

**EMPLOYEE RESOURCING STRATEGIES AND PERFORMANCE OF
PUBLIC ORGANIZATIONS IN TANZANIA: A CASE OF TANESCO IN
TANGA, TANZANIA**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE DEGREE OF MASTER OF HUMAN
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TANZANIA**

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CERTIFICATION

The undersigned certifies that he has read and does hereby recommend for acceptance by The Open University of Tanzania a dissertation titled Employee Resourcing Strategies (ERS) and performance of public organizations in Tanzania” in partial fulfillment of the requirements for the Degree of Masters of Human Resource Management of the Open University of Tanzania.

.....

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.....

Date

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DECLARATION

I, **Amina Mwichande Ally**, do hereby declare to the senate of The Open University of Tanzania, that this is my own original work and that to the best of my understanding it has not been presented before, anywhere for any purpose or for a degree of similar award at any other University.

.....

Signature

.....

Date

DEDICATION

This study is dedicated to all who in one way or another have given me support to reach this stage. First is to my Lord who given me the wealth life and healthy that lead to fulfill my goal. And also to my beloved parents my Father Mwichande Ally and my Mother Salma Said let their soul rest in internal peace for their love and care as well as their support and their wisdom and being responsible parents to me and the whole family.

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ABSTRACT

This study investigated the employee resourcing strategies and performance of public organizations was conducted in Tanga, Tanzania. The study was intended to assess the extent to which talent management strategies affect the performance of TANESCO, the influence of recruitment and selection strategies on the company performance, extent to which HRP strategy affects organizational performance and the impact of resourcing plans on the performance of TANESCO. The study employed both qualitative and quantitative research approaches applying a survey research design. A total of fifty two (52) respondents were involved in the study. Purposive and simple random sampling procedures were used to draw the sampled population. Data were gathered through Questionnaires, interviews and documentary reviews. The information obtained through the use of questionnaire was analyzed using Statistical Package for Social Sciences (SPSS) 20 version and qualitative information was analyzed using content analysis. Research findings revealed that majority of employees strongly agreed that employee resource strategy affect organization performance positively. Observed positive effect of organization performance associated with various strategies such as talent management, recruitment and selection, the use of human resource planning as well as resourcing plans. The study concluded that organization should continue using employee resourcing strategies so as to acquire and maintain high quality employee that will be beneficial to their organizations as well as to meet the setting goals. The study recommended that public organizations should insist and provide the opportunity for the employees to undergo long and short courses for the sake of improving their talent so as to improve their standards on the performance, also public organizations should make sure that its provide promotions, as well as recognize them and re-categorize employees after finishing their study.

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LIST OF ABBREVIATIONS

ERG	Existence, Relatedness and Growth
ERS	Employee Resourcing Strategy
HRM	Human Resource Management
HRO	Human Resource Officer
HRP	Human Resource Planning
OP	Organizational Performance
OUT	Open University of Tanzania
RHRM	Regional Human Resource Manager
SERF	Strategic Employee Resourcing Framework
SHRM	Strategic of Human Resource Management
SPSS	Statistical Package for Social Sciences
TANESCO	Tanzania Electric Supply Company

CHAPTER ONE

INTRODUCTION

1.1 Background of the Problem

Employee resourcing strategies exist to provide the people and skills required to support the business strategy; it is concerned with any means available to meet the needs of the firm for certain skills and behavior (Armstrong, 2010). This role has long been regarded as part of the domain of personnel management and personnel textbooks conventionally describe resourcing as a passive, technical procedure - a matching of available candidates to the requirements of the organization (Ibid). Organizations can take one of three actions to fulfill their employee resourcing strategies such as reallocate tasks between employees, so that existing staff take on more or different work, re allocates people within the company; and recruit new staff from the external job market. The emphasis is on flexible working practices, requiring multi-skilled workers and sophisticated assessment and development program.

Besides, the organizations performance determined by a number of strategies such as talent management strategy, recruitment and selection, human resource plans and resource plan. Organizations are competing against each other to acquire and retain talents in order to maintain their operations and continue to grow (Gardner, 2002).

In other hand Ekwoaba et al (2015), added that recruitments and selections have become essential in organizations because individuals need to be attracted on a timely basis, insufficient numbers and with appropriate qualifications. Thus, successful organizations are increasingly realizing that human resource management (HRM) is

critical aspect in the form of workforce endowed with the appropriate qualities, skills, knowledge and potential for future training (Mello, 2005 & Armstrong, 2010). Information Technology enabled HRM to use the existing system for e-recruitment; On-line short-listing of applicants; Developing training strategies on-line; Psychometric training; Payroll systems; Employment data; Recruitment administration; References; Pre employment checks. It also ensures that a greater amount of information is available to make decisions.

Employee resourcing is one of the key strategic Human Resource Management (HRM) functions. It focuses on matching resources to the needs of the organization (both strategic and operational) and ensuring the proper utilization of those resources (Armstrong & Baron, 2002). As such, it embodies core HRM activities such as the recruitment, selection and deployment of employees within the organization, which should be managed in such a way as to support the strategic objectives of the firm (Tylor, 2008, P.3). This and other factor made the researcher to generate a number of questions.

1.2 Statement of the Research Problem

Employee resourcing holds the key to success of any organization since it ensures that the right person fit to do the job is acquired in the organization, (Kavoo- Linge & Kiruri 2013). It is concerned with the procedures of obtaining and retaining a workforce with the necessary skills, competences, training, attitudes, knowledge, ethics and values, (Karemu *et al*, 2014). This is because the organization only hires and retains the right manpower in order to increase its performance, (Majumber, 2012 and John, 2008). Boohene & Asuinura, (2010) proclaimed that employee resourcing

procedures should ensure that Employee selection process employ evidence based tools to determine the most qualified person fit for the job. It involves both the newly hired and those to be promoted or transferred. Abomeh (2013) and Gooderham et al (2008) contend that if clear resourcing procedure is followed based on practices then the organization is bound to outperform other businesses in the same industry.

Despite these numerous merits of employee resourcing and performance of organizations in Tanzania is faced with two problems namely financial constraints and the general uncertainty to change bureaucratized and central controlled strategic plan for public sector. It may contribute to the declined of productivity and performance of an organization. Some organizations stumble and sometime fall because the rate of change in their external environments simply outpaces their organizational competence to keep pace (Ashkenes et al, 1995).

In Tanzania major institutions focuses on gaining profits and forget to take initiatives on employee resource strategies such as talent management, recruitment and selection strategy, human resource planning and resourcing plans of employees which are the best tools in organizational success. Increasingly, high performing of Tanzania Electric Supply Company Limited (TANESCO) and other organizations today are recognizing the need to use employee resourcing strategies to enhance their competitive advantages. For how long could adaptation of one employee resourcing strategies would improve and sustain organizational performance in public organization? Therefore, it is from this point of view the research has to be conducted on the employee resourcing strategies and performance of public organizations in Tanzania Electric Supply Company Limited in Tanga branch (TANESCO).

1.3 Objectives of the Study

1.3.1 General Objective

The general objective of this study is to investigate the employee resourcing strategies and performance of public organizations in Tanzania specification to the Tanga region.

1.3.2 Specific Objectives

- (i) To examine the extent to which talent management strategy affect the performance of organization.
- (ii) To assess the influence of recruitment and selection strategies on the performance of organization.
- (iii) To examine the extent to which HRP strategy affects organization performance.
- (iv) To evaluate the impact of resourcing plans on the performance of organization.

1.4 Research Questions

The study guided by the following research questions:

1.4.1 General Research Questions

What is the employee resourcing strategies and performance of public organizations in Tanzania?

1.4.2 Specific Research Questions

- (i) To what extent talent management strategy affect the performance of organization (TANESCO)?

- (ii) What is the influence of recruitment and selection strategies to the performance of organization (TANESCO)?
- (iii) To what extent HRP strategy affect organization performance (TANESCO)?
- (iv) What is the impact of resourcing plans on the performance of the organization (TANESCO)?

1.5 Significance of the Study

The study results will enable the management to establish employee resourcing strategies on employee performance hence identify the areas where improvements can be done. It will also help the management in planning for the development and implementation of effective and efficient employee resourcing strategies that will lead to improve performance of the organization. This will in-turn help in ensuring economic growth and stability of the country.

1.6 Scope of the Study

This study confine to the Employee Resourcing Strategies (ERS) and performance of Public organizations in Tanzania with special attention given to the organization in Tanga Region. The researcher gets all relevant officers, Regional Manager, Operations Manager, Human resource managers, and other employees. The study was only limited to the employee resourcing strategies and performance of public organizations in Tanzania, Tanga region.

