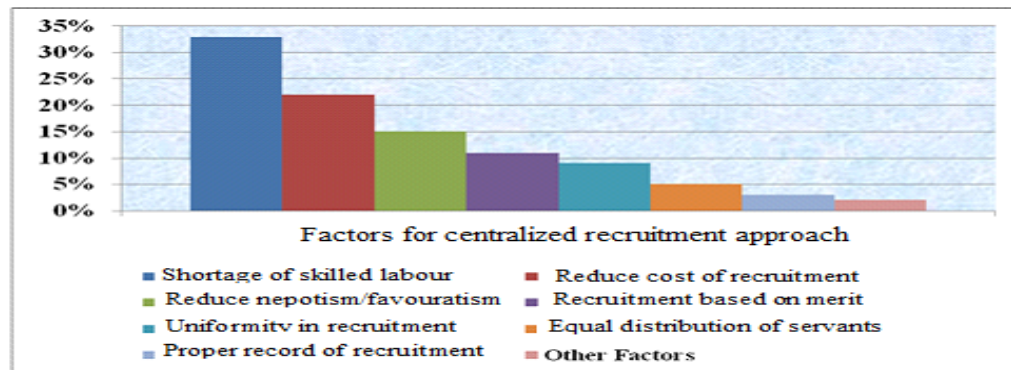


Figure 4.8: Factors which Influence Tanzania Government to Adopt Centralised Recruitment Approach for Public Servants

Source: Field Data, 2013

4.4.2 Effects of Centralised Recruitment Approach in the Rural District (Ruangwa)

The effects of centralized recruitment approach which were mostly listed by respondents in the rural district particularly Ruangwa are abscondment of new employees 50 (33.33%), New employee turnover (leaving the work soon after reporting) 32 (21.33%), Failure to meet human resource demands in time 23 (15.33%), Remove of local authority autonomy in recruiting their employees 17

(11.33%), Complex/Bureaucratic recruitment procedures 12 (8%), Mismatch between district human resources requirement and that which has been provided with the central government (PSRS) 10 (5.33%), Unclear and complex local-central relation in terms of who manage employees and who is direct employer 4 (2.66%), and other effects 4 (2.66%). Table 4.8 and Figure 4.7

Table 4.9: Effects of Centralised Recruitment in Rural District (Ruangwa)

| No. | Effects | No. of respondents | % Percentages |
|-----|---|--------------------|---------------|
| 1 | New employees abscondment | 48 | 32 |
| 2 | New employees turnover | 32 | 21.33 |
| 3 | Failure to meet HR demands | 23 | 15.33 |
| 4 | Remove of local authority autonomy in recruitment | 17 | 11.33 |
| 5 | Complex/bureaucratic recruitment procedures | 12 | 8 |
| 6 | Mismatch of District HR requirement and that provided by central government | 10 | 5.33 |
| 7 | Unclear and complex local-central relation | 4 | 2.66 |
| 8 | Others | 4 | 2.66 |
| | Total | 150 | 100 |

Source: Field Data, 2013

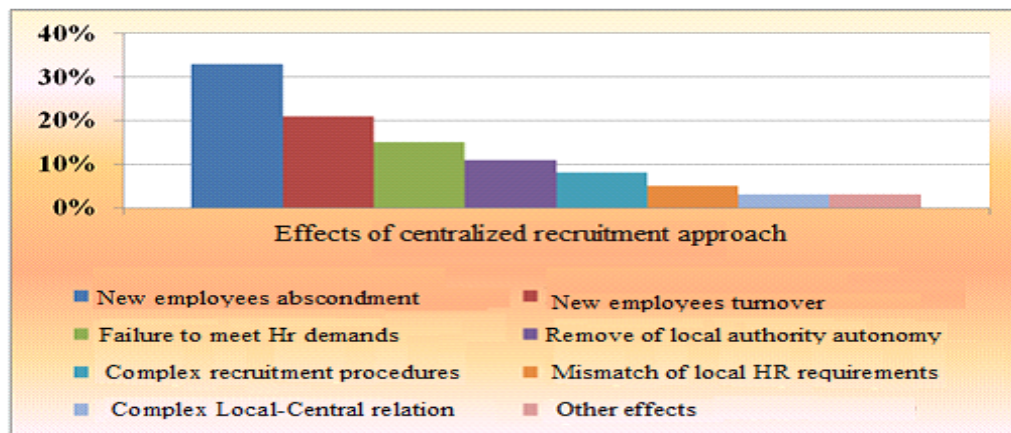


Figure 4.9: Effects of Centralised Recruitment in Rural District (Ruangwa)

