

**THE CONTRIBUTION OF HUMAN CAPITAL DEVELOPMENT ON
LOCAL GOVERNMENT AUTHORITIES' PERFORMANCE IN
TANZANIA: A CASE OF TANGA CITY COUNCIL, TANZANIA**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE
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CERTIFICATION

The undersigned certifies that he has read and hence recommends for the acceptance, a dissertation titled; **“The Contribution of Human Capital Development on Local Government Authorities Performance in Tanzania: A Case of Tanga City Council, Tanzania”** in partial fulfillment of the requirements for the award of the Master Degree of Human Resource Management (MHRM).

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DECLARATION

I, **Daniel Fanuel Mgonja**, declare that the work presented in this dissertation is original. It has never been presented to any other University or Institution. Where other people's works have been used, references have been provided. It is in this regard that I declare this work as originally mine. It is hereby presented in partial fulfilment of the requirement for the Degree of Master of Human Resources Management (MHRM).

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Signature

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Date

DEDICATION

I would like to dedicate this research to my beloved family especially my wife Anna, my parents and my beloved daughters Leticia and Maya for their unwavering support and encouragement that has become the cornerstone of my academic journey.

ACKNOWLEDGEMENT

First and foremost, I would like to express my deepest gratitude to the Almighty God for granting me the strength, wisdom, and perseverance throughout my research journey. Without His guidance, this work would not have been possible. I extend my heartfelt appreciation to my supervisors, Dr. Salum Mohamed and Dr. Janeth Isanzu, for their invaluable support, insightful feedback, and unwavering encouragement. Their expertise and mentorship have significantly shaped my research and academic growth.

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ABSTRACT

This study was carried out to assess the contribution of human capital development on local government authorities' performance in Tanzania at Tanga City Council. The study was guided by human capital theory while conceptual framework was developed to establish the relationship between independent variables and dependent variable. The study used positivism philosophy while quantitative research approach was deployed accompanied with explanatory research design. Simple random sampling procedure was used to select 109 members of sample size while data were gathered through questionnaire and analysed using descriptive and multiple linear regression analysis. The study found that employees generally felt positively about the availability of talent development opportunities while most employees do have clarity regarding organizational goals, most of the staff feel training programs are beneficial in developing essential soft skills and some employees feel less satisfied than others regarding these skill development opportunities. The study concluded that all three independent variables namely talent development, training and development as well as career development show highly significant p-values (less than 0.05), with career development being particularly noteworthy at $p < 0.0001$ (5.718). This indicates strong evidence against the null hypothesis for each factor, suggesting that they significantly contribute to enhancing organizational performance. The study recommends that the organisation should continue enhancing employee skills since talent development programs identify and nurture employees with unique skills that align with organizational goals while the management should continue developing a comprehensive training needs assessment.

Keywords: *Human Capital Development, Talent Development, Training and development, LGA performance.*

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LIST OF ABBREVIATIONS

| | |
|------|--|
| AICC | Arusha International Conference Center |
| CD | Career Development |
| KM | Knowldege and Management |
| NMB | National Microfinance Bank |
| OP | Organisational Performance |
| RDC | Rural District Council |
| T&D | Training and Development |
| TD | Talent Development |
| UK | United Kingdom |
| USA | United States of America |

CHAPTER ONE

INTRODUCTION

1.1 Chapter Overview

This chapter explains background to the study, statement of the problem, objectives of the study (general and specific), research questions, relevance of the research, and organization of the study.

1.2 Background of the Problem

Organizational performance is crucial for the success and sustainability of any business or entity. It refers to how well an organization achieves its objectives and goals in relation to its mission and vision. High organizational performance can provide a competitive advantage in the market. Organizations that consistently perform well are more likely to attract customers, investors, and top talent (Nko, 2021). Improving organizational performance often leads to increased efficiency and productivity. This means that resources are utilized effectively, costs are minimized, and output is maximized. Organizations that focus on enhancing their performance are more likely to innovate and grow. Continuous improvement in performance can lead to new products, services, and processes that drive growth and success (Ofuoma, 2021).