1.7 Organization of the Study

This study have been organized into three chapters namely; chapter one which deal with the background of the problem, statement of the research problem, objectives of the study, general objective, specific objectives, research questions, general research

questions, specific research questions, significance of the study, scope of the study, and organization of the study. Chapter two focused on conceptual definitions, literature reviews, research gap, conceptual framework, theoretical framework and chapter three concerning with Research, survey methods and procedures of data collection, research strategies population, area of the research or survey, data processing and Analysis, expected results of the study, work plan and estimate research budget.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter deals with different reviewed literature related to the subject under this study of Employee Resourcing Strategies (ERS) and performance of public organizations in Tanzania.

2.2 Conceptual Definitions

This area concerning the concepts like: employee resourcing strategies, organization performance, public organizations.

2.2.1 Employee Resourcing Strategy (ERS)

Employee resourcing strategy has been defined as ensuring that an organization obtains and retains the human capital it needs and employs them productively. It is also about those aspects of employment practice that are concerned with welcoming people to the organization and if there is no alternative, releasing them “(Armstrong, 1977)”. Employee Resourcing Strategy (ERS) have the following components:

2.2.1.1 Human Resource Planning/Work Force Planning (HRP)

Human resource planning is all the human resources required by the organization to achieve its strategic goals defined by Bulla and Scott (1994). It is the process for ensuring that the human resource requirements of an organization are identified and plans are made for satisfying those requirements. Human resource planning also is based on the belief that people are an organization’s most important strategic resource. It is generally concerned with matching resources to business needs in the longer term, although it will sometimes address shorter - term requirements. It addresses

human resource needs both in quantitative and in qualitative terms. This means, answering two basic questions. 1. How many people? And what sort of people? Human Resource Planning also looks at broader issues relating to the ways in which people are employed and developed in order to improve organization effectiveness. It can therefore play an important part in strategic human resource management (Manalo, 2015).

2.2.1.2 Resourcing Plans

Resourcing plans preparing is defined as plans for finding people from within the organization and or for leaning and development programs to help people learn new skills. If needs cannot be satisfied from within the organization. It involves preparing longer-term plans for ensuring that recruitment and selection process will satisfy them (Manalo, 2015).

2.2.1.3 Retention Strategy

Retention strategy is a strategy to ensure that key people stay with the organization and that wasteful and expensive levels of employee turnover are reduced. They will be based on an analysis of why people stay and why they leave. Analysis: Analysis of reasons for staying or leaving, Pay, Job design, Performance, Learning and development, Career development, Commitment, Lack of group cohesion, Dissatisfaction and conflict with managers and supervision, and Recruitment, selection and promotion (Manalo, 2015).

2.2.1.4 Flexibility Strategy

Flexibility strategy is a planning for increased flexibility use of human resources to enable the organization to make the best use of people and adapt swiftly to changing

circumstances. Also the aim of the flexibility strategy should be to develop and flexible firm “(Atkinson, 1984) by providing for greater operational and role flexibility”. Encourage multi-skilling; think about outsourcing, Take radical look at traditional employment patterns (Manalo, 2015).

2.2.1.5 Talent Management Strategy

Talent management strategy is defined as ensuring that the organization has the talented people it requires to provide for management succession and meet present and future business needs (Manalo, 2015).

2.2.1.6 Organization Performance

According to Richard et al (2009) organizational performance encompasses three specific areas of firm outcomes (a) financial performance (profits, return on assets, return on investment, etc); (b) product market performance (sales, market share etc.); and (c) shareholder return (total shareholder return, economic value added etc.). Kotou, (2011) looks organizational performance in terms of the ability of employees to meet set deadlines /objectives, team work, low turnover rate, increased profitability, employee satisfaction, improved employee wellbeing, productivity, complete integration and synergy between individual career goals and alignment to the firms objectives, growth, sense of identity, social responsibility/flexibility.

2.2.1.7 Public Organizations

Public organization is the Public sector comprises of various business enterprises owned and managed by Government such organization's are either fully or partly owned by the center or state and come under the separate Ministry. Some of the Public sector organization's are set up by a parliament (Surbhis, 2015).

2.2.1.8 Human Resource Management (HRM)

Human resource management is defined as a strategic and coherent approach to the Management of an organization's most valued assets. The people working there who individually and collectively contribute to the achievement of its objective. Storey, (1989) believes that Human Resources Management can be regarded as a set of inter related policies with an ideological and philosophical underpinning". He suggests four aspects that constitute the meaningful version of HRM including: A particular constellation of beliefs and assumptions, strategic thrust informing decisions about people management, the central involvement of line managers and reliance upon a set of 'levers' to shape the employment relationship.

2.2.1.9 Strategic Human Resource Management (SHRM)

Strategic human resource management is a concept that integrates traditional human resource management principles and activities with the organization's overall strategic planning and their implementation Strategic Human Resources Management also integrates human resource considerations with other physical, financial and technological resources in the setting of organizational goals and solving complex organizational problems (Legnick & Legnick, 1988). Strategic human resources management also emphasizes the implementation of a set of policies and practices that aims to develop pool of employee competencies and capabilities (Jackson and Schuler, 1995).

Strategic human resources management is an approach involving effective decision making with respect to successfully implement the strategic objectives of an organization concerning their employment relationship and human resources

processes and systems involving recruitment, training, development, performance management, reward and employee relations management. Boxall (2003) has strongly supported that strategic human resources management is concerned with explaining how human resources management influences organizational performance. Strategic human resources management is based on human resources management principles incorporating the concept of strategy. If human resources management is a coherent approach to management of people, strategic human resources management implies that is done on a planned way that integrates organizational goals with policies and action sequences taken in the organization.

2.2.1.10 Motivation

Motivation is the force that initiates, guides and maintains goal oriented behaviors. It is what courses us to take action, whether to grab a snack to reduce hunger or enroll in College to earn a degree the forces that lie beneath motivation can be biological, social emotional or cognitive in nature By Cherry, (2018). The employee motivation is the willingness of employees achieve core corporation goals with high level employee job satisfaction also fulfill individual needs and want as well Robbins, (1998). It is very vital for organizations management to know about their employee's motivations needs and wants according to their social and professional requirement (Linder, 1998). Best factor to reduce turnover in the organization is problem solving of the employees (Gardner, 2009).

2.3 Theoretical Literature Review

This study guided with four theories includes Maslow's need of theory, Herzberg's motivation hygiene theory, Mc Clelland's need theory, Alderfer's theory of motivation.

2.3.1 Maslow need hierarch theory Robertson et al (1992)

Quotes physiologist Abraham Maslow. The theory suggested that motivation claims that human hierarchy of needs develop sequentially. In 1954 Maslow presented a theory that it is human nature that his needs can't be fulfill if first need has such as first physiological includes food and water. Second safety needs includes shelter, health and family. Third love/belonging includes friendship. Fourth Self-esteem includes respect from other, self-confidence and self actualization. Fifth includes problems problem solving and morality. Organization performance from the study determined by self actualization, Esteem needs because resourcing plans used to motivate employees as the provided the incentives such as motivation, promotion, re-categorization, rewards and other benefits. These contribute to the increase of organizational performance.

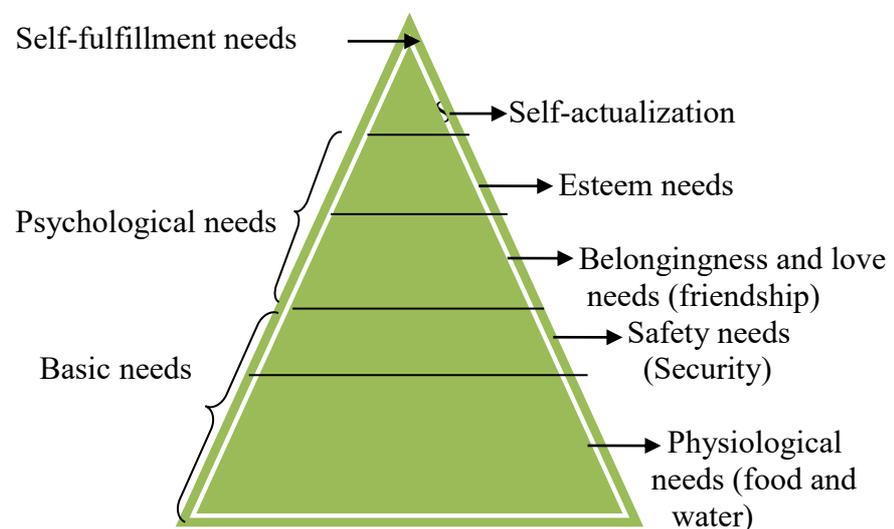


Figure 2.1: Maslow Hierarchy of Needs

Source: Maslow 1954

2.3.1.1 Herzberg's Motivation theory

Herzberg's Motivation theory in 1959 in which Frederick tried to modify or change the Maslow theory named as two factors theory. According to this theory there are

intrinsic factor that are linked with satisfaction and extrinsic factor linked with dissatisfaction. Motivation normal related with employee intrinsic like individual challenges, personal growth, personal goals achievement. Extrinsic factors that are linked Hygiene factor dissatisfaction which related with job security, workplace conditions, and corporation policies for employees. A cause of dissatisfaction comes due to hygiene factors and employee's satisfaction toward their job comes from motivational.