Source: Field Data, 2013

4.4.3 Respondents Opinions on the Best Approach to be Used In Recruiting Public Servants in the Rural District (Ruangwa)

Table 4.10: Respondents Opinions on the Best Approach to be Used

| Marital Status | Number of Respondents | % of Respondents |
|----------------|-----------------------|------------------|
| Hybrid | 69 | 46 |
| Decentralised | 47 | 31.33 |
| Centralised | 21 | 14 |
| Direct recruit | 8 | 5.33 |
| Others | 5 | 3.33 |
| Total | 150 | 100 |

Source: Field Data, 2013

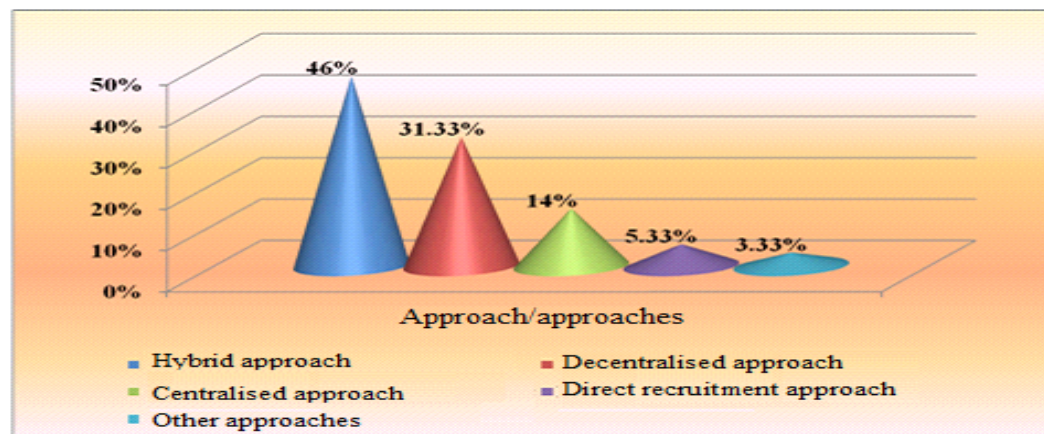


Figure 4.10: Respondents Opinions on the Best Approach to be Used in Recruiting Public Servants in the Rural District (Ruangwa)

Source: Field Data, 2013

The respondents were asked their opinions on the best approach which could be used in recruiting public servants in the rural districts. The findings show that Majority of respondents upraised hybrid recruitment approach to be used and this indicate that there is a need to change the current recruitment approach (centralised one) so as to

solve most of its associated effects of which rural districts are experiencing. From respondents opinions hybrid recruitment approach received 69 (46%), decentralized recruitment approach 47 (31.33%), centralized recruitment approach 21 (14%), direct recruitment from learning institutions 8 (5.33%), and other recruitment approach 5 (3.33%). See Table 11 and Figure 10.

4.5 Chapter's Summary

In this chapter, the statistical data collected from the study were reviewed and analysed. These include descriptive statistics which has been further presented in tables and graphical forms. The following chapter provides a summary of the main findings, present conclusions and recommendations of the study.

CHAPTER FIVE

5.0 SUMMARY, CONCLUSION AND RECOMENDATION

5.1 Introduction

This chapter, summarises the main findings and draw conclusions of the study. The chapter also discusses the limitations of the study and based on its results, recommendations are suggested as well as giving out areas for further study.

5.2 Summary of Findings

The subject of recruitment has drawn extensive attention from numerous researchers and human resource practitioners over a long period of time. Recruitment is the process of identifying and hiring the best-qualified candidates from within or outside of organization for a job vacancy, in a most timely and cost effectively manner. Recruitment is also a one of the major functions of the human resource and recruitment process is the first step towards creating the competitive strength and the strategic advantage for the organizations. Further to that recruitment process involves a systematic procedure from sourcing the candidates to arranging and conducting the interviews of which requires many resources and time.