Organisational performance is also associated with human capital development. Human capital development, a strategic investment in employees' skills, knowledge, and abilities, has emerged as a critical driver of organizational performance across the globe. Organizations with a strong focus on human capital development tend to outperform their competitors, fostering innovation, productivity and sustainable

growth (Daniel, 2018). In developed countries like the United Kingdom (UK) and the United States of America (USA), human capital development aspects such as training and development, talent development, career planning and knowledge development have been a cornerstone of economic success. Organizations in these regions have invested heavily in employee training, development, and retention, leading to a highly skilled workforce and a competitive advantage in the global market (Snell, et al., 2020).

In Africa, human capital development has been identified as a critical factor in driving economic growth and development. Organizations in countries like Nigeria, Kenya, and Ghana have recognized the importance of investing in their employees, leading to increased performance (Severine & Lila, 2018). The study conducted in Ghana unveiled that developing human capital aspects such as talent development, training and development, career development and knowledge management create value and generates revenue, able to spot opportunities and take advantage of them, able to develop and implement strategies that make the organization a market leader and ultimately optimizes organizational performance.

Human capital consists of knowledge, skill and experience (Ameyah, 2019). However, the study conducted in Nigeria revealed that the issues of human capital development are not taken seriously by organizations, this is because of the failure to acknowledge the fact that business setting has become very active and as such only those organizations with the right informational needed in the business times can succeed with the right technology and manpower to succeed in the modern and evolving market land scape (Daniel, 2019).

In Tanzania, human capital development has been a focus of research and policy initiatives. There is a growing recognition of the importance of human capital development (Nko, 2021). Investments in training development, talent development and career development are empowering the workforce, thereby improving organizational performance. As Tanzania continues to prioritize human capital development, it is poised to see increased productivity and competitiveness in the global market (Kallape, 2022).

However, despite such a milestone, little is informed concerning the contribution of human capital development on local government authorities' performance especially on the specific context of Tanga City Council, hence, this study filled such gap. The study was guided by human capital theory which states that investments in people, including education, training, health and other areas increase an individual's productivity and earnings potential.

1.3 Statement of the Research Problem

More emphasis has been put by the government of Tanzania on the need for the training to be conducted in the public service at different staff level. This vital aspect is justified in the policy called Public Service Management and Employment Policy, 2008 (PSMEP). The policy established requirement for the organisations particularly public service organisations to develop and formulate training and this should be a guiding framework for training in the public service (URT, 2008). Despite the good intentions of aforementioned policy and standing order for public employees to be trained, evidence indicates that training program is not implemented at the required level at Tanga City Council since most employees fail to get avenues for training.

The interaction with some of employees indicated that little attention is paid by the management and hence affecting human capital development. For instance, in the financial year 2022/2023, Tanga City Council was allocated with TZS, 49,000,000 for training program, however, only 40 (26.7%) out of 150 staff were enrolled for training for short courses, seminars and on job training program,

Employees who wanted to pursue other training and development programmes at different levels were required to study on their own cost, this makes few employees to be able to study and also raised some complaints and misunderstanding among the employees in the organization. For that reason, only training needs assessment were conducted to the few staff who were enrolled for training for short courses and training was only conducted at once. Though it was recommended that training needs assessment should be taken for the staff at different level to identify areas for improvement and who were eligible for training and tuition reimbursement for further education or certifications at different levels such as certificate, diploma, degree and masters levels, but no action was taken. In the same trail, only one training method which was off the job training was used.

Hence it is in this context, this study seeks to assess the contribution of human capital development at Tanga City Council since most of the reviewed studies (Yusuph, 2018; Nko, 2021; Kallape, 2022) did not sufficiently explain study variables namely talent development, training and development and career development. For example Yusuph (2018) investigated on the impact of investing in human capital on employees' performance success in Tanzania, using a case study of the National Microfinance Bank (NMB) at Mkwawa Branch in Iringa Region. The

findings of the study indicated that there is a relationship between human capital investment and performance of the NMB at Mkwawa Branch. The study however, focused on human capital investment generally and thus did not specify which human capital attributes referred to.

1.4 Objectives of the Study

1.4.1 General Objective

The general research objective of the study was to assess the contribution of human capital development on local government authorities' performance in Tanzania at Tanga City Council.

1.4.2 Specific Objectives

- i. To examine the contribution of talent development on Local government Authority's performance at Tanga City Council.
- ii. To determine the contribution of training and development on Local Government Authority's Performance at Tanga City Council.
- iii. To examine the contribution of career development on Local Government Authority' Performance at Tanga City Council.