Herzberg's suggest that organizations can utilize three distinct methods to increase the motivational factors: Job enlargement, Job rotation, Job enrichment. For example Hygiene factors: Company policy and Administration, Supervision, Interpersonal relations, Salary, Status, Job security, Personal life, working conditions. Motivators: Achievement, Recognition, Growth possibilities, Career Advancement, Level of responsibility and the job itself. In this context the Organization had the policy of training and development for its employees for the sake of improving talents, Career development these impacted to retention and hence organization productivity and also personal development for the employees.

2.3.1.2 Mc Cleland's Theory of Need for Achievement (N-Ach)

Three Needs Theory, Acquired Needs Theory. Is one of the theories focusing on human motivation. Need for achievement theory was published 1958 by an American psychologist David Mc Cleland. The theory follows a previous work published by psychologist Henry Murray. Based on the fact that motivation as affected by three types of needs:

- (i) Need for achievement (n-ach): Need to achieve something, people have the need to prove something, to overtake others and they seek recognition.
- (ii) Need for power (authority) (n-pow): Need for power, these people have a need to dominate influence others and have power over them.
- (iii) Need for affiliation (n-affil): Need to belong to somewhere, people have a need to be part of something or some social group and want to develop relationships and desire a friendship. Everyone has all three needs, only depends on his internal priorities, which need prevails. In this context also the Organization had positive perception due to its employees to achieve their desired goals as well as to have authority to lead others which is come from their skills and knowledge outcomes of the short courses, and training and development provided with organization.

2.3.1.3 Alderfer's Theory of Motivation

Three factor theory, ERG (Existence, Relatedness and Growth). This theory of motivation of people, theory of motivation was published by Clayton Paul Alderfer as a further extension of Maslow's Pyramid of needs. He arranges the pyramid of human needs from specific needs to obstruct needs into three basic stages:

- (i) Existence
Salary, job and security
- (ii) Relatedness
Friendship, relationships, common goals and recognition in the social network.
- (iii) Growth, Self-fulfillment at work and professional growth.

According to Alderfer's theory by satisfaction of subsistence needs the importance of relational needs increases and with their satisfaction the importance of growth needs increases. On the other hand by dissatisfaction of growth needs, the importance of relational or existential needs increases. Alderfer's says that there may therefore arise the situation of dissatisfaction with the amount of the salary that may have its reasons for dissatisfaction in relational or growth needs and it is necessary to search the real reasons of dissatisfaction. From the study also determined the recognition, professional growth as a result of retention strategy, resourcing plans and human resource planning lead organization performance as well as individual employees.

2.3.1.4 Training and Development

Normally organization provides training for their employee for many reasons. The objective of training the employees is to teach them in their professionally skills to enhance organizational productivity.

Training improves the present performance of employees who may not be working as efficiently as desired or plan employees for future promotions or increase organizational productivity, for coming changes in design, processes or technology in their present jobs (Fisher *et al.*, 1999). Training is only given to the new employee traditionally this is mistake made by the organization. Training for the existing employees also help to enhance productivity (Evans and Lindsay, 1999).

2.3.1.5 Strategic Fit

The concept of strategic fit states that to maximize competitive advantage a firm must match its capabilities and resources to the opportunities available in the external

environment. As Hofer and Schendel, (1986) conclude: A critical aspect of top management's work today involves matching organizational competences (Internal resources and skills) with the opportunities and risks created by environmental change in ways that will be both effective and efficient over the time such resources will be deployed.

2.4 Empirical Literature Review

Many studies concerning employee resourcing strategies done outside the Tanzania this leads the employee resourcing strategies implemented much Europe, Asia and South African countries and other East African countries like Kenya.

2.4.1 Empirical Literature Review Worldwide

These research studies include Khan (2010) who evaluated the effects of human resources management practices in oil and gas industry in Pakistan. Industry in Pakistan. The study found employee resourcing strategies such as recruitment and selection have statistical and significant relationship.

Raiden, *et al*, (2003) A Strategic Employee Resourcing Frame Work (SERF) for construction. The project was to investigate the challenges that a project based organizational structure poses on managing construction organizations and their workforce, and suggest potential solutions to responding to these challenges hence within an overall interpretative framework, the project began by identifying the compatibility and conflicts between the competing organizational, project and individual employee needs and requirements.

Joy *et al*, (2015) investigated the impact of recruitment and selection criteria on performance using fidelity Bank Pls, Lagos Nigeria as focal point. The analyses of 130 valid responses obtained through a questionnaire that was administered to randomly selected respondents revealed that recruitment and selection criteria have significant effect on organization's performance.

Clifford *et al*, (2015) investigated the impact of recruitment and selection strategy on employee's performance. A study of three manufacturing companies in Nigeria. The study using descriptive survey research design. The inferential statistics used is the one sample. T-test to find the level of relationship between recruitment and selection strategy and employee performance. The study revealed the use of recruitment agency and internal employee recommendation in the recruitment and selection process enables the organization to recruit committed and productive employees while the recruitment through the influence of host community leads to organizational inefficiency. Therefore the study recommended that organization's can make use of employment agencies in the act of recruitment and selection but should be open to disclose the job description and responsibility to them.

Hoi (PC10001) (2013); the study was to investigate the effectiveness of recruitment in selecting qualified talents in service organization. The purpose was to assess the effectiveness of the recruitment and selection practices and processes of services organization's Kelly Lumpur services and GD Express (GDEX) Kuala. Three research questions were answered, First; the adoption of the best practices in both organization's is studied, Secondly; the effectiveness of the recruitment and selection method is giving attention, Finally; a comparison is made between the recruitment and

selection practices of Kelly services and GDEX to determine which organization *implement better technique.*

Maheen *et al*, (2017); the study was to investigate the impact of human resource management on organizational performance of 200 employees of Ufone and Mobilink Franchises in Sargodha City. The population in this study has included all companies in telecommunication in Pakistan. They conduct exploratory analysis. In analyzing the data the descriptive statistics was used. Software used for data analysis was SPSS version 20. The results show that the higher level of compensation management organizational citizenship behavior and employee development is positively associated with organizational performance. Result shows that there is positive or significant relationship between independent and dependent variables so null hypotheses rejected.

2.4.2 Empirical Literature Review in Africa

Employee resourcing is a key to sustainable development in an organization, (Were, 2015 and Lamba & Choudhary, 2012). The studies have been done in the developed world with very few empirical studies done in secondary school in Kenya. The study found resourcing strategies such as recruitment and selection have statistical and significant relationship.

Abomeh, (2013) conducted an empirical study on assessment of recruitment and organizational performance in Industry in Abuja. The study found out that there exist a strong positive relationship between effective recruitment and organizational performance.

Ngui and Gichunga (2014) investigated the effects of employee resourcing strategies on organizational performance of commercial banks in Kenya. The study found employee resourcing strategies has moderate positive correlation between resourcing and performance of banks.

Ogunyomi & Ojikutu (2014) found a mild association between employee resourcing and organizational performance. The study collected data from small and medium size enterprises in lagos using survey research design and a sample of 450 respondents. The study further recommends that recruitment and selection should be outsourced.

Ambrose and Onyango (2015) investigated the effects of employee resourcing and development practices on organization performance in public secondary schools in Rachuonyo South sub country. The study adopted structured questionnaire to collect data from the 270 stratified sampled respondents. The study found employee resourcing to correlated ($r = 0.134$) with organization performance, the relationship was insignificant ($p = 0163$). The study also found out that employee training and development policies positively and significant affects organizational performance.

2.4.3 Empirical Literature Review in Tanzania

Constantine (2013) investigated the impact of recruitment and selection policy on the performance of Tanzania's business organization. The study selected Coca Cola kwanza company limited as a case study located in Dar es salaam, Tanzania. It employs around 500 employees in different hierarchies. Data collection methods comprised of questionnaires, interviews, and review of documents statistical package for social sciences (SPSS) was employed in data analysis. A descriptive cross –

sectional study was used. A sample of 50 respondents was selected giving adequate weight to each category of employees in the organization the sample also included HROs, Commercial officers and marketing officers as respondents. The findings revealed that majority of respondents were aware of the presence of recruitment and selection policy the organization which was characterized by several elements such as fairness, transparency, credibility and bias free. The findings show that there are direct relationship between recruitment and selection policy, and organization employee's performance. Well concerned recruitment and selection policy enable the organization to recruit an employee who is suitable for the required job resulting in to selection resulting oriented employees.

Adam et al, (2016); the study was impact of recruitment and selection on performance of the public water utilities in Tanzania. The main purpose of this study was to examine the impact of recruitment and selection on performance of public water utilities in Tanzania. Both correlation and descriptive research designs were used. The study targeted a total population of 1355 employees in public water utilities. A sample size of 417 employees was selected. Data was collected by using questionnaires to employees and face-to-face interview with line managers. Descriptive statistic used included frequency, means, standard deviation, percentages, and tables while inferential used ANOVA.