One of the very prominent scholar of human resource management Armstrong (1997) point out that, the organisation spends more than 15 percent of its annual expenditure on recruiting, engaging and developing its staff. Therefore choosing an appropriate recruitment approach is the first step towards effective and successive recruitment exercise in the organization. An effective recruitment approach must be one which is responsive to the external environment but also fitting within the overall business strategy, organisation's objectives and policies, size of the

organisation, it must be within the planned costs and financial implications.

The objective of this study was to investigate the effects of centralised recruitment approach in the rural district which seems to bring more human resources problems related to recruitment in the rural districts especially for the lower cadres staffs. The selected area of the study was Ruangwa district and the targeted respondents were 170, however the study received a positive response from 150 respondents.

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. Some of respondents make it clear that although these effects can be contributed by other factors such as poor retaining programme of the district concerned, but the centralized recruitment approach by itself provide a ground for such effects.

This is due to the fact that under centralized recruitment practices most of new employees who are recruited by central government (PSRS) their not familiar with the working environment of which they expect to work for. Thus abscondment and high turnover of new employees occurs soon after being posted to their work stations (Rural districts). This brought not only high cost of recruitment because of repeating recruitment and selection process but also intensify the problem of shortage of workers in the rural district such as Ruangwa.

Accounting for the reasons raised by respondents who suggested hybrid recruitment approach to be used in recruiting public servants in the rural district, they point out that hybrid recruitment approach is a flexible as it allows the institution concerned to use the benefit of both approach, decentralized and centralized recruitment approach. While those who suggest decentralized recruitment approach to be used they point out that decentralized recruitment approach give more room for the rural district authorities to request what they needed compared to the recruitment under centralisation, whereby the central government would post workers to district without taking into consideration the specific needs of each district. Thus districts requiring more workers could very well end up receiving employees for other sectors instead.

However other respondent's comments that decentralised recruitment approach is not effective in recruiting highly skilled workers in rural districts because they are in high demand in urban areas and the private sector. Furthermore the respondents pointed out that it is important for the central government to manage the whole process of recruitment and distribution of high skilled workers such as doctors, accountants and other high managerial posts such as head of departments. While the recruitment of unprofessional workers, on the other hand, was said to be very well managed by the decentralised districts arrangement, because these categories of workers could easily be obtained within the district or from nearby districts.

Therefore as it can be seen from majority of respondents opinions they praised hybrid recruitment approach to be used in recruiting public servants in rural districts not only due to its flexibility but also due to the fact that hybrid recruitment approach

incorporates the 'best' of both centralised and decentralised recruitment approach.

5.3 Conclusion

As it has been pinpointed elsewhere in this report, the main objective of this study was to investigate the effects of centralized recruitment approach which perceived not to offer the intended positive results to the rural districts especially for the recruitment of lower cadres staffs. The results of this study shows that despite of the benefits it has and the good will of the Tanzania government to adopt centralized recruitment approach in recruiting public servants, still the approach (Centralised recruitment) fail to bring in hand the expected fruitful results to the rural districts. This is due to the fact that the approach perpetuates the problem of shortage of employees in the rural district instead of providing a solution to.

The study revealed that centralized recruitment brought many effects including abscondment, turnover, failure to meet human resource demands (long time unfilled vacancy) and remove of local authority autonomy in recruitment. Other effects revealed include complex and bureaucratic recruitment procedures and mismatch between district human resource requirement and that provided by central government through Public Service Recruitment Secretariat (PSRS).

Therefore based on the study's findings, it is hereby concluded 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 and

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 centralised recruitment approach. Therefore the effects revealed in this study in the rural districts can be highly responded by the use of hybrid recruitment approach. This could be achieved by reducing the cost of the recruitment process through giving greater autonomy to the rural districts, endowing them with added financial resources and greater institutional capacity to recruit their employees. Furthermore the rural districts can also be given increased financial autonomy so that they can be flexible enough to devise innovative ways of attracting and retaining their employees through employer Blanding technique.

This study has shown clearly the effects of centralised recruitment approach in relation to the recruitment and distributions of public employees especially lower cadre's staffs in the rural settings. Thus the study findings leads to a better understanding of the effects associated with centralised recruitment approach to the lower cadres staffs in the rural districts of Tanzania. It is therefore the study provides the solid basis to public managers in reaching a rational decisions and making a good choice of appropriate recruitment approach based on the type of employees whom they want to recruit and the environment the organization. These factors are very important to be considered before making the use of any recruitment approach in recruiting public employees including local government employees.