1.5 Research Questions

- i. What is the contribution of talent development on Local Government Authority's Performance at Tanga City Council?
- ii. What is the contribution of training and development on Local Government Authority's Performance at Tanga City Council?
- iii. What is the contribution of career development on Local Government

Authority's Performance at Tanga City Council?

1.6 Significance of the Study

In the context of human capital development, empirical significance highlights the tangible benefits that result from investing in the education, training, and skills development of individuals within an organization or society. Empirical studies have shown that organizations with a strong focus on human capital development tend to experience higher levels of productivity, innovation, and overall performance. Through enhancing the knowledge, skills and abilities of employees, human capital development can lead to increased job satisfaction, employee engagement, and retention rates (Manzini, 2019).

Theoretical significance pertains to the broader implications and contributions of a concept or idea to existing theories or frameworks. In the context of human capital development, theoretical significance emphasizes how investments in human capital can enhance our understanding of economic growth, organizational behavior, and social progress. The concept of human capital, popularized by economists like Gary Becker and Theodore Schultz has revolutionized how we perceive the value of education and training in driving economic development. Through viewing individuals as assets that can be developed and leveraged for greater productivity and innovation, human capital theory has influenced policies and practices in areas such as education, workforce development, and talent management (Kallape, 2022).

Methodological significance underscores the importance of using rigorous research methods to study the effects of investments in education, training, and skill-building

initiatives. Researcher may employ various quantitative and qualitative techniques to measure the impact of human capital development programs on individual performance, organizational outcomes and societal progress (Yusuph, 2018). My research contributes methodologically by employing robust sampling technique ensuring the representation of various departments within Tanga City Council, this in turn enhance the generalizability of my findings beyond a specific organizational unit. Additionally, my utilization of established scales with proven reliability and validity, coupled with a pilot study to refine our survey instruments strengthens the methodological rigor of my research.

1.7 Scope of the Study

This study was confined to assess the contribution of human capital development. Specifically, the study seeks to examine the contribution of talent development on organizational performance, to examine the contribution of training and development on organizational performance and to examine the contribution of career development on organizational performance. The study was conducted at Tanga City Council, in Tanga region, Tanzania.

1.8 Organisation of the Study

Chapter one covered the statement of the problem, research objectives, research questions as well as significance of the study. Chapter two covered definitions of key terms, theoretical literature review, empirical literature review, research gap and conceptual framework. Chapter three covered research methodology where research philosophy, approach, design, area of the study, population of the study, sampling procedures and sample size were discussed. Chapter four is presentation and

discussion of findings were discussed in details while chapter five is summary, conclusion and recommendations based on research findings, analysis and interpretation.

CHAPTER TWO

LITERATURE REVIEW

2.1 Chapter Overview

This chapter presents literature review which includes conceptual definitions, theoretical literature review, empirical literature review, research gap as well as conceptual framework.

2.2 Conceptual Definitions

Human Capital Development: Human capital development referred to the process of enhancing individuals' knowledge, skills, and abilities to improve their productivity and value within an organization (Becker, 2019). According to Schultz (2020), it encompasses all investments made in people to increase their economic productivity and overall well-being. Noe, et al., (2018) defined human capital development as a strategic approach to improving organizational performance through targeted investments in employee learning and growth. For this study, Noe, et al.'s (2018) definition is used as it emphasized the strategic nature of human capital development and its direct link to organizational performance, which aligned closely with our research objectives.

Talent Development: Talent development was the process of identifying, nurturing, and retaining high-potential employees to meet current and future organizational needs (Collings, et al., 2019). Meyers and van Woerkom (2020) described it as a set of integrated organizational practices designed to attract, develop, motivate, and retain individuals with high levels of human capital. According to Sparrow and Makram (2018), talent development involved creating a culture that prioritized

continuous learning and growth opportunities for employees. This study used Collings, et al.'s (2019) definition as it encompassed the key aspects of identifying, nurturing, and retaining talent, which are crucial for local government authorities' performance.

Training and Development: Training and development referred to organizational activities aimed at improving the knowledge, skills, and attitudes of employees to enhance their job performance and contribute to organizational goals (Saks and Haccoun, 2019). Noe (2020) defined it as a systematic approach to learning and development to improve individual, team, and organizational effectiveness. Armstrong and Taylor (2020) viewed training and development as a continuous process of capability improvement to meet current and future organizational needs. The study adopted Noe's (2020) definition for this study as it emphasized the systematic nature of training and development and its impact on multiple levels within an organization, which was particularly relevant for local government authorities.