The results revealed a statistically significant relationship between recruitment and selection on performance of public water utilities. It was thus recommended that due diligence recruitment and selection policy and strategy to be put in place in public water utilities to guide in the process of recruitment and selection.

2.5 Research Gap

There are number of studies have been conducted concerned with employee resources strategies in many different areas of the world includes; Lamba and Choudhary, (2012). The studies have been done in the developed world with very empirical studies done in secondary school in Kenya. The study found resourcing strategies such as recruitment and selection have statistical and significant relationship.

Ngui and Gichunga (2014) investigated the effects of employee resourcing strategies on organizational performance of Commercial Banks in Kenya. The study found employee resourcing strategies has moderate positive correlation between resourcing and performance of Banks.

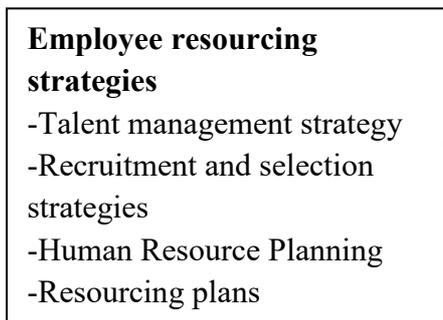
Ogunyomi and Ojikutu (2014) did the study and collected data from small and medium enterprises in Lagos. The study found a mild association between employee resourcing and organizational performance used survey research design and sample of 450 respondents.

Ambrose and Onyango (2015) investigated the effects of employee resourcing and development practices on Organizational performance in public secondary schools in Rachuonyo south sub country. The study adopted structured questionnaire to collect data from the 270 stratified sampled respondents. The study found employee resourcing to correlated ($r=0.134$) with organizational performance, the relationship was significant ($p=0163$). The study also found out that employee training and development policies positively and significant affects organizational performance. The current study aims to fill the knowledge gap left by previous studies. The study

was investigated employee resourcing strategies and performance of public organizations in Tanzania and also show strategies on how to implements to the public organizations in Tanzania.

2.6 Conceptual Framework

Independent Variables



Dependent Variables

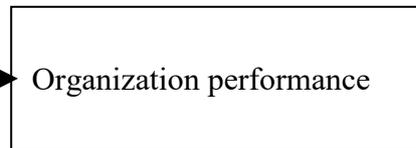


Figure 2.2: Conceptual Framework

2.7 Theoretical Framework

The conceptual framework point out that the variables are interrelated in the course of organization performance. The employee performance influenced with a number of strategies such as talent management, recruitment and selection, human resource planning as well as resourcing plans.

Talent management strategy relate with organization performance because organization retain those employee with talents led to positive results in this study. Recruitment and selection strategies affect organization performance positively because it was used to identify best and talented employees.

On the other hand employee resourcing strategies coupled with human resource planning had positive implication in meeting with organization requirement or needs

that are more beneficially areas of identifies competence and minimizing chance of making bad decision. Resourcing plans also had positive relation with organization performance due to the availability of training and development, long and short courses that enabled employees acquire new skills and resulted into positive organization performance.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This section describes research design, area of the study, and population of the study, sampling design and sample size, data collection methods, reliability and validity of data, Data analysis and expected findings. Methodology is the general research strategy that outlines the way in which research is to be undertaken and, among other things, identifies the methods to be used in it. The methods, described in the methodology, define the means or modes of data collection or, sometimes, how a specific result is to be calculated (Howell, 2013).

3.2 Research Design

Research design defined as a master plan for the determined methods, structure, and strategy of a research to find out alternative tools to solve the problems, and to minimize the variances (Kothari 2004). A design structures the research, showing how all of the major parts of the research project work together to try to address the central research question (Kombo & Tromp, 2006). It deals with a logical problem and not a logistical problem' (Yin, 2003). In this respect, the study will employ survey research design.

The survey research design describes systematically a situation, phenomenon, or area of interest factually and accurately (Omari, 2011). This design is a useful when researchers seek to collect data quickly and economically, study attitudes and opinions, and survey geographically dispersed individuals (Creswell, 2012). This

design therefore, was used in this study so as to obtain information from large samples of the population and its effectiveness in data collection with the lower cost.

The study was guided by both qualitative and quantitative research approaches. These approaches have been chosen because they are projected to provide a more complete understanding of the research problem and the researcher will be able to use all of the tools of data collection. Qualitative research approach considers collecting information from the participants in order to understand the phenomenon under the study from the perspectives of those involved in the research (Jacobs and Sorensen, 2010). In this study the approach was used in order to establish relationship between employee resourcing strategies and performance of TANESCO in Tanga region. On the other hand, quantitative research approach was used in collecting data on the extent to which employee resourcing strategies affecting the performance of an organization. According to Creswell, (2012), Quantitative research approach identifies a research problem based on trends in the field or on the need to explain why something occurs.

3.3 Area of the Study

The study investigated employee resourcing strategies and performance of public organizations was conducted in Tanga urban district specifically to TANESCO. The choice of the company based on accessibility of the respondents, researcher familiarity and financial problems.

3.4 Population of the study

Best and Kahn (2006) define population as a group of individuals who have some characteristics in common that are of interest to the research. The target population in

this study was employees from TANESCO in Tanga district. The choice of the organization based on knowledge and experiences. However, the study was also involves employers from the selected organizations as they are projected to be more knowledgeable about employee resourcing strategies.

3.5 Sampling Design and Sample Size

3.5.1 Sampling Design

Sampling designs defined as representing the framework within which the sampling occurs, comprising the number and types of sampling schemes and the sample size (Onwuegbuzie and Collins, 2007). In this study purposive and simple random sampling design was used. The two designs were used so as to obtain the relevant sample with reduced time and cost.

3.5.2 Purposive Sampling

Purposive sampling involves identifying and selecting individuals or groups of individuals that are especially knowledgeable about or experienced with a phenomenon of interest (Creswell and Clark, 2011). Purposive sampling is deliberate selections of particular units of the universe for constituting a sample on the basis that the small mass that they so select out of huge one will be typical or representative of the whole (Kothari, 2004). The technique is used widely in qualitative research for the identification and selection of information-rich cases for the most effective use of limited resources (Patton, 2002). Purposive sampling technique was used in obtaining key informants such as Human Resource Managers from the selected organization because they are considered by researcher to be more knowledgeable about the areas to which talent and HRP strategies affect the performance of organization.

3.5.3 Simple Random Sampling

Simple random sampling is a way of selecting subjects in which every element in the population has an equal chance of being selected (Sekaran, 2003). The technique has been chosen because it was provide each subject equal probability of being selected, the same composition and characteristics as universe (Kothari, 2004). The respondents from the study area were randomly selected by using the list of employees from the regional Human Resource Manager of the organization.

3.5.4 Sample Size

Sample is a finite part of a statistical population whose properties are studied to gain information about the whole. Patton, (2010) and Creswell (2009) view sample as a small population selected for observation and analysis. The determination of sample size depends on consideration of the researcher related to the purpose of the study, the usefulness and credibility of the selected cases and of available time and resources (Sayre, 2001; Patton, 2002). For possible access and manageability, the total sample of 52 respondents was involved in data collection. These comprised fifty (50) employees from nine departments of TANESCO and two (2) Human resource Managers from the organization.

Table 3.1: Sample Size Composition

Departments	Employee	Expected sample	Sampling design	Tools
Administration	04	02	Simple random sampling	Questionnaire
Marketing	02	02		
Revenue Protection	16	10		
Planning	06	04		
Maintenance	21	18		
Construction	10	06		
Finance	10	07		
Customer relation	01	01		
HRM	02	02	Purposive sampling	Interview
Total	74	52		

3.6 Method of Data Collection

Data or information for this study was obtained from primary and secondary sources. Primary data is the information which is collected afresh and for the first time, and thus happen to be original in character (Hox and Boeije, 2005). In this study survey and interview methods was used to collect primary data from the respondents. Questionnaire survey was administered to fifty (50) employees from nine departments and interviews were administered to two (2) Human Resource Managers of the chosen organization. On the other hand survey method is regarded as an efficient way of collecting information from a large number of respondents.

3.6.1 Secondary data

Secondary data is information that has been gathered previously for some purpose other than the current research project (Kumekpor, 2002). Secondary data obtained from both published and unpublished materials. Published materials including: written literature, articles, documents and extracts from the internet as well as journals. Through documentary review employee resourcing strategies and performance of TANESCO was noted. Mean while the information was used to support primary data and build the discussion of the entire document.