5.4 Recommendations

Recruiting the right people will expand the organization (rural district) capabilities, and hence provide stability which subsequently translates into measurable results in

terms of the quality of the services provided, essential to the organization's strong financial performance.

However, this work depends on the adoption and the use of appropriate recruitment approach which determine the availability of workforce who can contribute to the efficiency and effectiveness of the organization (rural district). With reference to the results of the study, the following recommendations have been drawn up.

- i. Despite of the fact that there is high unemployment problem in Tanzania, but not any recruitment approach can be effective in recruiting public servants in the rural districts particularly for the lower cadre's staff. Therefore the government should conduct an intensive study before making application of any recruitment approach for public servant so as to identify the associated effects of such recruitment approach in the rural areas (rural district such as Ruangwa) in which the management of employees is highly challenging compared to urban areas due to social, economic and environmental factors.
- ii. Taking as a fast track solution in solving the problem of unfilled vacant posts, the government should provide enough funds to the rural districts purposively for recruitment activities and give them special permission to recruit their employees so as to fill up the existed long time vacant posts especially for the wards and village executive officers, drivers, office attendants and security guards of which most of the posts seems to be vacant.
- iii. A human resources department (district level) has to make it a point, that a new comer is oriented during the early stages of employment so as to encourage socialisation among other employees. The early stages of

employment are most critical because these are the stages where most employees feel that they are neglected and alone.

- iv. The district management should have a succession plan such as a 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 in filling up the vacant posts on time.
- v. The meritocratic recruitment would be meaningless, if the public service institutions (rural districts) would not be able to attract and retain qualified, experienced, technical and managerial professionals in the public service. It is expected that, public servants involved in recruitment and selection practices will perform it diligently and employ qualified personnel to efficiently and effectively perform the organisation's goals and ultimately, deliver the quality service which meet the desire and expectations of the public. For this case therefore the government has the role of ensuring that it establishes sound pay and incentive schemes which would be competitive within the current labour market so that to attract the qualified employees and retain the existing labour force in the public service.
- vi. Being located in the remote area of the Lindi region, Ruangwa district, apart from suffering from high abscondment of new employees which has been increased by the use of centralized recruitment approach, the district also experiences frequent new employees turnover especially staff cadres under the study. At this juncture therefore, the results of this study provide a call to the government to reinstate hybrid recruitment approach to be used for

recruiting public employees in the rural districts. This is due to the fact that hybrid recruitment would allow some of employee's particularly lower cadre's staff to be recruited by district concerned and other higher cadre's staff which need high skilled personnel's to be recruited by the central government (that is through PSRS) as may be specified by the government.

- vii. Finally, it would be advisable that the information presented in this study be put in good use not only for the present, but also for future human resource development particularly on matters related to recruitment of employees in the rural districts.

5.5 Problems and Limitations of the Study

The main problem experienced by the researcher was the refusal of some respondents to complete the questionnaire. Some respondents were not willing to cooperate even after they were shown a letter that gave permission to the researcher to conduct the study. The process of collecting the questionnaires proved to be challenging because some respondents failed to complete the questionnaire on time and the researcher spent a considerable amount of time visiting the selected respondents to follow up the collection of the questionnaires. However despite of all these drawbacks, an adequate number of questionnaires were returned to make the study valid.

5.6 Areas for Further Study

This study covered only one district (Ruangwa) in the Lindi region and confined to a certain category of lower cadre's staff, it is therefore a broader study may be conducted in future to include higher cadre's staff from other rural district of

Tanzania so as to have a wider understanding of the effects of centralised recruitment approach across the country. Then through analysis of the identified effects would help in drawing up national wide strategies that could be used in recruiting and retaining public employees in the rural districts and other parts of the nation as the whole.

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APPENDICES

**Appendix 1A: Questionnaire for DED, HR Officers, Village and Ward
Executive Officers, Ward and Village Community Development Officers**

Introduction

Dear participant,

I am a student of the Open University of Tanzania (OUT) who is pursuing a Masters degree of Human Resource Management (MHRM). For the time being I am conducting a research project to understand the effects of centralized recruitment in the rural districts of Tanzania of which Ruangwa District has been selected as a case study.