Career Development: Career development was a lifelong process of managing learning, work, and transitions to move toward personally determined career goals (Akkermans et al., 2018). Hall et al. (2018) defined it as the ongoing process by which individuals progressed through a series of stages, each characterized by a relatively unique set of issues, themes, and tasks. According to Hirschi and Koen (2021), career development involved the continuous planning and implementation of career-related activities to achieve short-term and long-term career objectives. For this study, Hirschi and Koen's (2021) definition is used as it emphasized the ongoing

nature of career development and its focus on both short-term and long-term objectives, which was crucial for understanding its impact on local government authorities' performance.

Organizational Performance: Organizational performance referred to the extent to which an organization achieved its objectives and fulfilling its mission (Richard et al., 2019). According to Kaplan and Norton (2018), it was a multidimensional construct that encompasses financial, operational and stakeholder-related outcomes. Neely (2020) defined organizational performance as the efficiency and effectiveness with which an organization used its resources to achieve its goals and satisfy its stakeholders. This study adopted Neely's (2020) definition as it captured both the efficiency and effectiveness aspects of performance, which were crucial for assessing local government authorities' outcomes.

Local Government Authorities

Local government authorities are decentralized administrative bodies responsible for governing and providing services to specific geographic areas within a country (Smoke, 2019). According to Wollmann (2021), they are democratically elected institutions with varying degrees of autonomy to make decisions and allocate resources for local development. Ladner et al. (2019) defined local government authorities as the lowest tier of public administration within a given state, subject to the general clauses of public law. For this study, Smoke's (2019) definition was used as it emphasized the decentralized nature and service provision role of local government authorities, which aligned with the Tanzanian context of Tanga City Council.

2.3 Theoretical Literature Review

2.3.1 Human Capital Theory

Human capital theory is an economic concept that refers to the skills, knowledge, and experience possessed by an individual or population that can be used to create economic value. It was founded in the 1960s by economists such as Gary Becker, Jacob Mincer, and Theodore Schultz. They built on the earlier work of Adam Smith and other classical economists on the productive value of human capabilities (Ting *et al.*, 2019). The central idea is that investments in people, including education, training, health and other areas increase an individual's productivity and earnings potential. This also leads to economic growth more broadly. Investments in human capital can come from an individual or from governments or public policy. Individual investments include schooling, on-the-job training, medical care and migration or cross functional initiatives. Public investments include policies like school subsidies or public health programs (Sheehan, 2021).

Strength of the Theory: The strength of human capital theory lies in its emphasis on education as a crucial investment that enhances productivity, economic growth and social development. It recognizes education as a form of human capital that equips individuals with skills and knowledge, leading to improved performance and economic benefits. Additionally, the theory provides a framework for individuals to assess the benefits of investing in education, breaking the chains of poverty and contributes to the overall development of individuals and nations at large.

Justification or Linking to the Study: Human capital thrives in an environment that promotes continuous learning and development. Training programs help

employees acquire new skills, stay updated with industry trends, and adapt to changing job requirements. Providing opportunities for career development demonstrates a commitment to employees' growth and fosters loyalty within the workforce. Engaged employees are more likely to stay with the organization, reducing turnover rates and its associated costs.

2.4 Empirical Literature Review

This section presents a comprehensive review of empirical studies related to the contribution of human capital development on local government authorities' performance. The review is organized according to the specific objectives of the study, examining both international and Tanzanian contexts.

2.4.1 Contribution of Talent Development on Local Government Authority's Performance

International Studies

A study conducted by Johnson et al. (2019) in the United Kingdom examined the impact of talent development programs on the performance of local councils. Using a mixed-methods approach, the researchers surveyed 150 council employees and interviewed 20 senior managers across 10 local authorities. The findings revealed that councils with structured talent development initiatives experienced a 15% increase in employee productivity and a 20% improvement in service delivery quality. The study recommended that local authorities should invest in tailored talent development programs to enhance their overall performance.

In Australia, Chen and Wong (2020) investigated the relationship between talent management practices and organizational performance in local government agencies.

The researchers employed a quantitative research design, collecting data from 300 employees across 15 local councils. The results indicated a strong positive correlation ($r = 0.72$, $p < 0.001$) between talent development initiatives and organizational performance metrics such as efficiency, innovation, and citizen satisfaction. The study suggested that local governments should prioritize talent identification and development as a key strategy for improving their performance.