3.7 Data Collection Tools

Questionnaires and interview was used in data collection. Questionnaire is a research instrument consisting of a series of questions and other prompts for the purpose of gathering information from respondents. They are often designed for statistical analysis of the responses (Kothari, 2004). Questionnaires have advantages over some other types of surveys in that they are cheap, do not require as much effort from the

questioner as verbal or telephone surveys, and often have standardized answers that make it simple to compile data (Ibid). In this study questionnaire was developed in accordance to the research objectives. On the other hand closed and open-ended questions was used (see appendix i). The questionnaire consisted of five parts; part A was consists of demographic information of the respondents, part B: the area to which talent management strategy affect the performance of organization, part C: The influence of recruitment and selection strategies to the performance of organization, D: The extent to which Human Resource Planning strategies affect performance of organization, E: Evaluate the impact of resourcing plans on organizational performance. It was self-administered to fifty (50) employees from TANESCO. The respondents was given a period of one week to complete the questionnaire and then the researcher was collect them back.

3.7.1 Interview

Interview is a two-person conversation initiated by the interviewer with a clear list of issues to be addressed and questions to be answered (Denscombe, 1998). It also regarded as an interchange of views between two or more people on a topic of mutual interest, sees the centrality of human interaction for knowledge production, and emphasizes the social situations of research data (Kvale, 1996). The technique is projected to enable the researcher to establish rapport with potential participants thereby gaining their cooperation.

In this particular study, semi-structured interviews was administered to two (2) Human Resource Managers because they are expected to be more knowledgeable enough about the areas to which employee strategies affect the performance within

their organizations (see appendix ii). Consultation to the key informants was made one week before, so as to avoid inconveniences that may impede discussion. The interview guide questions will be used to each interviewee during interview session. The technique was chosen so as to provide a chance to find out what is in and in someone else's mind, like feelings, perceptions and intentions (Patton, 1990).

3.7.2 Documentary Review

Documentary review involves the process of going through different types of documents so as to get useful information for the study. Denscombe (1998) asserts that documentary review is cost effective with the advantage of providing a vast amount of permanent and cross-checkable information. The study review secondary sources on the effect of employee resourcing strategies on the performance of public and private organization. Documents such as dissertations, published and unpublished thesis, books, reports, newspapers, journal articles and resources retrieved from the internet was consulted.

3.8 Reliability and Validity of Data

3.8.1 Reliability of Data

Reliability concerns with the extent to which a measurement of a phenomenon provides stable and consistent result (Carmines and Zeller, 1979). It also refers to the consistency across the parts of a measuring instrument (Huck, 2007). In this study reliability of data was attained through pre-test and test of instruments during pilot study. Reliability of data was accomplished by employing simple random sampling and purposive sampling design, and the use of questionnaire survey, interview and documentary review methods of data collection.

3.8.2 Validity of Data

Validity refers to the methodological soundness or the appropriateness of the instruments used (Hashim et al. 2007). It is the ability of a measure to measure what is supposed to measure (Robson 2011). It indicates that how well the data collection, and data analysis of the research captures the reality being studied (Mohajan,2017c). In this study validity of data was assured through the use of three methods of data collection such as questionnaire survey, interview and documentary review as a justification of what was captured through questionnaire.

3.9 Data Analysis

Data analysis is a process that implies editing, coding, classification and tabulation of collected data (Kothari, 2004). It involves some manipulations of data collected through the use of statistical tools in order to compute a number or a percentage (Orodho, 2008). Data analysis was done in accordance to the research questions of the study.

In this study data that was obtained from the use of questionnaires will be edited and assigned serial numbers for the purpose of easy identification during the coding process and rechecking of information on the questionnaires during data entering exercises. In that case computer software Statistical Package for the Social Sciences (SPSS) 20th version was used in analyzing quantitative data. Descriptive data analysis such as frequencies, percentages and graphic tables was applied to describe the variable characteristics emanated from employee survey.

On the other hand, content analysis was used in interpreting qualitative data drawn from interviews and documentary review. All relevant information and data

addressing a particular research question was pulled together, subdivided into coherent categories in search of the main themes and in an attempt to quantify the data where necessary. Some of the responses or explanations by respondents were presented as quotations.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents the findings of the employee resourcing strategies and performance of Tanzania Electric Supply Company Limited (TANESCO) in Tanga. The chapter is divided into four sections. The first section describes the demographic characteristics of the study area, followed by the extent to which talent management strategy affect the organizational performance.

The next section presents the influence of recruitment and selection strategy to the performance of organization, the extent in which HRP strategy affect organization performance. The last section describes the impact of resourcing plans strategy on performance of Tanzania electric supply company Limited (TANESCO) in Tanga.

4.2 Demographic Characteristics of the Respondents

The researcher was interested to collect information concerning demographic characteristic of the respondents from the study area. The collected data was presented in Table 4.1.

4.2.1 Age of the respondents

The variation of age has been observed in the study area. The findings indicate that, 24% of the respondent belongs to the age category of 50 and above (Table 4.1). These are probably economic active and likely to have more knowledge, skills and experience related to their job. The findings also revealed that, 22% of the respondents

were having an age ranging from 25 to 29. 20% of the respondents whose fall at the age category of 30 to 34. 10% of the respondents were in the age category of 45 to 49 compared to 2% of the respondent with an age category of 35 to 39.

Table 4.1: Demographic Characteristics of Respondents

Age of respondents	Frequency (N)	Percentage (%)
20-24	8	16
25-29	11	22
30-34	10	20
35-39	1	2
40-44	3	6
45-49	5	10
>50	12	24
Gender of the Respondents		
Male	30	60
Female	20	40
Level of education		
Secondary	1	2
Certificate	19	38
Diploma	16	32
Degree	14	28

Source: Field data

4.2.2 Gender of the Respondents

The results indicate that, there were great variation of respondents between male and females in the study area. Many respondents 60% were male, and 40 % were female (Table 4.1). This indicates that men participated more in this study than women. This happened by chance and it was not the intention of the study. However, for male to participate more than female might be associated with nature of the work as most operational activities performed by men.

4.2.3 Level of Education

The study collected information of education background of the respondents. The findings revealed that many respondents had certificate unlike other level of education

like secondary education with 2% of the respondents (Table 4.1). It implies that many operational service providers required to have at least certificates. However, 28% of the respondents with degree qualification are likely to direct other in accomplishing the organization mission and vision. On the other hand the level of education provided the researcher with in depth information related to employee resourcing strategy based on knowledge and experience.

4.3 The Extent to which Talent Management Strategy Affect the Performance of Tanzania Electric Supply Company Limited in Tanga

The researcher was interested to explore the extent to which talent management strategy affect organization performance, but before embarking to the intended objective respondents' knowledge regarded to be crucial. The findings showed that majority 68% of the respondents had knowledge about talent management strategy (Table 4.2).

Table 4.2: Respondents' Knowledge on Talent Management Strategy

Variable	Frequency	Percentage
Yes	34	68
No	16	32
Total	50	100

Source: Field Data

4.3.1 Talent Management Strategy

The respondents were further asked to indicate degree of talent management strategy on performance of TANESCO in Tanga. The following responses were revealed by the respondents from the study area.

Table 4.3: Competitive Perspectives as Talent Management Strategy

Variable	Frequency	Percentage
Strongly agree	23	46
Agree	16	32
Neither agree nor disagree	6	12
Disagree	4	8
Strongly disagree	1	2
Total	50	100

Source: Field Data

Table 4.3 indicated that 46% of the respondents strongly agreed with the assertion that competitiveness perspective is important in describing talent management strategy that affects organization performance. 32% of the respondents were agreed, 12% neither agree nor disagree with the statement.

Table 4.4: Process Perspective in Talent Management Strategy

Variable	Frequency	Percentage
Strongly agree	18	36
Agree	22	44
Neither agree nor disagree	9	18
Disagree	-	-
Strongly disagree	1	2
Total	50	100

Source: Field Data

The findings in Table 4.4 showed that 44% of the respondents agreed with the assertion, 36% were strongly agreed while 18% were neither agree nor disagree with the statement. However it is clearly observed that many respondents agreed that process perspective is an important aspect with reference to talent management. The procedure is likely to be employed in this organization so as to identify potentiality of

employee and assigned task with reference to their talent. It is anticipated to increase performance and productivity of the company. Ross, (2013) argued that developing process starts with identifying the people by regarding their potential and performance. She further explained that, after the companies attracted and identified the most valuable people a new challenge has born how to develop them to increase their capacity and performance.