This letter comes to you so as to ask for your participation in completing the attached questionnaire which would not take more than 15 minutes of your time to complete.

Please note that, the researcher (a person who gave you this questionnaire) is expecting to collect the completed questionnaire within 10 days from the date/day she/he gave you.

Further to that be assured that your response will be held strictly confidential, your participation is voluntary and you may withdraw anytime. However your participation will add value to this study and thus your positive response is highly appreciated.

Thanks in advance for your participation!

Yours sincerely,

.....
Patrick Cosmas Makemba
RESEACHER

Appendix 1B: Questionnaire for DED, HR Officers, Village and Ward executive Officers, Ward and village community development officers

QUESTIONNAIRE

NUMBER.....DATE.....

Part One: Personal Particulars

Instructions: (Tick the appropriate answer /fill the blanks were necessary)

- 1. District/Institution _____
Village/Street _____
- 2. What is your rank/ title

- 3. Gender
i) Male () ii) Female ()
- 4. Please indicate your highest qualification
i) Secondary Education () ii) Diploma ()
ii) Degree ()
vii) Others,
specify _____
- 5. What is your marital status
i) Single () ii) Married () iii) Divorced ()
iv) Widowed () v) Separated
- 6. What is your age group?
i) 18-24 () ii) 25-34 ()

iii) 35-44 () iv) 45+ ()

7 How long have you worked in your current position?

- i) Less than 1 year ()
- ii) 1 - 5 years ()
- iii) 6 -10 years ()
- iv) 11 - 15 years ()
- v) 16+

Part Two: Knowledge of the Problem

8. What do you understand by the term centralised recruitment?

9. Is Tanzania public servants are currently centralised recruited through Public Service Recruitment Secretariat?

- i) Yes ()
- ii) No ()

9. If your answer is 'No' for the question number 8 above, how do they recruited?

Part Three. Factors/ Reasons Influencing Tanzania government to adopt centralised recruitment approach and its associated effects

11. What do you think might be the reasons/factors for Tanzania government to adopt centralised recruitment approach in recruiting public servants?

12. What are the impacts/effects brought by centralised recruitment approach to the wards and villages in rural districts?

Part Four: Opinions and Recommendations

13. What are your comments regarding the current centralised recruitment approach in terms of meeting demands of human resource in rural districts?

14. On your opinions what recruitment approach/approaches should be used /taken in recruiting public servants in Tanzania?

- a. Centralised recruitment approach ()
- b. Decentralised recruitment approach ()
- c. Hybrid (combination of the above approaches ())
- d. Direct recruitment from learning Institutions ()
- e. Others, specify

15. Basing on your answer for the question number 13 above why Tanzania government should adopt such recruitment approach/approaches?_____

Thank you so much for your kindly cooperation

Appendix 2A: Questionnaire for Public Service Recruitment Secretariat**Officers and Professional human resource practitioner's personnel****Introduction**

Dear participant,

I am a student of the Open University of Tanzania (OUT) who is pursuing a Masters degree of Human Resource Management (MHRM). For the time being I am conducting a research project to understand the effects of centralized recruitment in the rural districts of Tanzania of which Ruangwa District has been selected as a case study.

This letter comes to you so as to ask for your participation in completing the attached questionnaire which would not take more than 15 minutes of your time to complete.

Please note that, the researcher (a person who gave you this questionnaire) is expecting to collect the completed questionnaire within 10 days from the date/day she/he gave you.

Further to that be assured that your response will be held strictly confidential, your participation is voluntary and you may withdraw anytime. However your participation will add value to this study and thus your positive response is highly appreciated.

Thanks in advance for your participation!

Yours sincerely,

.....
Patrick Cosmas Makemba
RESEACHER

Appendix 2B: Questionnaire for Public Service Recruitment Secretariat

Officers and Professional human resource practitioner’s personnel

QUESTIONNAIRE

NUMBER.....DATE.....

Part One: Personal Particulars

Instructions: (Tick the appropriate answer /fill the blanks were necessary)

1. District/Institution _____
Village/Street _____
2. What is your rank/ title

3. Gender
i) Male () ii) Female ()
4. Please indicate your highest qualification
i) Secondary Education () ii) Diploma ()
ii) Degree ()
vii) Others,
specify _____
5. What is your marital status
ii) Single () ii) Married () iii) Divorced ()
iv) Widowed () v) Separated
6. What is your age group?
i) 18-24 () ii) 25-34 ()
iii) 34-44 () iv) 44+ ()
7. How long have you worked in your current position?

