

**THE INFLUENCE OF HUMAN RESOURCE MANAGEMENT ON THE
PERFORMANCE OF LOCAL GOVERNMENT AUTHORITIES IN
TANZANIA: A STUDY OF KASULU DISTRICT COUNCIL**

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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 Influence of Human Resource Management on the Performance of Local Government Authorities in Tanzania: A Study of Kasulu District Council”*** in partial fulfillment for 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, **Raymond Ngatunga**, do hereby declare that this dissertation is my own original work and has never been submitted for any academic award in any University for a similar or any other degree award.

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Signature

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Date

DEDICATION

This work is dedicated to my daughter, Nancy Raymond and my mother whose support had inspired me. I also dedicate this work to God for His blessings.

ACKNOWLEDGEMENT

A lot of people have contributed the completion of this dissertation. Unique appreciation goes to Dr. Augustine Y. Hangi, for his, constructive criticisms. I appreciate the assistance from the postgraduate department of The Open University of Tanzania and the Kasulu District Executive Director for allowing me to collect data. Likewise, I thank all respondents for their faithfulness and willingness to provide data for the study. I highly appreciate their support. Finally, I thank all people who participated in this study in one way or another but their names do not appeared in this list. I value their help.

ABSTRACT

The present study aimed at examining the influence of human resource management on the performance of local government authorities in Tanzania based in Kasulu District Council. The study used HR theory of performance founded by Henri Fayol, who argued that workers function more efficiently when management is more efficient. The three specific objectives were used to identify the types of human resource strategies to influence LGAs performance; the study examined the capacity of human resource strategies to enhance the Performance of LGAs and the power of HR policies and strategies in ensuring LGAs meet its targets. Using survey design, interviews, questionnaires, and documentary reviews were used to collect data. The sample was 43 respondents comprised of 40 ordinary staff and 3 HROs. The ordinary staff was randomly selected during the study while the HROs were directly consulted for the reason that they are key implementers of the policies and strategies. Data were grouped quantitatively and qualitatively for analysis. Statistical Package for Social Science (SPSS) 16version was used to analyse questionnaires. Via the content analysis, qualitative data provided results. Its findings were, two types of HR strategies were used by KDC to influence service delivery, and HR strategies designed had little influence on LGAs' performance. It was for reason that HR department lacked effective implementation of HR policies and strategies due to scarcity of financial resources. The study concludes that LGAs' performance is affected by a lack of effective implementation of HRM policies and strategies resulting from financial constraints. The study recommended for HRM in LGAs support for financial resources in the implementation of HR policies and strategies; compensation, training, and development to achieve set targets.

Keywords: Human Resource Management, Local Government Authorities, Tanzania,

Kasulu District Council

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LIST OF ABBREVIATIONS AND ACRONYMS

DED	District Executive Director
HRM	Human Resource Management
HR	Human Resources
HROs	Human Resource Officers
HR KPI	Human Resource Key Performance Indicators
KDC	Kasulu District Council
LGAs	Local Government Authorities
LGAS	Local Government Area
LGRP	Local Government Reform Program
REPOA	Research For Poverty Alleviation
SPSS	Statistical Package for Social Sciences

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

The Local Government Reform Program (LGRP) in Human resources Management (HRM) policies and strategies introduced in Tanzania to improve the access to quality services and meeting the Local Government Authorities (LGAs) targets for desirable performance (Pallangyo & Rees, 2010). REPOA, (2008) and (Lufunyo, 2015) account that LGAs in Tanzania are not performing well. To give more meaning to LGAs performance, the amendments of Sections 10 and 20 of the Local Government Laws (Miscellaneous Amendments) No. 13 of 2006 were made to give more powers to the people to competently participate in the planning and implementation of development programs within their respective areas, by making LGAs more effective and efficient in executing their statutory duties. With effective HRM, it was expected that LGAs' performance would be higher through effective HRM policies and strategies in influencing the performance of the LGAs in different councils in Tanzania.

Typically, these strategies are guided by the overall strategies of the business and serve to attain its long-term goals via its staff. HR strategies set out what the organization intends to do about its human resource management policies and practices and how they should be integrated with the business strategies. Currently, in the global completions, the major concern in LGAs is that their performance which goes behind the expectations (Yigitcanlar, et al, 2020). This means they have not attained the set targets of performance.

Moreover, poor performance of LGAs is related to HRM practices with a general belief that the relationship between HRM policies and practices (sophisticated selection based on human resource planning, involvement and commitment of human resource, reward planning, and training and development) and organisational performance is interrelated through HRM outcomes (employees). Mohamad, & Daud, (2015) describe that HRM practices contribute to Organisational performance by making processes smoother and more efficient, teaching managers to empowering employees to take risks and find new solutions all have an immense impact on the speed and efficiency of the organization. Paauwe & Boon, (2018) present that to have desirable performance of the LGAs in this highly competitive world, organisations must ensure effective HRM is improved as it has a significant relationship with organisational performance.

Globally, a study conducted by Yigitcanlar, et al (2020) on performance in Australian LGAs found that Organization either public or private highly depends on HRM strategies towards achieving organizational goals. At Ithaca Paauwe, & Boon, (2018)/ Noted that different aspects of HRM such as learning and development, compensation and reward contributions to the performance of the LGAs. For example, compensation energizes employees and gives a sense of organisational belonging. It is considered as one of the key ingredients for the LGAs performance (Paauwe, & Boon, (2018). It is, therefore, important for HRM understand what high-quality strategies and policies they should employ in LGAs. A study in Malaysian Local Government Authorities by Mohamad, & Daud, (2015) found that variables such as salary, rewards, and indirect compensation should be given high priority to employees in LGAs. According to that

study, they play important organizational performance. Bailey, et al. (2018) argued that a well-adopted pay strategy of basing compensation to knowledge is effective for desirable LGAs performance.

Similarly, in South Africa by Grobler, (2005) found that there are countless variations in the competitive strategies that organisations employ, mainly to improve their performance because each organization's strategic approach entails custom-designed actions to fit its own circumstances environment. The custom-tailored nature of each company's strategies make the chances remote that any two companies-even companies in the same industry-will employ strategies that are exactly alike in every detail. This means HR managers at different organisations in LGAs should have slightly different future goals and how to best align their organization's strategies with these conditions; according to Rugimbana, & Dimba, (2010) in Kenya found that a broad differentiation strategies-seeking to differentiate the LGAs services offering to community and a best-cost provider strategies by giving customers such employees more value for their with focused strategies based on differentiation-concentrating on attributes that meet their tastes and requirements.

While Anakwe, (2002) in Nigeria found that the strategic model of HRM links to HR strategies to competitive strategies framework that an organisation can use to gain competitive advantage in engaging for better performance. It is argued that the strategies that management of an organisation employs can affect the kind of employees' behaviour. By ignoring the employees' interest, not recognizing the legal requirement, social norms, and values of the environment in which they operate delays LGAs' better performance.