Table 4.5: Cultural Perspective in Talent Management Strategy

Variables	Frequency	Percentage
Strongly agree	13	26
Agree	23	46
Neither agree nor disagree	8	16
Disagree	5	10
Strongly disagree	1	2
Total	50	100

Source: Field Data

Table 4.5 presents the findings about cultural perspective as an important factor in talent management strategy in organizational performance. The results from Table 4.5 indicated that, 23(46%) of the respondents agreed, 13(26%) strongly agreed while 1(2%) strongly disagreed with the reason thus making a total of 36(72%) respondents who agreed and 6(12%) who disagreed. The rest 8(16%) neither agreed nor disagreed. Implied from the findings is that the high percentage of respondents believe that cultural perspectives as an important aspect in attracting key talent for organization performance. on the other hand this can be attained if the management team organized and implement this strategy in order to retain workers with talent in working places. Similarly, in interview the Human Resource officer had this to say:

“...It is our culture to identify workers talents so as to have the right person who fits according to the organizational needs”

Table 4.6: Recruitment and Promotion in Talent Management Strategy

Variables	Frequency	Percentage
Strongly agree	18	36
Agree	20	40
Neither agree nor disagree	7	14
Disagree	4	8
Strongly disagree	1	2
Total	50	100

Source: Field Data

Furthermore result was based on recruitment and promotion to retain talent personnel employed within the organization. The study findings indicated that 40% of the respondents agree, 36% were strongly agreed, 14% were neither agree nor disagree. While 8% of the respondents disagreed. This signify that majority of the respondents 38(76%) proclaimed that with the usage of recruitment and promotion enable the company to maintain status of employee through training and promotion when completing the training courses. The same finding captured through interview.

In interview Regional Human Resource Officer commented that:

“...In our organization recruitment and promotion is the best alternative ways of improving performance since we used to provide our workers with short courses training and provide them with incentive that attracts them to work for a long period. Frankly speaking we are so curious on that because the workers abide to legality, code of ethics and values of the organization”.

Table 4.7: Retention Perspectives

Variables	Frequency	Percentage
Strongly agree	20	40
Agree	17	34
Neither agree nor disagree	4	8
Disagree	4	8
Strongly disagree	5	10
Total	50	100

Source: Field Data

With regard to retention perspective as the contributing factors improve organizational performance. The findings showed that 20 (40%) of the respondents were strongly agree with the assertion. 17(34%) were agreed while 5 (10%) of the respondents were strongly disagree with the statement. However, there was consensus over the matter since majority of the respondents were strongly agreed that retention perspective is important aspect in talent management strategy since it is projected to ensure opportunities for intense training and development for skill enhancement and personal satisfaction. The same findings captured through interview. When interviewed RHRO the following statement was made:

“.....We normally create positive working environment to retain workers as we conduct training and need analysis, reward benefit and compensation so as to attract talent and skilled personal to continue working in our organization. And we have proved it as beneficial to us since our customer attracted with our quality and efficient services. Hence our organization becomes better in services provision and improves productivity”.

Table 4.8: Appraisal Perspective

Variables	Frequency	Percentage
Strongly agree	15	30
Agree	24	48
Neither agree nor disagree	5	10
Disagree	5	10
Strongly disagree	1	2
Total	50	100

Source: Field Data

In addition to that the study findings revealed that 24(48%) of the respondents agreed that appraisal perspectives is an important factor in improving talent of employee or an individual. 15(30%) were strongly agreed with the statement, 1(2%) strongly disagree. This implies that many respondents agreed that appraisal is an important factor for talent management strategy since it used to improve individual and organization performance. Although this may bring about positive or negative implication to the workers to the extent that other could decide to abandoned employment.

4.4 The Influence of Recruitment and Selection Strategies to the Performance of TANESCO in Tanga

The respondents were also requested to rate the influence of recruitment and selection strategies to the performance.

Table 4.9: Staffing as of Recruitment and Selection Strategies to the Performance of TANESCO

Variables	Frequency	Percentage
Strongly agree	6	12
Agree	13	26
Neither agree nor disagree	18	36
Disagree	6	12
Strongly disagree	7	14
Total	50	100

Source: Field Data

Table 4.9 indicate that neither staffing nor recruitment and selection strategies had an influence on employee resourcing strategy 13(26%). 13(26%) agreed with the assertion, 7(14%) strongly disagreed, 6(12%) were strongly agreed and disagreed respectively.

Similarly, in interview Human Resource Officer commented that:

“...Recruitment and selection increase productivity of an organization as there would be effectiveness and efficiency at working place, so it should be done regularly”.

Table 4.10: Change Management as Recruitment and Selection Strategies to the Performance of Organization

Variables	Frequency	Percentage
Strongly agree	18	36
Agree	7	14
Neither agree nor disagree	17	34
Disagree	2	4
Strongly disagree	6	12
Total	50	100

Source: Field Data

The findings in Table 4.10 showed a slightly different about the change of management and selection employee resourcing strategy in performance of an organization. 18(36%) of the respondents strongly agreed with the assertion while 17(34%) were neither agree nor disagree. 7(14%) agreed, 6(12%) strongly disagree and 2(4%) disagree with the statement. The implication is that many respondents believe that with changing of management and selection will affect organizational performance and productivity as there would no common leadership style. However, most respondents were neither agree nor disagreed with the statement. Probably changing management may result into either positive or negative impact to the organizational performance in attaining high productivity. Similarly, studies by Kute and Upadhyay (2014) and Abbas, et al (2014) found a positive relationship on change management factors and employee performance.

Table 4.11: Human Resource Management

Variables	Frequency	Percentage
Strongly agree	21	42
Agree	17	34
Neither agree nor disagree	5	10
Disagree	3	6
Strongly disagree	4	8
Total	50	100

Source: Field Data

Based on recruitment and selection strategy in organizational performance human resource management is important factor that may affect organization performance. The findings from Table 4.11 indicated that 21(42%) of the respondents were strongly agreed, 17(34%) agreed, 5(10%) were neither agree nor disagree. 4(8%) were strongly disagreed while 3(6%) of the respondents disagree with the statement. However, there is consensus over the matter as majority of the respondents strongly agreed with the assertion. This is because recruitment and selection of human resource management attributed to the increase of organizational productivity since there would be high standard of employee resource strategy impacted into positive organizational performance.

Table 4.12: Employment Exchange

Variables	Frequency	Percentage
Strongly agree	12	24
Agree	18	36
Neither agree nor disagree	9	18
Disagree	5	10
Strongly disagree	6	12
Total	50	100

Source: Field Data

Furthermore, the study findings revealed that employment exchange is crucial in recruitment and selection strategy of an organization. The results shows that, 18(36%) agreed, 12(24%) were strongly agree, 9(18%) of the respondents were neither agree nor disagreed with the contention. 6(12%) were strongly disagreed. This signifies that majority of the respondents 30 (60%) believed that employment exchange may facilitate the performance of the organization if recruitment and selection strategy in employment will be successful used to create a feeling of safety and to reduce the fear of failure among employee for the betterment of the organization.

Table 4.13: Professional Association

Variables	Frequency	Percentage
Strongly agree	12	24
Agree	20	40
Neither agree nor disagree	7	14
Disagree	8	16
Strongly disagree	3	6
Total	50	100

Source: Field Data

Table 4.13 indicates that professional association has an influence in organizational performance, 20(40%) of the respondents agreed, 12(24%) strongly agreed while those who disagreed constituted 18(36%). From the results it is noticed that majority 32(64%) agreed that organization performance influenced by professional association.

4.5 The extent to which HRP Strategy Affect Organization Performance

In response to this the respondents were asked to rate HRP strategy on organization performance. The responses presented in the Table 4.14.

Table 4.14: Retention Risk

Variables	Frequency	Percentage
Strongly agree	7	14
Agree	19	38
Neither agree nor disagree	12	24
Disagree	5	10
Strongly disagree	7	14
Total	50	100

Source: Field Data

Table 4.14 indicates that retention risk affect organizational performance, 19(38%) of the respondents agreed, 12(24%) neither agree nor disagree, 7(14%) of the respondents were strongly agree and strongly disagree as well while 5(10%) of the respondents disagreed. it is clearly observed that many 26(52%) agreed that organization performance affected by retention risk. The implication is that organization value and recognizes that the process aids in retention of employees.

Table 4.15: Identify Competence

Variables	Frequency	Percentage
Strongly agree	16	32
Agree	18	36
Neither agree nor disagree	10	20
Disagree	3	6
Strongly disagree	3	6
Total	50	100

Source: Field Data

Furthermore, respondents from the study area claimed that identification of competence is an important aspect in resource planning strategy aimed at increasing

organizational performance. The findings in Table 4.15 indicated that, 18(36%) of the respondents agreed with the statement. In addition 16(32%) strongly agreed, however, 10(20%) neither agree nor disagree with the assertion. In other hand a total of 6(12%) were strongly disagree and agreed with the statement. It is noticeable that majority 34(68%) of the respondents agreed that identification of competence as an important aspect in improving employees performance in an organization. But this can be achieved because human resourcing plan strategies employed in identifying competent personnel and allocated to the right job position including operation. This and other factor enables the organization to excel in service delivery which satisfies their customer. Similarly in interview Human Resource commented that;

“...we employ identification of competence done through training, assessment needs and gap from retirement, sudden death and redundancy for current and future resources”. It enhances budgeting for retired, transfer and promotion.