- i) Less than 1 year () ii) 1 - 5 years ()
- iii) 6 -10 years () iv) 11 - 15 years ()
- v) 16+

Part Two: Knowledge of the Problem

8. What do you understand by the term centralised recruitment?

9. Is Tanzania public servants are currently centralised recruited through Public Service Recruitment Secretariat?

- i) Yes () ii) No ()

10. If your answer is 'No' for the question number 8 above, how do they recruited?

Part Three: Factors/ Reasons Influencing Tanzania Government to Adopt Centralised Recruitment Approach and Its Associated Effects

11. What do you think might be the reasons/factors for Tanzania government to adopt centralised recruitment approach in recruiting public servants?

12. What are the impacts/effects brought by centralised recruitment approach to the wards and villages in rural districts?

Part Four: Opinions and Recommendations

13 What are your comments regarding the current centralised recruitment approach in terms of meeting demands of human resource in rural districts?

14 On your opinions what recruitment approach/approaches should be used /taken in recruiting public servants in Tanzania?

- a. Centralised recruitment approach ()
- b. Decentralised recruitment approach ()
- c. Hybrid (combination of the above approaches ())
- d. Direct recruitment from learning institutions ()
- e. Others, specify

15 Basing on your answer for the question number 13 above why Tanzania government should adopt such recruitment approach/approaches?_____

Thank you so much for your kindly cooperation

Appendix 2A: Interview Guide Question for Head of departments.**QUESTIONNAIRE**

NUMBER.....DATE.....

Part One: Personal Particulars

Instructions: (Tick the appropriate answer /fill the blanks were necessary)

1. District/Institution_____

Village/Street_____

2 What is your rank/ title

3 Gender

i) Male () ii) Female ()

4 Please indicate your highest qualification

i) Secondary Education () ii) Diploma ()

ii) Degree ()

vii) Others,

specify_____

5 What is your marital status

iii) Single () ii) Married () iii) Divorced ()

iv) Widowed () v) Separated ()

6. What is your age group?

i) 18-24 () ii) 25-34 ()

iii) 34-44 () iv) 44+ ()

7. How long have you worked in your current position?

Part Three. Factors/ Reasons Influencing Tanzania Government to Adopt Centralised Recruitment Approach and Its Associated Effects

11. What do you think might be the reasons/factors for Tanzania government to adopt centralised recruitment approach in recruiting public servants?

12. What are the impacts/effects brought by centralised recruitment approach to the wards and villages in rural districts?

Part Four: Opinions and Recommendations

13 What are your comments regarding the current centralised recruitment approach in terms of meeting demands of human resource in rural districts?

14 On your opinions what recruitment approach/approaches should be used /taken in recruiting public servants in Tanzania?

- a. Centralised recruitment approach ()
- b. Decentralised recruitment approach ()
- c. Hybrid (combination of the above approaches ()
- d. Direct recruitment from learning institutions ()
- e. Others, specify

15 Basing on your answer for the question number 13 above why Tanzania government should adopt such recruitment

approach/approaches? _____

Thank you so much for your kindly cooperation

Kiambatanisho namba 3A- Barua kwa Maafisa Watendaji kata na Vijiji, maafisa maendeleo wa kata na vijiji

Mpendwa Mshiriki

Mimi ni mwanafunzi wa shahada ya uzamili ya rasilimali watu katika Chuo Kikuu Huria cha Tanzania ambaye kwa sasa niko katika kuandaa andiko la tasnifu yangu ili kuweza kuhitimu masomo hayo ambayo yanahusisha kufanya utafiti.

Utafiti wangu umejikita katika kuangalia **“Madhara/Athari za mfumo hodhi wa kuajiri watumishi katika wilaya za vijijini (pembezeni)**, ambazo kwa sasa ajira hizo zinaratibiwa na sekretarieti ya ajira kwa watumishi wa umma **“(The effects of centralized recruitment in the rural districts:- A case study of Ruangwa district council)”** na kwamba eneo nililolichagua kwa ajili ya kukusanya taarifa za utafiti huo ni wilaya ya Ruangwa.