According to Lufunyo, (2015) LGAs underperformance in Tanzania has multi-faceted and integrated challenges, which comprise the implementation of policy-induced skills, task, and performance motivation to employees in LGA. Nchimbi, (2019) revealed several HRM policies used by local government entities in influencing performance are not well implemented. A lot is said concerning LGAs performance, however little is held on the implementation of HRM policies disapproves LGAs performance. For that reason the research a question that has not been answered in the research area, thus a need for conducting a study.

1.2 Statement of the Problem

Local Government Authorities (LGAs) in Tanzania have been reported for ineffective in meeting its target and provisional of services to the public. Due to that, there has been serious ineffective service delivery (Njunwa, 2003). The Public express their disappointment with LGAs HRM practices against the underperformance including the quality of the development projects implemented. Yigitcanlar, et al. 2020 reports that HRM in LGAs fail to implementation of the HR strategies and policies to promote better service delivery (Mohamad, Yahya, & Daud, 2015). Studies show that LGAs in Tanzania are not performing well (REPOA, 2008). Beyond this general concern much is not yet done in measuring the extent to which HR strategies are being implemented by the LGAs and whether the use of HR strategies have proven effective in the course of delivering better services to the general public.

Local Government Reform Program was made to resolve the issue but did not work out well (Ngware, 2003) while the targets and desired future have remained unmet

(Tidemand, & Msami, 2010). The study is therefore important to comprehend for the successful implementation of HR strategies in LGAs.

1.3 Objectives of the Study

1.3.1 General Objective

The study investigated the influence of human resource management on the performance of the Local Government Authorities in Tanzania.

1.3.2 Specific Objectives

Specifically, the study is guided by the following objectives:

- (i) To examine the types of HR strategies used to influence service delivery of LGAs
- (ii) To examine the capacity of human resource strategies to enhance the Performance of LGAs
- (iii) To examine are the challenges in the implementation of HR Policies and Strategies in ensuring LGAs meet its targets.

1.4 Research Questions

- (i) What are the types of HR strategies used to influence service delivery of LGAs?
- (ii) To what extent human resource strategies have the capacity to enhance the Performance of LGAs?
- (iii) What are the challenges in the implementation of HR Policies and Strategies in ensuring LGAs meet its targets?

1.5 Significance of the Study

This study is important in many ways; its findings may provide HRM with relevant information to enhance their capabilities in using strategies and policies to ensure adequate employee's management in achieving Local Government Authorities' targets. The study findings may make HRM aware of types of strategies needed to be adopted to ensure employee's management for better service delivery in Local Government Authorities. The policymakers and stakeholders may use this information to identify the areas, which need to be addressed when offering pieces of training and directives to human resource managers in LGAs. The knowledge may reduce inadequate employee's management in LGAs. The dissertation is useful in terms of knowledge construction and being dependable reference to be used by junior researchers in a related study.

1.6 Scope of the Study

According to Leedy and Ormrod, (2010) scope of the study is about how widespread the study. The scope of this study is within the boundaries of the contingent theory that have an impact on human resource management. The geographical area of the study is narrowed down to Kasulu District-Local Government Area (LGAS) because the areas have an adequate population to draw the adequate sample. The area had little research done to disclose how such policies were implemented to ensure adequate employee's management in achieving the council targets.

1.7 Limitations and Delimitation of the Study

In conducting this study, the researcher encountered numerous limitations: Leedy and Ormrod, (2010) defined limitations as potential weaknesses in the study that is out of

researcher control. The major limitations encountered by a researcher in the course of conducting this study were as follows; the research budget was not enough to cover the study. Regarding funds, a researcher used an extra amount of money to cover the research costs. Secondly, employees had busy work schedules so sometimes they were hindered to respond to questionnaires timely. In solving this, the researcher arranged to meet them at a convenient time.

1.8 Organization of the Study

The study is organized into five chapters. Chapter one introduces the background of the study, statement of the problem, objectives of the study, research questions, significance of the study, limitations of the study, and delimitations of the study, scope of the study, and organisation of the study. Chapter two, reviews related literature to the study on HRM in Local Government Authorities, Chapter three presents research methodology while chapter four presents data analysis, results and discussion. Chapter five provides conclusions and recommendations in line with the set of research objectives.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter covers the following; definition of key terms, theoretical literature, empirical studies, conceptual framework and research gap.

2.2 Definition of Key Terms

For the purpose of this study, the following terms were taken to mean as defined below:

Human Resource; Human resource refers to the workforce within an organization responsible for performing the tasks given to them. It implies employees working in Local Government Authorities under the supervision of HR department for the purpose of the achievement of council targets.

Human Resource Management: is the department that handles the management of an organization's workforce. This means HRM in Local Government Authorities set and use strategies to deal with inadequate employee's management for better service delivery.

Organizations: Organization is the social unit of people that is structured and managed to meet a need to pursue collective goals, which mean institution such as district councils that are Kasulu district in Local Government Authorities within which the workforce is tasked to with responsibilities that align with organizational targets to be completed.

Goals Are the plans of the organizations that must be met at a particular time. This stands for what organizations expect to achieve through the workforce at a certain time.

Achievement: the act of finishing and obtaining the desired results and council Targets in Local Government Authorities through adequate employee's management by HRM.

Employee(s): Any person working in Local Government Authorities underwritten agreements. In this study employees are workers who are employed by Kasulu district council to make the council achieve its objectives and desired targets.

Local Government Authorities refer to collectively administrative authorities of a district with representatives elected by those who live there. The term is used to only acts within powers delegated to it by legislation or directives of the higher level of government. Districts such as Kasulu DC in this context are also now referred to as Local Government Authorities.

2.3 Theoretical Literature Review

2.3.1 HR Theory of Performance

Human resource theory is a general term for the strategies, tactics and objectives used by managers to implement and administer policies and procedures related to employees for better performance. The study is guided by HR theory of performance proposed by one of the theorists called Henri Fayol (1916), who argued that workers function more efficiently when HRM is more efficient and effective in planning for strategies, organizing, leading, and controlling. The purpose of this theory was to

establish desirable performance via effective management to implementing reward excellence, identify development opportunities and provide remedial or disciplinary action when necessary policies and procedures. These policies by Henri Fayol, which are: education benefits, workers' compensation, leave disciplinary issues, performance are related to policies needs to be implemented by HRM to secure in LGAs performance. The theory was once used by other scholars; Hiltrop, (1996) indicated the importance of ensuring that HR strategies are appropriate to the circumstance of the organization, including its culture, operational process and external environment. This study added that adopting them will inevitably lead to superior organizational performance. This relates to LGAs in Tanzania. HR strategies according to Paauwe, & Boselie, (2005) who have to take into account the particular needs of both organization and its people.

Conversely, the objectives and assumptions of the theory are related to the variables of the study because those strategies, tactics and objectives used by business owners as advocated by Fayol are associated to strategies commonly used by HRM in LGAs to deal with inadequate employee's management for better service deliver, HRM strategies adopted influence performance of LGAs for effective employee's management in order to realize better results and HRM implemented strategies and policies to influence the performance of LGAs in achieving the council targets.