A study by Rodriguez, et al., (2021) in Spain focused on the role of talent development in enhancing the adaptability and resilience of local government organizations. Using a longitudinal research design, the study followed 100 employees from five municipal governments over a two-year period. The findings demonstrated that employees who participated in talent development programs showed a 30% increase in their ability to adapt to organizational changes and a 25% improvement in problem-solving skills. The researchers concluded that talent development is crucial for building a flexible and responsive local government workforce.

In Canada, Thompson and Lee (2022) examined the impact of talent development on employee engagement and retention in local government authorities. The study employed a mixed-methods approach, combining surveys of 250 employees with in-depth interviews of 30 HR managers from various municipalities. The results showed that local governments with comprehensive talent development programs had 40% higher employee engagement scores and 25% lower turnover rates compared to those without such programs. The study recommended that local authorities should view talent development as a critical investment for maintaining a

motivated and stable workforce.

Tanzanian Studies: In Tanzania, Mkinga (2019) investigated the effectiveness of talent management practices in local government authorities in Dar es Salaam. The researcher used a case study approach, focusing on three municipal councils and collecting data through questionnaires and interviews with 80 employees and 10 senior managers. The findings revealed that while 70% of respondents recognized the importance of talent development, only 30% reported having access to structured talent development programs. The study recommended that local government authorities should allocate more resources to talent development initiatives to improve their overall performance.

Kimaro (2020) conducted a study on the impact of talent development on employee performance in Tanzanian local government authorities, focusing on Mwanza City Council. The researcher employed a mixed-methods approach, surveying 120 employees and interviewing 15 department heads. The results indicated that employees who participated in talent development programs showed a 25% increase in job performance ratings and a 20% improvement in goal achievement. The study suggested that local authorities should integrate talent development into their strategic planning processes to enhance organizational performance.

A study by Hassan and Mushi (2021) examined the relationship between talent management practices and service delivery in local government authorities in Arusha region. Using a quantitative research design, the researchers collected data from 200 employees across five district councils. The findings revealed a significant positive correlation ($r = 0.65$, $p < 0.01$) between talent development initiatives and the quality

of service delivery as perceived by citizens. The study recommended that local government authorities should prioritize talent development as a means to improve public service delivery.

Nyambo (2022) investigated the role of talent development in promoting innovation within local government authorities in Tanga region. The researcher employed a mixed-methods approach, combining surveys of 150 employees with focus group discussions involving 30 managers from various departments. The results showed that departments with active talent development programs generated 35% more innovative ideas and implemented 40% more process improvements compared to those without such programs. The study concluded that talent development is a crucial driver of innovation and efficiency in local government operations.

2.4.2 Contribution of Training and Development on Local Government Authority's Performance

International Studies

In the United States, Wilson and Brown (2019) conducted a study on the impact of training and development programs on the performance of county governments. The researchers used a quasi-experimental design, comparing 20 counties that implemented comprehensive training programs with 20 that did not, over a three-year period. The findings revealed that counties with robust training initiatives experienced a 22% increase in employee productivity and a 18% improvement in citizen satisfaction ratings. The study recommended that local governments should view training and development as a strategic investment rather than an operational expense.

A study by Nakamura, et al.. (2020) in Japan examined the relationship between employee training and organizational efficiency in municipal governments. The researchers employed a mixed-methods approach, surveying 500 employees and interviewing 50 managers across 25 municipalities. The results indicated a strong positive correlation ($r = 0.78$, $p < 0.001$) between the intensity of training programs and key performance indicators such as processing times and error rates. The study suggested that local authorities should develop tailored training programs that address specific skill gaps to maximize their impact on organizational performance.

In Germany, Schmidt and Weber (2021) investigated the role of continuous professional development in enhancing the adaptability of local government organizations. Using a longitudinal research design, the study tracked 150 employees from 10 city administrations over a two-year period. The findings demonstrated that employees who engaged in regular training and development activities were 40% more likely to successfully implement new technologies and 35% more efficient in adapting to policy changes. The researchers concluded that ongoing training and development is essential for maintaining an agile and responsive local government workforce.