Table 4.16: Assessing Potential Employee

Variables	Frequency	Percentage
Strongly agree	11	22
Agree	23	46
Neither agree nor disagree	10	20
Disagree	4	8
Strongly disagree	2	4
Total	50	100

Source: Field Data

Table 4.16 show variation of respondents' response which varies from strongly agree, agree and disagree. The study results indicated that, 23(46%) of the respondents agreed with the statement. 11(22%) were strongly agree, 10(20%) were neither agree

nor disagree. While 4(8%) disagree with the statement unlike 2(4%) were strongly disagreed. It observed that majority 34 (68%) of the respondents agreed that assessing potential employee is vital in organizational performance. This is because the organization works under different department, which require employee with different skill and knowledge to accomplish the task. So for this and other reasons human resource plan strategy become important in assessing and employing the right personal who fits to work at a given department.

Table 4.17: Minimize Chance of Making Bad Decision

Variables	Frequency	Percentage
Strongly agree	13	26
Agree	23	46
Neither agree nor disagree	10	20
Disagree	2	4
Strongly disagree	2	4
Total	50	100

Source: Field Data, 2018

Table 4.17 indicates that minimizing chance of making bad decision is an important factor to the organizational performance, 23(46%) of the respondents agreed, 13(26%) strongly agreed while 10(20%) were neither agreed nor disagreed From the results it is noticed that majority 36(72%) agreed that human resource plan strategy helps in minimizing chance of making bad decision that may low organization productivity and demoralize employee. This is because whenever human resource plan strategy conducted in advanced manner human resource officer will not commit mistakes in appointing employee to work in the organization because he or she will be given job post according to the qualification and skills.

Table 4.18: Optimize Resource

Variables	Frequency	Percentage
Strongly agree	18	36
Agree	20	40
Neither agree nor disagree	5	10
Disagree	2	4
Strongly disagree	5	10
Total	50	100

Source: Field Data

Table 4.20 presents findings about the way how respondents view optimizing resource applied in improving organization performance. The result showed that 20(40%) of the respondents agreed on that in human resource planning optimization of resource is vital in organizational performance. 18(36%) strongly agreed with the statement, while 10(20%) of the respondents were neither agreed nor disagreed with assertion. This implies that majority of the respondents acknowledged that optimizing resource affect organization performance negatively as the company had many workers but the performance of the organization is very low.

4.6 The Impact of Resourcing Plans in the Performance of Organization

The respondents were asked to evaluate the impact of resourcing planning strategy in performance of TANESCO in Tanga. The responses were presented in Table 4.19.

Table 4. 19: Impact of Resourcing Plan Strategy in Performance of Organization

Variables	Frequency	Percentage
Yes	45	90
No	5	10
Total	50	100

Source: Field Data

The findings indicated that majority 45(90%) of the respondents claimed that resource planning strategy affects their organization performance positively (Table 4.19). Probably this is because the organization offers training to the employee so as to develop their carrier and apply them to their daily bases duty. This may increase morale of employee to work in a more and accepted standard. On the other hand minority argued that resource planning strategy does not have any impact in organization performance. It is likely to lower organization productivity.

Table 4.20: Extent to which Resourcing Plans Strategy Affects Organization Performance

Variables	Frequency	Percentage
Very great extent	25	50
Great extent	22	44
Moderate	3	6
Total	50	100

Source: Field Data

The respondents were further probed to state the extent to which resourcing plans strategy affecting organization performance. In response to this the findings indicated that, 25(50%) of the respondents stated that it affect organization performance to a very great extent, 22(44%) great extent while 3(6) moderate. It is clearly observed that majority 47(94%) of the respondents commented that resourcing plans strategy affect organization performance to a great extent. This implies resourcing plans strategy enables the company to meet with the setting goals and vision. In this context the employee will increase their efficient in working.

4.7 Discussion of the Findings

This study was intended to assess employee resource strategy in organization performance particularly Tanzania Electric Supply Company Limited (TANESCO) in Tanga. The study findings revealed that employee resourcing strategies had positive effect on organization performance. Probably observed positive effect of employee resourcing strategies associated with talent management strategy, the influence of recruitment and selection, the effect of HRP and impact of resourcing plans strategy.

Similarly the study by Ngui and Gichunga (2014) investigated the effects of employee resourcing strategies on organizational performance of commercial banks in Kenya; found that employee resourcing strategies has moderate positive correlation between resourcing and performance of banks.

The study helped to come up with the fact that talent management strategy employed in this organization resulted from the application of different strategies such as competitiveness perspectives, cultural perspectives, recruitment and promotion and retention perspectives.

These factors projected to increase organizational performance because employee will always demonstrate their talent from their perspective job position. This supported by Shams (2017) on the effect of talent management on Peshawar-based public and private banks' performance revealed that talent management caused 35.7 percent increase in the performance of selected banks. R-square is associated to the variance in dependent variable due to independent variable. As per the value of R-square, talent management has explained 30 percent variance in the performance of selected banks.

With this regards there is highly significant positive relationship between talent management and banks' performance.

In addition to that majority of the respondents claimed that talent management is important in because it retain employee. The employee attracted to work in the same organization as most of the time they used to attend training for the sake of improving their talent in daily bases career. Probably retention risk reduces maximum cost of the organization to employ other person for the same operation. Study by Surji (2013), on the Negative Effect and Consequences of Employee Turnover and Retention on the Organization and Its Staff found that, organization appears to gain a majority as 90% agreement with recognition program provided by the organization.

The findings also revealed that recruitment and selection affect organization performance positively since the organization had the culture of recruitment and selection that helps them to select the relevant person according to the demand. Probably recruitment and selection was neither done or not and if adhered had no impact in increasing organizational productivity and rise the standard of performance. In contrast, Richardson, (2011), proclaimed that, recruitment and selection must be done properly, or else it may result in high labor turnover, high absenteeism, more errors, and high training expenses for the organization and reduced or low productivity. To enrich this strategy in this organization recruitment and selection employed successful in staffing of recruitment, change management, human resource, and employment exchange. The strategy enabled the organization to increase productivity and gained more profit since they keep on selecting and recruiting employee suit the organization demands. Correspondingly, Constantine (2013)

investigated the impact of recruitment and selection policy on the performance of Tanzania's business organization. The findings revealed that majority of respondents were aware of the presence of recruitment and selection policy the organization which was characterized by several elements such as fairness, transparency, credibility and bias free. The findings show that there are direct relationship between recruitment and selection policy, and organization employee's performance. Well-concerned recruitment and selection policy enable the organization to recruit an employee who is suitable for the required job resulting in to selection resulting oriented employees.

Furthermore, the study revealed that positive organization performance resulted from human resource plan strategy. It is clearly observed that HRP accompanied with retention risk, identification of competence, assessing potential employee were successful used in improving organizational performance. This is because the organization works under different department, which require employee with different skill and knowledge to accomplish the task. Thus the use of HRP provided the organization with professional personnel and overcome the possibility of wrong entitlement of job. Hiti (2000) posits that human resource planning have a positive relationship with organizational performance. He further added that, human resource planning contributes to organizational success because it ensures that organizations always have a concept of the job market and how it relates to its failure.

The study findings indicated that resource plan strategy affect organization performance to a great extent. This is because resourcing plans strategy enables the company to meet with the setting goals and vision. In other hand resource plan affect organization performance positively because of regular training provided to the

employee for the sake improving performance and retain employee with varied experience and talent that may attract customers. This and other factors contribute to the effective performance of an organization as there would be proper utilization of human resource and budget allocated in each department.

CHAPTER FIVE
SUMMARY, CONCLUSION AND RECOMMENDATIONS FOR FUTURE
STUDIES

5.1 Introduction

This chapter presents the summary, conclusion and relevant recommendations with respect to the main findings of the study.

5.2 Summary of Key Findings

This study investigated employee resourcing strategies and performance of public organizations in Tanzania specification to the Tanga region. These focused on the extent to which talent management strategy affect the organizational performance, the influence of recruitment and selection strategy to the performance of organization, the extent in which HRP strategy affect organization performance and the impact of resourcing plans in performance of Tanzania Electric Supply Company Limited TANESCO in Tanga. The following were the main findings of the study.

(a) The study findings revealed that majority of employee are aware about talent management strategy in organization performance. High awareness about talent management strategy associated with working experience coupled with level of education.

The study findings further revealed that talent management strategy as an employee resourcing strategies organized into different ways for the sake of improvement of organization performance. In this context competitive perspectives, process perspectives, cultural and recruitment perspectives found to be crucial in identifying

employee talent that suit the organization needs. These had an impact in organizational performance as they are projected to have either positive or negative impact to the organization performance and productivity.

Based on competitiveness perspective the respondents strongly agreed that the culture of competition made it possible to increase organization performance since employee used to attend training for the purpose of improving their talent in daily bases activities. Thus, every employee enforced to demonstrate his talent in related field for the sake of organization performance.