2.4 Empirical Literature Review

2.4.1 Types of Strategies Commonly used in LGAs

Paauwe, & Boon, (2018) did a study at Ithaca to investigate strategies employed by LGAs in Ithaca County, that study used correlation methods involving 55

questionnaires and 6 participants were interviewed during the data collection method. After analysis, it was found that there are two basic types of HRM strategies commonly used in LGAs to influence performance; (competitive or general strategies such as high-performance working, and specific strategies relating to the different aspects of HRM such as learning and development, compensation, and reward.

The study concluded that reward and compensation highly affected employee performance as a consequence of LGAs. The recommendations were HRM strategies and HR policies such as competitive strategies, reward and compensation aspects should be implemented to influence LGAs' performance. This study concluded that organizations adopting particular strategies require HRM strategies that may differ from those required by organizations adopting alternative strategies meaning that there is an important link between organizational strategies and HRM policies that are implemented in that organization.

Moreover, the study was done by Anakwe, (2002) to investigate the HRM and strategic model of HRM preferable in LGAs in Nigeria using qualitative data gathered through interview and documentary review such as reports, dissertations, minutes and books found that strategic model of HRM links to HR strategies to competitive strategies framework that an organisation can use it to gain a competitive advantage. It is argued that the strategies for the management of an organisation's employees affect the kind of employees' behavior. However, this strategic model of HRM according to this perspective is left with some flaws such as ignoring the employees' interest, not

recognizing the legal a requirement that affects the performance of LGAs. According to Bryson (2004) who did a study using a cross-sectional research design in New York acknowledge and that HR strategies in public sectors accept and build on the nature of political decisions. However, Berry's (2001) contents that the public sector presents a source the obstacle to HR strategies because policy vagueness (goal, ambiguity) competing and unstable public sector and political goals. This study recommended that if HRM is effective in implementing policies and strategies, it would enable to better satisfy employees and influence the performance of LGAs.

The study was done by Mohamad, & Daud, (2015) on the effects of perceived human resource management practices on employees' good governance in Malaysian Local Government Authorities using cross-sectional survey design and found that variables such as salary, rewards and indirect compensation should be given high priority to employees in LGAs because they play an important role in organisational' performance. These are HRM policies need to employ in LGAs to influence performance in securing for better performance yet there some flaws such as ignoring the employees' compensations, which totally decline performance in LGAs. Anakwe, (2002) coins that an organisation that does not engage in HR strategies cannot fill because it did not anticipate a pickup in living by arrival. The public in many countries have adopted HR strategies for the purpose of improving and developing the delivery of services and goals, as the general environment is uncertain, Sulle (2009) identified that the public sector in Tanzania apply strategies in addressing several cross-cutting issues affecting the wellbeing of the general public. HR strategies in the public sector in Tanzania are directed towards addressing two major policies, which

are National Poverty Reduction Strategies and the Tanzania vision of 2025. These are long term national plans, together with the Poverty Reduction Strategies Paper 2000. These policies are central building blocks of Tanzania Strategic plans that every institution and department is required to reflect the aims of these policies in their strategies. It was concluded that it important for HRM to understand what high-quality strategies and policies they should employ in LGAs.

2.4.2 Ability of Human Resource Strategies to Enhance Performance in LGAs

According to study by Angrave et al. (2016) study that indented to investigate HR strategies created in LGAs enhance performance by using a descriptive survey and Moustakas's method of data analysis, four HR strategies were created: (i) Latent acquisition of HR strategies (emphasizes attracting the best human latent from external sources. (ii) Effective resource allocation of HR strategies maximize the uses of existing human resource by always having the right person place times (iii) Talent improvement HR strategies (maximize) the talent of existing employees by cautiously training them and guiding them in their job and carver) and (iv) costs reduction HR strategies (reduces personal costs to the lowest possible level. The study indicated that the way HR strategies have created an impact on organizational performance. In that study it was recommended that HRM needs to evaluate the means to developed HR strategies that increase performance.

The study done by Watson, (2005) its primary research question focused on positive and negative format concerning HR strategies created in LGAs enhance Performance-related performance. Its data collection was also derived from in-depth interviews

with 10 mid-level management employees aged 27 to 55 years of age, who are currently or were previously employed with a local government agency, its findings indicate that formulating plans for successful performance requires competitive intelligence and HR management that can supply useful information. Details regarding competitors' incentive plans, information about pending legislations like labour laws and opinion survey data from employees that provide information about customer complaints are some examples. HR also supplies information regarding the company's internal strengths and weaknesses. It is argued that the absence of participation 19 by ordinary outsiders would parallel much private sector corporate planning practice. The implication is that broad citizen participation usually results in better strategies and implementation processes. Some firms even build their strategies around an HR based competitive advantage.

For example, in the process of automating its organisation a workforce was exceptionally talented and experienced in factory automation. This, in turn, prompted the firm to offer automation services to other countries. This implies that the means HR strategies developed may either influence performance or not. This study recommends that HRM needs to avoid poorly created formats that do not allow supplies of information regarding the company's internal strengths and weaknesses. So far creating HR strategies by the HRM that are well structured creates a conducive environment that improves organizational performance.

Further, the study by Edwards, et al. (2015) titled decentralization as a post- conflict strategies: Local government discretion and accountability in Sierra Leone intended to

investigate the key considerations when developing an HR Strategies, this study found that HR Strategies in LGAs are normally overcomplicated and overshadowed by jargon and that HR strategy documents quite vague that only the creator really understands and read. This implies the key philosophies around keeping things simple which applies to creating HR strategies are not observe and for that reason the performance of such organization failure.

Watson, (2005) describes the beauty of any strategies is in simplicity. Any strategy document speaks in plain terms, gives a clear and concise picture of outcomes and links to the overarching business strategies. In this study, it was observed that the key considerations when developing an HR Strategies may include a number of things but the following were important: Engaging the stakeholders, keeping it simple by not overpromising, using the team, plan for resources, Being realistic and measuring the progress, Implement HR KPI reporting to show how HR adds value to the bottom line. Again the study was done by Newenham-Kahindi, (2013) in Tanzania confirmed that using a simplified process, by fully understanding the organisation's needs and by having the ability to select the most critical HR components, strategies development can be made a whole lot easier. According to this study well-defined strategies clarify the role of the HR team. It determines the size, structure, and cost of the resource required to deliver it and ensures that all HR activity is aligned with business needs.

Furthermore, Debrah, (2003) investigated HR strategies developed in the public sector using questionnaires to collect data from a sample of 570 employees working in the public organization. The data were analyzed using descriptive statistics and found that

most of the HR strategies were not based on engaging stakeholders, keeping no simple and over-promised targets. Regarding the realistic of the created plans, most of them were not realistic and could never measure progress or implementing HR Key Performance Indicator (KPI) reporting to show how HR adds value to the bottom line.