Pamoja na barua hii nimeambatanisha dodoso lenye maswali kuhusiana na utafiti huo. Hivyo ninakuomba ujaze majibu ya maswali yaliyoko katika dodoso hilo kwa kadri yalivyoulizwa kulingana na uelewa wako.

Aidha taarifa utakazotoa zitakuwa siri kwa mtafiti/watafiti tu na kwamba taarifa hizo zitatumika kwa lengo la kukamilisha utafiti huu ambao ni kwa ajili ya masuala ya kitaaluma tu na siyo vinginevyo.

Natanguliza shukrani zangu za dhati kwa ushirikiano wako.

Wako,

.....
Patrick Cosmas Makemba
MTAFITI

Kiambatanisho namba 3B- Dodoso kwa Maafisa Watendaji kata na Vijiji, maafisa maendeleo wa kata na vijiji.

DODOSO _____ **NAMBA** _____

TAREHE _____

Weka alama ya (V) au toa maelezo panapostahili

SEHEMU YA KWANZA: TAARIFA BINAFSI

1. Wilaya/Taasisi _____

Kijiji/Mtaa _____

2. Taja wadhifa wako/daraja _____

3. Jinsi

i) Me () ii) Ke ()

4. Taja kiwango chako cha juu cha elimu.

i) Elimu ya sekondari () ii) Diploma ()

iii) Shahada ya kwanza ()

iv) Nyingine nje ya hapo juu,

itaje _____

5. Ipi hadhi ya mahusiano yako kindoa?

i) Hujaoa/Hujaolewa () ii) Umeoa/Umeolewa () iii) Mgane/ Mjane ()

iv) Umeachana na mwenzi wako () v) Umetengana na mwenzi wako ()

6. Uko katika umri wa rika gani kati ya makundi haya?

i) 18-24 () ii) 25-34 ()

iii) 35-44 () iv) 45+ ()

7. Umefanya kazi kwa muda gani kwa nafasi uliyonayo sasa?

SEHEMU YA NNE: MAONI NA MAPENDEKEZO

13. Una mtazamo gani kuhusiana na mfumo wa sasa wa kuajiri watumishi kupitia sekretarieti ya ajira kwa watumishi wa umma hasa katika kukidhi mahitaji ya watumishi katika wilaya za vijijini kama vile Ruangwa?

14. Unafikiri ni mfumo upi unaofaa kutumiwa na serikali ya Tanzania katika kuajiri maafisa watendaji wa kata na vijiji, wahudumu, madereva, maafisa maendeleo ya jamii wa kata na vijiji, walinzi na makatibu muhtasi katika wilaya za vijijini kama vile Ruangwa?

a) Mfumo hodhi wa kuajiri (Kutumia sekretarieti ya ajira kama ilivyo sasa) ()

b) Mamlaka husika kuajiri watumishi wake yenyewe (Kupitia wilaya husika/

Taasisi husika

()

c) Kutumia mifumo yote miwili hapo juu kwa wakati mmoja kulingana na aina ya watumishi wanaohitajika ()

e) Kuajiri moja kwa moja kutoka vyuo husika ()

d) Mfumo/mifumo mingine tofauti na iliyotajwa hapo juu, itaje_____

15.Kwa kuzingatia jibu lako kwa swali namba 15 hapo juu, unafikiri kwa nini serikali ya Tanzania itumia mfumo huo ulioutaja hapo juu?

ASANTE KWA USHIRIKIANO

Kiambatanisho namba 4A- Barua kwa kwa wahudumu wa ofisi, madereva, walinzi na makatibu muhtasi

Mpendwa Mshiriki

Mimi ni mwanafunzi wa shahada ya uzamili ya rasilimali watu katika Chuo Kikuu Huria cha Tanzania ambaye kwa sasa niko katika kuandaa andiko la tasnifu yangu ili kuweza kuhitimu masomo hayo ambayo yanahusisha kufanya utafiti.

Utafiti wangu umejikita katika kuangalia “**Madhara/Athari za mfumo hodhi wa kuajiri watumishi katika wilaya za vijijini (pembezeni)**”, ambazo kwa sasa ajira hizo zinaratibiwa na sekretarieti ya ajira kwa watumishi wa umma “**(The effects of centralized recruitment in the rural districts:- A case study of Ruangwa district council)**” na kwamba eneo nililolichagua kwa ajili ya kukusanya taarifa za utafiti huo ni wilaya ya Ruangwa.