In cultural perspective the study findings showed that majority of the respondent agreed with the assertion that the organization had a culture of providing workers with short course training for the purpose of improving organization performance. This has been achieved because the organization relay on talent than personal experience.

(b) The study findings also showed that majority of the respondents agreed that recruitment and selection has an impact on organizational performance. This can be associated with positive organizational performance resulted from widely application of change management, human resource management, employment exchange and professional association. These suggest that employee resourcing strategies in this organization is likely affect employee performance. Although most respondents were neither agreed nor disagreed on the assertion that staffing projected to have both negative and positive impact to the organization performance since recruitment and selection employed successful to minimize cost of operation and identify the retirement of workers and budget planning.

(c) The study findings demonstrated that human resource planning strategy contributes to the employee performance since it is more advantages in identifying competence and assessing potentiality of workers. It is clearly observed that majority of the respondents agreed that retention risk enables organizational performance as employee resourcing strategies attract employee to maintain the same work position because management share risk whenever occurs.

The findings further showed that majority of the respondents agreed that human resource plan play a great role in minimizing chance of making wrong decision. It is projected to increase organization performance since human resource planning is engine in human resources management department, Section within an organization.

(d) With regard to impact of resourcing plans strategy majority of the respondents declared that resourcing plans strategy had an impact on organizational performance. It affects the organization performance positively to a very great extent.

5.3 Implications of the Findings

The study findings have different implications to organization, theory, practitioners, researchers and other stakeholders in assessing and examining the organization performance. The organization found it usefulness to use employee resource strategy because it improves the employee standard of performance. Thus is important for this organization to maintain the same strategy for future prosperity.

Also knowledge of this finding should be integrated with other studies for comparative and conclusion should be drawn based on the findings. The study

findings support argument suggested three distinct in Herzberg's motivation theory that job rotation, job enlargement and job enrichment are important in improving organization and employee's performance because the organization had a tendency of motivating employee through training and development, promotion. This factor tends to career development, talents improvement that attracts employees to continue working within the same organization hence organization productivity.

In addition to that the finding of this study is in conformity to what Mc-clelend's theory of need for achievement proposed. It is clearly observed that the organization employ resource strategy in for the sake of positive organization performance. It has been achieved as Human resource tends to attract employee through motivation once they complete training.

5.4 Conclusion

The findings reflected in the four research questions reveal that majority of employees declared that employee resourcing strategies had positive implication to the organizational performance as they believe that this strategies will definitely increase their skills, knowledge and creativity related to their professional. It also observed that using employee resourcing strategies such as talent management strategy, recruitment and selection strategies, human resource planning and resourcing plans enhance organizational performance as well as employees.

Also the study findings support argument suggested three distinct in Herzberg's motivation theory that job rotation, job enlargement and job enrichment are important in improving organization and employee's performance, because the organization had

a tendency of motivating employee through training and development, promotion. This factor tends to career development, talents improvement that attracts employees to continue working within the same organization hence organization productivity and also personal development for the employees.

5.5 Recommendations

On the basis of the research findings and conclusion, the following recommendations were made:

5.5.1 Employee Resourcing Strategies

In the light of employee resourcing strategies public organization should continue using this strategies so as to acquire and maintain high quality and best candidates that will be beneficial to meet their organizations goals.

5.5.2 Talent Management Strategy

The public organizations need to insist and provide the opportunities for the employees to undergo long and short courses for the sake of improving their talent so as to improve their standards on the performance.

5.5.3 Recruitment and Selection Strategies

There is a need for the organization to maintain the culture of recruitment and selection in order to have qualified and right personal for organization productivity.

5.5.4 Human Resource Planning

There is a need to have comprehensive plan that cut across physical and non physical resource to be used in daily bases for the sake of organization performance. This can

be done so as to identify the expected retired employee and find alternative way to fill the gap.

5.5.5 Resourcing Plans

There is a need for the public organizations to use the retention strategy as instrument for maintain employees permanent so as to reduce the number of turnover as well as the cost of recruitment and selection.

5.6 Limitation of the Study

Limitations are factors, usually beyond the researcher's control, that may affect the results of the study or how the results are interpreted (Baron 2008). Therefore, this research encountered some sort of bottlenecks which was about to affect the collection and interpretation of findings as well as its presentation hence conclusion. However, researcher did the best to deal with all the raised limitations. Some of those limitations were financial constraints as the researcher conducted the study with self-sponsorship.

Unwillingness of some of the respondents

During the process of collecting data for this study some of the respondents were not ready to provide cooperation during the study. Researcher tried much to convince them that they can contribute and give their responses about the study in a very positive way. Following the friendly ways of convincing participants, researcher managed to collect all the intended information.

5.7 Suggested Areas for Further Studies

- (i) This study was confined to employee resourcing strategies and organization performance in Tanzania Electric Supply Company Limited (TANESCO) in

Tanga. There is a need to conduct the same study to the other public organizations for comparison purpose.

- (ii) There is a need to investigate the effectiveness of employee resourcing strategies on employee and organization performance in order to know the findings for both organization and employees.

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APPENDICES

Appendix I: Questionnaire for Employees

The aim of this research is to assess the effect of employee resourcing strategies on the performance of public organization in Tanga, Tanzania. You are among those chosen to participate in this study. I kindly request your sincere input and your willingness to support this work. I believe that you will find the questionnaires clear and look forward to receiving your positive responses. All information from you will only be used for the purpose of this study and will be treated confidential.

Thank you for your participation

Part A: Demographic information

1. Region
2. District
3. Age
4. Gender
5. Status.....
6. Level of education.....

Part B: The extent to which talent management strategy affect the performance of organization

7. Do you have enough knowledge about talent management strategy? Yes/No
8. Is talent management strategy affect performance of the organization? Yes/No
9. If yes, how?
10. Please answer all the statements using the scale provided (1-strongly agree to 5-strongly disagree). Provide one response to every question.

		1 Strongly agree	2 Agree	3 Neither agree nor disagree	4 disagree	5 Strongly disagree
1	Competitive perspectives					
2	Process perspectives					
3	Cultural perspectives					
4	Recruitment and promotion					
5	Retention perspective					
6	Appraises performance					

11. If you have an opportunity to choose the type of organizational strategies would you prefer talent management strategy? Yes/No

12. Do you think that talent management strategy is an effective ways of public organization performance? Give reasons.

.....

.....

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.....

13. How talent management applied in organization to retain and manage technical specialist?

.....

.....

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.....

Part C: The influence of recruitment and selection strategies to the performance of organization

14. The following set of questions meant to determine the impact of recruitment and selection strategies on performance of an organization. Please indicate how strongly you agree or disagree with the effectiveness of the following recruitment and selection criteria in your institution using the scale: 1= strongly disagree; 2= disagree; 3= neutral; 4 = agree; 5= strongly agree.

Indicators	1	2	3	4	5
Staffing					
Change management					
Human resource management					
Employment exchange					
Professional association					

15. To what extent would you say the attributes of employee recruitment and selection applied in your institution have enhanced organization performance?

Very great extent ()

Great extent ()

Moderate extent ()

Little extent ()

No extent ()

16. How they affect the performance of your organization?

Part D: The extent to which HRP strategy affect organization performance

17. The following set of questions meant to establish the HRL strategy on the performance of an organization. Please indicate how strongly you agree or disagree of the following HRP strategy criteria in your institution using the scale: 1= strongly disagree; 2= disagree; 3= neutral; 4 = agree; 5= strongly agree

Criteria's	1	2	3	4	5
Retention risk					
Identify competence					
Assessing potential employee					
Minimize chance of making bad decision					
Liberate thinking					
Optimize of resource					

18. In what ways retention risk affect organization performance

- i.
- ii.

19. How optimize of resource may affect organization performance

- i.
- ii.

20. How identification of competence may affect organization performance

- i.
- ii.

Part E: Evaluate the impact of resourcing plans in the performance of the organization

21. Is it right to believe that resourcing plans strategy may affect performance of public organization? Yes/No

22. If yes, give reasons

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

23. To what extent resourcing plans strategy may affect organization performance

Very great extent

Great extent

Moderate extent

Little extent

No extent

24. How constantly resourcing plans support affect organization

i.

ii.

iii.

Thank you for your cooperation.

Appendix II: Interview Schedule for Human Resource Manager

Region

Gender

Level of education

Status

1. For how long have you been in the current position?
2. What is the status of your organization?
3. What kind of employee resourcing strategy applied into your organization?
4. What is the contribution of the chosen strategy?
5. In what ways employee resourcing strategy affect the performance of your organization?
6. To what extent recruitment and selection affects the performance of your organization?
7. How effective recruitment strategies affect the performance of this organization?
8. To what extent retention of employee affect the performance of this organization?
9. In your own understanding how recruitment cost affect the organization performance?
10. In what ways HRP affect organization performance?
11. What is your comment about the performance of this organization?

Thank you for your participation