2.4.3 Implementation of HR Policies and Strategies

The study by Bamberger, et al. (2014) to investigate human resource strategies, formulation, implementation, and impact in Routledge used questionnaires for data collection. Descriptive statistics (frequency tables, percentages) were used to present data. Inferential statistics (chi-square) were used to analyze the data. The findings of the study showed that the best practice approach model achieves high performance when employed. This approach is based on the assumption that there is a set of best HRM practices and that adopting them will inevitably lead to superior organizational performance. This is because distinctive human resource practices shape the core competencies that determine how organizational performance. The same applies to LGAs' implementation of HR strategies that impact performance. The study recommended that organization should focus on changing the formulation and implementation of HR strategies' impact that affects performance. It was concluded that paying attention to designing effective HR strategies is very important. But without good implementation, all efforts that go into designing HR strategies could be a waste of time and money. Nishii & Wright (2008) and Purcell & Hutchinson (2007) were among the first to break down strategic HRM implementation in different steps. They offer the following model, which helps to understand the HR implementation process:

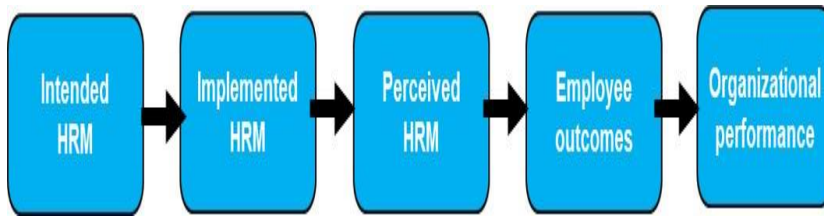


Figure 2.1: HRM Implementation

Source: Bamberger, et al. (2014)

- **Intended HRM** is the set of HR practices (e.g., selection, training, performance management, rewards, etc.) as designed by the organization and HR.
- **Implemented HRM** is the set of HR practices as delivered by managers.
- **Perceived HRM** is the set of HR practices as perceived by employees.
- **Employee outcomes** are employees' reactions to these practices. Examples are employee satisfaction, commitment, or their willingness to exert extra effort.

Organizational performance is the resulting company performance. According to Nishii & Wright's (2008) HR practice that is being implemented goes through each of these steps (Purcell & Hutchinson, 2007). For example, HR designs a new performance management system. Then, managers deliver the performance management system, and employees experience it. These steps are important because managers may differ in how they deliver the system. And employees may have different needs, preferences, and backgrounds. This can also lead to having different perceptions of the same system.

Besides, Yusuf, & Kazeem (2014) investigated the approaches used by Management in the implementation of HRM strategies and policies as an approach to organizational performance and effectiveness in Nigeria. This study used both qualitative and

quantitative methods, whereby questionnaires were employed as a source of data collection tool, the study found that the three main approaches under general HR strategies were put into effect in order to improve organizational performance. At first indicated high-performance management or high-performance working, according to this perspective the high-performance working approach aims to make an impact on the performance of the organization in such areas as productivity, quality, levels of customer service satisfaction.

According to the study, high-performance management practices include rigorous recruitment and selection procedures, extensive and relevant training and management development activities, incentive pay systems, and performance management processes. These practices are often called ‘high-performance work systems’ in LGAs which, as defined by Chitete, (2015) comprise practices that can facilitate employee involvement, skill enhancement, and motivation.

Additionally, Yusuf, & Kazeem, (2014) established that high-commitment management is one of the defining characteristics of HRM. Its emphasis was put on the importance of enhancing mutual commitment (Mutahaba, (2011). High-commitment management has been described by Mutahaba, (2011) as: ‘A form of management which is aimed at eliciting a commitment so that behaviour is primarily self-regulated rather than control by sanctions and pressures external to the individual, and relations within the organization is based on high levels of trust.’ Approaches to achieving high commitment according to Chitete (2015) require involving career ladders and emphasis on trainability and commitment as highly valued characteristics

of employees at all levels in the organization. A high level of functional flexibility with the abandonment of potentially rigid job descriptions leads to a reduction of hierarchies and the ending of status differentials. Again the findings by Yusuf, & Kazeem, (2014) were supported by Kashonda, (2016) who both indicated that high involvement of employees in the management of quality improves performance of the organization.

As defined above, there are many similarities between high-performance and high-commitment management in LGAs. In fact, there is much common ground between the practices included in all of these approaches as Ashton, & Sung, (2006) comment. The strengths of this study was that scientifically in nature as it tasted the reality of existing situations regards to HR strategies on employees' performance rests on this study, though its weakness was that it based outside Tanzania environment hence it failed to reflect the reality of LGAs environment though it contributed the furtherance of this study. The conclusion of this study was that an organization depends on effective HR approaches. It was also recommended that HRM needs to propose, adopt and puts into effect approaches that are effective in order to improve organizational performance.

Similarly, the study was done by Ahlstrom, et al (2005) in China examining specific HR approaches used to implement HRM strategies in areas such as Human capital, analysing and reporting on data that inform the direction of value-adding people management, strategic, investment and operational decisions, corporate social responsibility, the planning and implementation of programmes designed to enhance

the effectiveness with which an organization functions using a cross sectional survey and interview as well as questionnaires for data collection. Its findings revealed that effective HR approach in implementation of HR strategies are one that works in the sense that it achieves what it sets out to achieve. Its particular criteria for effective HR strategies must satisfy business needs, founded on detailed analysis and it can be turned into actionable programmes that anticipate implementation requirements and problems and that is coherent and integrated, being composed of components that fit with and support each other. This means LGAs needs a coherent and well-integrated approach to improve performance. Thus the study concluded that when effective approaches are used to implement HR strategies organisational performance is inevitable; this goes with recommending for LGAs to have an approach that can solve LGAs challenges to improve its performance.

Nevertheless, the study by Bamberger, Biron, & Meshoulam,(2014) that the adopted qualitative research approach in an attempt to draw a relationship between HRM and organizational growth indicate that approaches to implementation of HR strategies needs to be based on rigorous preliminary analysis of the strategic and how the strategies will help to meet them, the involvement of those who will be concerned with the strategies, for example prioritizing resource allocation to focus areas within the District, line managers, in identifying implementation problems and how they should be dealt with the preparation of action plans should indicate who does what and when with project managing the implementation in a way that ensures that the action plans are achieved. A related study by Kashonda, (2016) which examined how HR strategies are implemented found that an effective approach to the implementation

of HR strategies require the analysis of business needs and how the HR strategies will help to meet them, full information on the strategies and what it is expected to achieve needs to involve those concerned in identifying implementation problems and how they should be dealt with, prepare action plans, plan and execute a programmes of project management that ensure action plans are achieved. Other related works by different authors were reviewed. The findings could be generally stated that HRM has a positive and significant influence on organizational growth. This means by having effective HRM in LGAs organizational goals would be achieved.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the research methodology used in the study. It consists of research approaches, research design, study area, sample size, and sampling techniques, data collection, reliability, and validity of the instruments.

3.2 Research Approach

This study used mixed research approaches in order to get mixed data using concurrent methods. The term 'concurrent' indicates that both qualitative and quantitative data are being collected at the same time (Creswell, 2009). This method enabled the researcher to collect, analyze and integrative quantitative data (questionnaire) and qualitative data through documentary and interviews. Qualitative data were analyzed through content analysis.

According to Myers, et al. (2010) mixed methods provides strengths that offset the weaknesses of both quantitative and qualitative research. Therefore, a researcher used mixed research approaches in order to get mixed data to overcome a weakness in using one method with the strengths of another.