Pamoja na barua hii nimeambatanisha dodoso lenye maswali kuhusiana na utafiti huo. Hivyo ninakuomba ujaze majibu ya maswali yaliyoko katika dodoso hilo kwa kadri yalivyoulizwa kulingana na uelewa wako.

Aidha taarifa utakazotoa zitakuwa siri kwa mtafiti/watafiti tu na kwamba taarifa hizo zitatumika kwa lengo la kukamilisha utafiti huu ambao ni kwa ajili ya masuala ya kitaaluma tu na siyo vinginevyo.

Natanguliza shukrani zangu za dhati kwa ushirikiano wako.

Wako,

.....
Patrick Cosmas Makemba
MTAFITI

Kiambatanisho namba 4B- Mwongozo wa usahili kwa kwa wahudumu wa ofisi, madereva, walinzi na makatibu muhtasi

DODOSO _____ **NAMBA** _____
TAREHE _____

Weka alama ya (V) au toa maelezo panapostahili

SEHEMU YA KWANZA: TAARIFA BINAFSI

1. _____ Wilaya/Taasisi _____
 Kijiji/Mtaa _____

2. _____ Taja _____ wadhifa
 wako/daraja _____

3. Jinsi

i) Me () ii) Ke ()

4. Taja kiwango chako cha juu cha elimu.

i) Elimu ya sekondari () ii) Diploma ()

iii) Shahada ya kwanza ()

iv) Nyingine nje ya hapo juu,

itaje _____

5. Uko katika umri wa rika gani kati ya makundi haya?

i) 18-24 () ii) 25-34 ()

iii) 35-44 () iv) 45+ ()

6. Umefanya kazi kwa muda gani kwa nafasi uliyonayo sasa?

i) Chini ya mwaka 1 () ii) Mwaka 1 - 5 ()

iii) Miaka 6 -10 () iv) Miaka 11 - 15 ()

- v) Miaka 16-19 () vi) Miaka 20+ ()

SEHEMU YA PILI: UFAHAMU/UELEWA WA TATIZO

7. Nini maana ya ajira hodhi? Au unaelewa nini juu ya mfumo wa ajira hodhi?

8. Watumishi wa umma wa Tanzania kwa sasa wanaajiriwa kupitia sekretarieti ya ajira kwa watumishi wa umma?

- i) Ndiyo () ii) Hapana ()

9. Kama jibu ni Hapana kwa swali namba 8 hapo juu, je maafisa hao wanaajiriwa kwa namna ipi?.Eleza.

SEHEMU YA TATU:SABABU ZA KUTUMIA MFUMO HODHI KATIKA KUAJIRI WATUMISHI NA MADHARA YANAYOAMBATANA NA MFUMO HUO

10. Sababu zipi zilizopelekea serikali ya Tanzania kutumia mfumo hodhi katika kuajiri watumishi wa umma

11. Yapi madhara/ athari za kuajiri watumishi wa umma kwa kutumia mfumo hodhi wa kuajiri (kupitia sekretarieti ya ajira kwa watumishi wa umma)?

SEHEMU YA NNE: MAONI NA MAPENDEKEZO

12. Unafikiri ni mfumo upi unaofaa kutumiwa na serikali ya Tanzania katika kuajiri maafisa watendaji wa kata na vijiji, wahudumu, madereva, maafisa maendeleo ya jamii wa kata na vijiji, walinzi na makatibu muhtasi katika wilaya za vijijini kama vile Ruangwa?

a) Mfumo hodhi wa kuajiri (Kutumia sekretarieti ya ajira kama ilivyo sasa) ()

b) Mamlaka husika kuajiri watumishi wake yenyewe (Kupitia wilaya husika/

Taasisi husika

()

c) Kutumia mifumo yote miwili hapo juu kwa wakati mmoja kulingana na aina ya watumishi wanaohitajika ()

d) Kuajiri moja kwa moja kutoka vyo husika ()

e) Mfumo/mifumo mingine tofauti na iliyotajwa hapo juu, itaje_____

13 Kwa kuzingatia jibu lako kwa swali namba 15 hapo juu, unafikiri kwa nini serikali ya Tanzania itumie mfumo huo ulioutaja hapo juu?

ASANTE KWA USHIRIKIANO