3.3 Research Design

The research design is the researcher's plan of inquiry (Bogdan & Knopp, 2006) that puts paradigms of interpretation on how to proceed in gaining an understanding of a phenomenon in its natural setting. This study employed a cross-sectional research design based on the inductive approach and deductive approaches; usually inductive

use research questions to narrow the scope of the study it is associated with quantitative research, whilst the deductive approach is associated with qualitative data. The study used this design because it allows the researcher to collect both qualitative and quantitative data at a single point in time (Kothari, 2009). About 43 respondents were given questions and asked to write their opinions on their own. Kelly, et al. (2014) support that using the cross-sectional design is appropriate because it makes it possible to get a large number of respondents with data from questionnaires being collected at one point in time.

3.4 Study Area

The study was conducted at Kasulu District in Kigoma Region, whereby data were collected at head office. This area has been chosen because it has a sufficient population of 430 employees to draw a sample (43) for the study. This target population is according to pilot study data through Kasulu District human resource officers.

3.5 Target Population

Saunders et al. (2012) define the target population as the total collection of subjects that a researcher wishes to make inferences and draw conclusions. The target population for this study focused 430 ordinary employees at Kasulu head office. This population was obtained from a senior HR officer through a pilot study. However, the population was considered as the sample for the reason that ordinary employees and HROs are implementers of strategies and policies adopted in LGAs. Through subjecting the population to Guadagnoli & Velicer (1988) as formula, the sample of 43 subjects are reflected in 3.6.1.

3.6 Sample Size and Sampling Techniques

3.6.1 Sample Size

Sample size refers to the number of participants included in a study (Martínez-Mesa, et al. 2014). This study used 43 participants were drawn from a population of 430 employees of KDC. In order to get this sample, the researcher relayed on the idea of Guadagnoli & Velicer (1988)'s formula who explains that a good maximum sample is always 10 % of the total population as long as it does not exceed 1000. Although the sample may be seen as small it follows the logic of 10% as used by Mugenda, (1999) which has been maintained idea by the author, the sample size used through eyes is moderate and limited to (43) participants this limits the generalizability of the findings.

Using this idea 10% of the population was calculated as follows;

$$10 \times 430 = 4300 = 43$$

$$100$$

Hence, the sample size for this study was 43 employees

3.6.2 Simple Random Sampling

Simple random sampling is the basic sampling technique where we select a group of subjects for study from a larger population (Levy & Lemeshow, 2013). Each individual is chosen entirely by chance and each member of the population has an equal chance of being included in the sample. In this study, random sampling was used to select 40 (93%) ordinary employees and 3 HROs (7%) at KDC.

In this study, every employee was given an equal chance of being selected by picking randomly during the study at KDC. This random selection was done to meet the

targeted sample. This technique was used for the reason that it enables the researcher to eliminate sampling bias.

3.7 Sources of Data

There were two main sources to collect relevant data, namely empirical and theoretical. Empirical data are Primary data was collected by a researcher from first-hand sources (Carmichael, & Cunningham, 2017). Theoretical data refers to secondary data, which is collected by a researcher from existing literature.

3.7.1 Primary Data

According to Carmichael, & Cunningham, (2017) primary data refers to records of facts collected by a researcher from first-hand sources using methods like questionnaires and interviews, and so on. This study used questionnaires, interviews, and documentary reviews to collect both quantitative and qualitative data.

3.7.2 Secondary Data

In a narrow sense, secondary data refers to data collected from accessible literature in books, journals, and so on. Likewise, secondary data refer to theoretical data that are collected by a researcher on a relevant topic (Carmichael, & Cunningham, 2017). Secondary information was sourced from books, journals, and different authors' publications, which helped to build arguments in chapter four.

3.8 Methods of Data Collection

3.8.1 Questionnaire

A questionnaire is a research instrument consisting of a series of questions for the purpose of gathering information from respondents (Brace, 2018). This study used

the questionnaire; during the study data were collected directly from the field whereby 43 questionnaires at KDC were filled by participants. Questionnaires were distributed to employees in order to provide their opinions on how human resource management influence LGAs performance in Tanzania more specifically on seeking to identify the types of strategies commonly used by HRM in LGAs to deal with inadequate employee's management for better service delivery, to assess how HRM strategies adopted influence performance of LGAs for effective employee's management in order to realize better results, and assess if HRM in LGAs implement the adopted strategies and policies in influencing the performance of LGAs to achieve council targets.

On the other hand, the completed questionnaires were collected by a researcher for analysis. The technique was used for the reason that it offers a large amount of information to the researcher at a point in time.

3.8.1 Interviews

According to Patton (2002) interviews are done with the intention of finding out things that cannot be observed. In these study semi-structured interviews were used to collect data from three HROs at KDC on the types of HR strategies they employ, how they were developed and implemented. Patton (2002) provides permission to use this type of method to find out what is the HROs mind. This interview was used due to that it is flexible and allows room for clarity on certain issues by asking additional questions. Such flexibility enabled the researcher to ask questions in a different order as well as search for clarity (King, & Brooks, 2018).

3.8.3 Documentary Review

This study involved a review of documents, in those documents the researcher was seeking to review dissertations, articles and books related to types of strategies commonly used by HRM in LGAs to deal with inadequate employee's management for better service delivery and HRM strategies adopted to influence performance of LGAs for effective employee's management in order to realize better results. These secondary data were used by a researcher to make out the gaps and deficiencies of additional information for the study.

3.9 Validity and Reliability

The concept of validity and reliability are defined differently by authors; for reliability, Patton (2002) defines it as the consistency with which repeated measures produce the same results across time and observers. According to Kyunghee, & Sujin, (2013) the validity of the research instruments refers to the degree of success of an instrument in measuring what it is set to measure under the study. In order to ensure validity and reliability of the instruments used to collect data, the following techniques were used;

Firstly, questionnaires were pre-tested in Buhigwe District in the first week through a pilot study to ascertain the reliability of instruments to collect the required information for the study, whereby the same results were obtained in the second week. According to Patton (2002) reliability is the consistency with which repeated measures produce the same results across time and across observers.

Secondly, the researcher used triangulation to compensate for weakness in other methods. The methods were; questionnaires, interviews, and documentary reviews.

Golafshani (2003) support this idea that, studies that use one method of data collection are vulnerable to errors of the particular method. This means that by using multiple, methods the weakness of one method was compensated by another.

Thirdly, the researcher used face validity, face validity is the extent to which a test is subjectively viewed as covering the concept it purports to measure (Golafshani, 2003). Therefore, the interview given was relevant and covered the conception of HRM in LGAs.

3.10 Data Analysis and Processing

According to Kothari (2004), data analysis is the process that implies editing, coding, classification, and tabulation of the collected data. The researcher analyzed data in two ways; qualitatively and quantitatively. Quantitative analysis revolved around questionnaires. Statistics were computed for the quantitative data in the course of questionnaires. This analysis was done using the Statistical Package for Social Sciences (SPSS version 16.0) software.

Concerning the qualitative data gathered through interviews and documentary reviews, which involved; reports, dissertations, minutes, and books. These data were analyzed thematically and organized using key themes that emerged from the documents. The themed data were then analyzed using content analysis and structural-functional by interpreting the information given. In this way, the facts recorded were broken down into the smallest meaningful units of information, values, and attitudes. Structural functional analysis was used to explain the way that social facts were related to each other and the manner in which they related to the HRM.

Moreover, qualitative data provided clear and systematic responses to key issues of research interest such as LGAs performance key indicators service delivery, council targets, and financial position which describes the effectiveness of HRM in the implementation of strategies and policies such as staffing, compensation, human resource development, safety and health, employee and labor relations, performance management, development management and teamwork and HR policies and procedures. The Presentation for quantitative data was done in percentages, statistical Tables for interpretations, and understanding of the study. Qualitative data were presented in a textual format.

3.11 Ethical Consideration

Ethics are the norms for conduct that distinguish between rights and wrong (Harriss, & Atkinson, 2017). The study took consideration of ethical issues in social science inquiry. Before data collection, the researcher had an introductory letter from postgraduate studies and the District Executive Director for the purpose of consent to participate in the study. Participants were informed clearly about the importance of the study and had to either agree or disagree to participate in the study. Finally, the researcher avoided discrimination against colleagues on the basis of sex, race, ethnicity, or other factors not related to scientific competence.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

This chapter presents findings and discussion. The chapter presents the findings based on the objectives of the study. These findings originate from the data collected in the field and secondary data. The discussion is done by comparing the researcher's findings and literature through other previous researchers' works based on the study objectives.

4.2 Demographics of Respondents

Table 4.1: Characteristics of Respondents N=43

Ordinary employee	Gender			Education level				Experience(years)				
	Male	Female	Total	Certificate	Diploma	Degree	Masters	Total	0-4	5-7	8-10	11-above
	27	13	40	18	8	10	4	40	13	12	8	7
Percents %	67.5	32.5	100	45	20	25	10	100	26	32	16	13
HRO	Gender			Ages								
	Male	Female	Total	20-25	26-27	28-34	35+	Total				
	2	1	3	0	1	1	1	3				
Percents %	66.7	33.3	100	0	33.3	33.3	33.3	100				

Source: Research Findings, 2020

As it is seen in Table 4.1 on the demographic characteristics of respondents show that the study involved a total of 43 respondents. Among them were ordinary staff members and 3 were HROs, whereby (67.5) of the ordinary staff were male, (25%)

were female. These ordinary staff members were also categorized according to their level of education and work experiences. Their educational level involved certificated 45%; diploma 20%, 25% degree, and masters level 10%. Also, their experiences were in terms of years whereby the year 0-4 were 13(26%), year 5-7 (32%) were 8-10(16%), and year 11 and above were 7(13%).

All employees involved in this study were about 43 (100%) respondents indicating that gender balance was observed in the study. Also, the study involved 3 HROs whereby among of them 2(66.7%) were male, 1(33.3%) were female. The categorization of these participants was done according to their ages, whereby between 20-25 year had none (0%), 26-27 were 1(33.3 %), 28-34 were 1(33.3%) and 35 above were 1 constituting (33.3%). All respondents involved in the study constituted 43 sample sizes. This includes those who filled the questionnaire (40) and interviewed ones (3).

4.3 Findings and Discussion

Table 4.2: Strategies Used in LGAs

Types of Strategies	Response	Frequency	Percent
General HR strategies are preferred by Kasulu district council	Yes	9	22.5%
	No	3	7.5%
Specific HR strategies that involve choice making regarding the management of people are preferred	Yes	7	17.5%
	No	5	12.5%
Whether general and specific HR strategies exist and equally workable	Yes	6	15%%
	No	10	25%
Total		40	100%

Source: Research Findings, 2020

The main objective of the study was to identify common types of strategies commonly used by HRM to influence the performance of the LGAs performance in terms of better service delivery.

Findings identified two HR strategies were dominantly used by KDC. These were use general HR strategies (22.5%) and specific HR strategies (17.5%). The question of whether general and specific HR strategies exist equally as well as effective. The majority said No (25%). We compared the findings to a study done by Paauwe, & Boon, (2018) at Ithaca and found that there are two basic types of HRM strategies commonly used in LGAs to influence performance; (competitive or general strategies such as high-performance working, and specific strategies relating to the different aspects of HRM such as training and development, compensation and reward.

This study noted that general strategies such as high-performance working were more effectively practiced. Anakwe, (2002) in Nigeria found that each organization practice its own strategies. This question was in line with the study by Anakwe, (2002) that linked to HR strategies to competitive strategies framework that an organisation can use to gain competitive advantage. It was concluded that organizations adopting a particular strategies require HRM strategies that may differ from those required by organizations adopting alternative strategies.

Additionally, it was also observed that several researchers findings and the study findings relate the variables such as salary, rewards and indirect to be important for LGAs performance. The study concludes that ignoring the employees' compensations decline performance in LGAs.

4.3.2 The Capacity of HR Strategies to Enhance the Performance of LGAs

The study under the sub theme examined the power of HR strategies to enhance the performance of the LGAs by using different questions underway. In item 1 the statistics was as follows; 25.0% agreed, 30% strongly agreed, 12.5 % disagreed and 32.5 % strongly disagreed. Therefore the leading majority (32.5 % strongly disagreed) that HRM has little attention in engaging stakeholders in planning with inadequate knowledgeable to meet organizational targets.

In item 2 it was confirmed by 40 % majority said HR strategies developed were over promising targets, 42.5 % strongly disagreed implying complexity of the strategies for success. Concerning being realistic in item 3, majority by 37.5 reported that were not practical and could never measure progress. In item 4 it indicated that the strategies created were not well defined clearly to clarify the role of the HR team as reported by 40% of the respondents, the results are presented in Table 4.3.

Table 4.3: Strategies Used in HR

The ability of HR strategies	Frequencies of respondents									
	Agree (%)		Strong Agree (%)		Disagree (%)		Strongly Disagree (%)		Mean	
	<i>fx</i>	Percent	<i>Fx</i>	percent	<i>Fx</i>	percent	<i>Fx</i>	percent	$\sum fx$	Mean= $\frac{\sum fx}{n}$
1. Engage stakeholders with fully knowledge	10	25	12	30	5	12.5	13	32.5	40	10
2. Over promise	11	27.5	07	17.5	5	12.5	17	42.5	40	10
3. Realistic and measures progress	06	15	09	22.5	10	25	15	37.5	40	10
4. Strategies were defined to clarify the role of the HR team	07	17.5	08	20	09	22.5	16	40	40	10

Source: Field Research (2020)

An interview with 3 HROs and other six documents reviewed revealed, it is common for newly recruited employees have little knowledge to develop HR strategies that

align to the organization's needs, in so doing such strategies may not be well defined to clarify the role of the HR team.

“In my opinion, I can say that the ability of HR strategies developed to enhance Performance in LGAs is negative” said the HROs.

This claim was supported by documents obtained from the planning department, which indicated a lot of over-promises that caused unrealistic strategies and non-achievements of the council targets. In other studies it was observed that despite numerous findings; Debrah, (2003) investigated the ability of HR strategies developed in the public sector to enhance the performance of the council, most of the HR strategies were not based on engaging stakeholders, the HRM had over-promised targets that included quality services. A researcher compared this analysis to previous researches established and facts in Table 4.3 above and discovered that the facts were common in many studies such as Debrah (2003), Newenham-Kahindi, (2013); Watson, (2005). It was concluded that the poor performance of LGAs is the result of the unrealistically promises in their plan that cannot be implemented for better results.

4.3.3 Implementation of HR Policies and Strategies

The study examined the implementation of HRM policies and strategies against the approaches used to influence the performance of LGAs in meeting targets. This objective is organized under a number of sub-themes. In Table 4.4 responses were provided according to rating scale ranging to agree, strongly agree, disagree, and strongly disagree as reflected in Table 4.4.

Table 4.4: Implementation of HR Policies and Strategies

	Perceptions	Frequency	Percent	Valid Percent
Valid	Strong Agree	2	5.0	5.0
	Agree	15	37.5	37.5
	Disagree	5	12.5	12.5
	Strong disagree	18	45	45
	Total	40	100.0	100.0

Source: Field Data, (2020)

As seen in Table 4 above there are mixed results such that 45 percent of the respondents strongly disagree. Other findings through interviews with HROs revealed that the human resource department that implements these programs and policies is facing a scarcity of financial resources. Through the documentary review, it was found that some of the HR programmes such as compensation and training were not implemented. Consequently the performance of LGAs with respect to KDC was not apparent. An interview response from 3 HROs (100%) concluded that little was done to implement HR policies such as compensation, and human resource training and development. This implies that fair HR policies and strategies as well as staff practices were not appropriately implemented.

These findings were confirmed by comparing the facts to other researcher's findings. Using Bamberger, et al (2014) study, it was found there is a set of best HRM practices and that adopting them will inevitably lead to superior organizational performance. We related the findings of the fact to the study done in Nigeria by Yusuf, & Kazeem

(2014) and found that employee involvement, skill enhancement, and motivation can help to improve LGAs' performance. We, therefore, discovered that distinctive human resource practices shape the core competencies that determine how organizational performs.

4.4 Working For the Plan

Under subtheme two, the findings were; 20 percent of respondents strongly agreed, 55 percent the majority agreed, 17.5 percent disagreed and 7.7 percent strongly disagreed. The implication of findings is working for the plan was not implemented.

Qualitative data obtained in the documentary review indicated deficiencies in the implementation of the developed plan. The results are indicated in Table 4.5.

Table 4.5: Working for the Plan

		Frequency	Percent	Valid Percent
Valid	Strong Agree	8	20	20
	Agree	22	55	55
	Disagree	7	17.5	17.5
	Strong Disagree	3	7.5	7.5
	Total	40	100.0	100.0

Source: Field Data, (2020)

In view of the above findings, the comparison is done to findings by Yusuf, & Kazeem, (2014); Ashonda, (2016) indicated that by effectively working for the plan improves the performance of the organization. As defined above, there are many similarities between high-performance and high-commitment management. In fact,

there is much common ground between the practices included in all of these approaches as Ashton, & Sung, (2006) comment. In this study, we aligned these findings and discovered that working for a plan is the first thing but they worked plan should in place have to be well integrated to improve performance. We concluded that when the designed plan is worked on effectively can solve LGAs' performance challenge.

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the conclusion and recommendation of the study. The first section presents conclusions drawn by the author according to the studies conducted while the second section presents the recommendations that root from the findings.

5.2 Conclusion

5.2.1 Strategies used in LGAs

In the course of the study, HRM use two basic types of HRM strategies to raise the performance of LGAs, none is standard. This study concludes that there is no best strategy for LGAs performance due to diversity of the organizational environment. It is necessary to adopt the strategy depending on the internal environment. Armstrong and Baron (2002) provide many variations with the degree of confidence to basic considerations, content, rationale, and implementation plan format. Edwards, & Edwards, (2019) indicate that delivering successful HR strategies needs aligning with business and HR needs, developing HR strategies, Organizational performance, Organisational design, and structure, Strategic resourcing, Organization development, Compensation and benefits, Organisation culture.

5.2.2 The Capacity of HR Strategies to Enhance Performance in LGAs

The HR strategies designed by the HR department not effective to meet targets of the Kasulu District council and that had little influence on LGAs. Over the past three years, the council has made little significant progress toward fulfilling a sound strategic vision. Of the 169 targets beneath the 17 draft goals, just 29% are well defined and based on the latest scientific evidence, while 54% need more work and 17% are weak or non-essential as reflected in minute sheets of KDC. The study concludes that LGAs performance is affected by weak HRM policies and strategies.

5.2.3 Implementation of HR Policies and Strategies

Through it was noted that the HR department at KDC lacked effective implementation of HR policies and strategies due to scarcity of financial resources. LGAs performance needs a necessarily supported HR department to implement such strategies and policies into actionable programmes.

5.3 Recommendations

This part presents the general recommendations that root in the findings. For HRM to ensure adequate employee's management related to better organizational-level outcomes in LGAS the study recommend the following:

5.3.1 HR Strategies used to Influence Service Delivery of LGAs

Through two basic types of HRM strategies are used to raise LGAs performance, it is recommended that HRM strategies should be put into practice to ensure employee's management for better service delivery at Kasulu District council. Recruitment,

selection, training, performance appraisal and compensation practices should also be taken into account the needs of the specific jobs to cover, employees' potential and their performances.

5.3.2 The Capacity of Human Resource Strategies to Enhance the Performance of LGAs

HRM in LGAs should introduce strategies that are effective to employee's management in order to realize their better performance and results. Also, human resource policies adopted by HR managers should be effectively implemented to achieve the council targets.

5.3.3 The implementation of HR Policies and Strategies

Through the HR policies and strategies are not effectively designed and implemented in LGAs, Key reasons being financial resources and the internal environment. The study recommended for HRM in LGAs to be supported for financial resources in the implementation of HR policies and strategies; compensation, training, and development to achieve set targets. Well design workers' compensation should be implemented to correspond with Tanzania LGAs' environment to secure better service delivery that meets the LGAs targets and desired outcomes.

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APPENDICES

Appendix I: Questionnaire for Employees

Dear respondent,

I am currently a Master's degree student at The Open University of Tanzania doing research on “ *The Influence of Human Resource Management on the Performance of Local Government Authorities in Tanzania: A Study of Kasulu District Council*”.

I kindly request you, to voluntarily respond to this questionnaire appropriately according to your own understanding and experience in your job career. You can choose to strongly disagree, Disagree, agree, and strongly agree to fill in the paper; therefore there is no right or wrong answers. All information will be kept confidential, meaning that will not be shared by other people, only group information will be reported. In case you have extra information that may contribute to the success of my study, please feel free to write at the end of the questionnaire on a separate sheet.

SECTION A: Personal Particulars please tick against your most appropriate answer in the spaces provided.

1. What is your gender?

(a) Male (b) Female

2. Education level

(a) Certificate

(b) Diploma

(c)Degree

(d)Masters

3. What is your work experience at KDC?

(a) 0-2 years

(b) 3-5 years

(c) 6-9years

(d)10 years and above

4. What is your Age?

(a)20-24

(b) 25-26

(c) 27-34

(d)35+

Objective 1: Identify HRM strategies commonly applied in LGAs to influence performance. Agree=1 strongly agree =2. Disagree = 3, strongly Disagree

S/N	HRM strategies commonly applied in LGAs	Yes	No
1	General HR Strategies		
2	Specific HR Strategies that involve choice making regarding the management of people within the organization		

Objective 2: To examine the ability HRM strategies developed to enhance Performance in LGAs; **Agree=1 strongly agree =2. Disagree = 3, strongly Disagree**

S/N	The ability of HR strategies	Strongly Agree	Agree	Disagree	strongly Disagree
1	Engage the stakeholders and with full knowledge of the organization's needs				
3	over promise and under deliver				
4	realistic and measures progress				
5	Defined strategies clarify the role of the HR team				

Objective3. To examine the implementation of HR policies and strategies in influencing the performance of LGAs in meeting its targets; put only one tick to the appropriate strategies. **Agree=1 strongly agree =2. Disagree = 3, strongly Disagree**

S/N	Approaches and HRM Strategies are	Strongly Agree	Agree	Disagree	Strongly Disagree
1	Turned into; actionable programs				
2	Working on the plan				
3	Putting in Place HR Policies and Strategies				

Thanks for your Cooperation

Appendix: II: Interview Schedule

1. Through your experiences as HRO present experience on how HR strategies used at KDC influence performance of the council
2. Through your work experiences at KDC, how can you explain concerning the development of HR strategies at KDC?
3. Using experiences of HR Department how can you speak about the effectiveness of HRM in the implementation of both policies and strategies?

Appendix III: Documents for Review


S/No	Documents Reviewed	Information
1.	HRM Strategies used in LGAs	LGAs performance in meeting targets
2.	Policies implemented in LGAs	LGAs performance in service delivery
3.	HRM Strategies and policies	LGAs performance raising fund

Appendix 4: Research Clearance Letter

THE OPEN UNIVERSITY OF TANZANIA
DIRECTORATE OF RESEARCH, PUBLICATIONS, AND POSTGRADUATE STUDIES

P.O. Box 23409 Fax: 255-22-2668759 Dar es Salaam, Tanzania,
<http://www.out.ac.tz>

Tel: 255-22-2666752/2668445 ext.2101
 Fax: 255-22-2668759,
 E-mail: drpc@out.ac.tz




1/4/2016

TO WHOM IT MAY CONCERN

RE: RESEARCH DATA COLLECTION/DISSERTATION

The Open University of Tanzania was established by an act of Parliament no. 17 of 1992. The act became operational on the 1st March 1993 by public notes No. 55 in the official Gazette. Act number 7 of 1992 has now been replaced by the Open University of Tanzania charter which is in line the university act of 2005. The charter became operational on 1st January 2007. One of the mission objectives of the university is to generate and apply knowledge through research. For this reason staff and students undertake research activities from time to time.

To facilitate the research function, the vice chancellor of the Open University of Tanzania was empowered to issue a research clearance to both staff and students of the university on behalf of the government of Tanzania and the Tanzania Commission of Science and Technology. The purpose of this letter is to introduce to you **Mr. RAYMOND, Ngatunga**, who is a MHRM student at the Open University of Tanzania. By this letter, **Mr. Ngatunga** has been granted clearance to conduct research in the country. The title of his research is "ROLE OF HUMAN RESOURCE MANAGEMENT IN ACHIEVING ORGANIZATION GOALS: A CASE STUDY OF EMPLOYEES OF KASULU DISTRICT, TANZANIA.". The research will be conducted Kasulu district in Kigoma Region. The period which this permission has been granted is from 1/04/2016 to 01/05/2016. In case you need any further information, please contact: The Deputy Vice Chancellor (Academic); The Open University of Tanzania; P.O. Box 23409; Dar Es Salaam. Tel: 022-2-2668820. We thank you in advance for your cooperation and facilitation of this research activity.



Yours sincerely,

Prof Hossea Rwegoshora

For: VICE CHANCELLOR

THE OPEN UNIVERSITY OF TANZANIA

THE OPEN UNIVERSITY OF TANZANIA
DIRECTORATE OF POSTGRADUATE STUDIES

P.O. Box 23409 Fax: 255-22-2668759 Dar es
 Salaam, Tanzania.
<http://www.out.ac.tz>



Tel: 255-22-2666752/2668445 ext 2101
 Fax: 255-22-2668759,
 E-mail: dpgs@out.ac.tz


FROM: Director of Postgraduate Studies (DPGS)
 TO: **Raymond Ngatunga**
 DATE: 24/7/2019

RE: Examination Report and Way Forward for Raymond Ngatunga

DPGS received external examiner's report regarding your dissertation entitled **"Role of human resource management in achieving organization goals: A case of employees in Kasulu District Council in Tanzania"**. The external examiner submitted a report which indicates that your dissertation should not be accepted for MHRM award unless you do additional data collection, additional analysis, and conduct extensive literature reviews. In addition to that, the external examiner has indicated that the general performance of this work is not good because the title is too wordy, background of information is not clear and it has a lot of sweeping statements without acknowledgement of the sources. Additionally, statement of the problem is not clearly articulated and even the research objectives are not clearly stated. Furthermore, the theory used in this study was poorly presented and the empirical literature is not relevant to the study area. The external examiner also questioned you that was it important for you to mention the tribe HA in methodology chapter? Why was it important to mention the refugee camp? Which random sampling design did you use to pick your respondents? Where is the analysis for the data that were gathered using documentary method?

The external examiner also has added that the reporting of findings need to be compared to previous findings, this has been done for objective 2 but not objective 1 and in the conclusion section it was advised that you should state your conclusion in a clear and simple language. In the end, the examiner also has indicated that the candidate failed to follow OUT guideline as indicated in the prospectus (see Appendix v). Overall, the external examiner shows that this work should not be accepted for a masters' award. Normally, if the verdict involves re-submission a candidate is given a maximum of **NINE** months to deal with the corrections raised by the examiner (**Refer section 3.8.7** of the OUT prospectus). However, your dissertation failed more than once from the examiner therefore, the work is rejected completely and cannot be re-submitted for another review (**Refer section 3.8.10**). Please find the attached report from external Examiners for further actions.

Yours sincerely,


 Prof. H. Rwegoshora

DIRECTOR – POSTGRADUATE STUDIES

Appendix 5: Plagiarism Report

THE INFLUENCE OF HUMAN RESOURCE MANAGEMENT ON THE PERFORMANCE OF LOCAL GOVERNMENT AUTHORITIES IN TANZANIA: A STUDY OF KASULU DISTRICT COUNCIL

ORIGINALITY REPORT

27%	20%	3%	19%
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

PRIMARY SOURCES

1	www.analyticsinhr.com Internet Source	2%
2	Submitted to Docklands College Student Paper	1%
3	www.repoa.or.tz Internet Source	1%
4	Submitted to Acacia Learning Student Paper	1%
5	www.coursehero.com Internet Source	1%
6	Submitted to University Der Es Salaam Student Paper	1%
7	www.hrgurus.com.au Internet Source	1%
8	scholarworks.waldenu.edu Internet Source	1%