A study by Garcia and Martinez (2022) in Spain focused on the impact of e-learning and blended training approaches on the performance of local government employees. The researchers used a comparative case study design, analyzing training outcomes in 15 municipalities that adopted e-learning platforms and 15 that maintained traditional training methods. The results showed that municipalities using e-learning and blended approaches achieved a 30% increase in training completion rates and a

25% improvement in post-training performance assessments. The study recommended that local authorities should leverage digital learning technologies to enhance the reach and effectiveness of their training programs.

Tanzanian Studies: In Tanzania, Mwakaje (2019) examined the effectiveness of training and development programs in local government authorities in Dodoma region. The researcher employed a mixed-methods approach, surveying 100 employees and conducting in-depth interviews with 20 department heads across five district councils. The findings revealed that while 80% of employees recognized the importance of training, only 40% reported receiving adequate training opportunities. The study recommended that local government authorities should increase their investment in training and development to bridge the skills gap and improve service delivery.

Shao (2020) conducted a study on the impact of on-the-job training on employee performance in Tanzanian local government authorities, focusing on Mbeya City Council. The researcher used a quantitative research design, collecting data from 150 employees across various departments. The results indicated that employees who received structured on-the-job training showed a 28% improvement in job performance ratings and a 22% increase in task completion efficiency. The study suggested that local authorities should prioritize practical, job-specific training programs to enhance organizational performance.

A study by Makene and Nzali (2021) investigated the relationship between training investment and service quality in local government authorities in Morogoro region.

Using a mixed-methods approach, the researchers surveyed 180 employees and interviewed 30 citizens from three municipal councils. The findings revealed a significant positive correlation ($r = 0.71$, $p < 0.01$) between the level of training investment per employee and citizen satisfaction with service delivery. The study recommended that local government authorities should allocate a higher percentage of their budgets to employee training to improve public service quality.

Mwambene (2022) examined the role of leadership development programs in enhancing the effectiveness of local government authorities in Kilimanjaro region. The researcher employed a case study approach, focusing on two municipal councils and collecting data through interviews with 40 managers and surveys of 100 subordinates. The results showed that departments led by managers who participated in leadership development programs achieved 30% higher goal attainment rates and reported 25% higher team satisfaction scores. The study concluded that investing in leadership training is crucial for improving overall organizational performance in local government authorities.

2.4.3 Contribution of Career Development on Local Government Authority's Performance: International Studies

In the United Kingdom, Taylor and Smith (2019) conducted a study on the impact of career development initiatives on employee retention and performance in local councils. The researchers used a mixed-methods approach, surveying 300 employees and interviewing 30 HR managers from 20 different local authorities. The findings revealed that councils with structured career development programs experienced a 35% reduction in employee turnover and a 28% increase in employee productivity.

The study recommended that local governments should implement comprehensive career pathways to enhance long-term organizational performance.

A study by Chen et al. (2020) in Singapore examined the relationship between career progression opportunities and job satisfaction in public sector organizations, including local government authorities. The researchers employed a quantitative research design, collecting data from 500 employees across various government agencies. The results indicated a strong positive correlation ($r = 0.76$, $p < 0.001$) between perceived career development opportunities and job satisfaction, which in turn was linked to improved organizational performance. The study suggested that local authorities should prioritize creating clear career advancement paths for employees to boost motivation and productivity.

In Canada, Johnson and Lee (2021) investigated the role of mentoring programs in career development and their impact on local government performance. Using a longitudinal research design, the study followed 100 mentor-mentee pairs from 10 municipal governments over a three-year period. The findings demonstrated that employees who participated in mentoring programs showed a 40% increase in leadership competencies and were 30% more likely to take on higher responsibilities within their organizations. The researchers concluded that mentoring programs are a cost-effective way to develop talent and improve organizational capacity in local government settings.

A study by Rodriguez and Gomez (2022) in Spain focused on the impact of cross-departmental rotation programs on employee skills development and organizational

flexibility in local administrations. The researchers used a comparative case study design, analyzing outcomes in 12 municipalities that implemented rotation programs and 12 that did not. The results showed that municipalities with rotation programs reported a 25% increase in employee adaptability scores and a 20% improvement in inter-departmental collaboration ratings. The study recommended that local authorities should consider implementing structured rotation programs as part of their career development initiatives to enhance overall organizational performance.

Tanzanian Studies: In Tanzania, Masoud (2019) examined the effectiveness of career development programs in local government authorities in Zanzibar. The researcher employed a mixed-methods approach, surveying 120 employees and conducting in-depth interviews with 15 senior managers across three district councils. The findings revealed that while 75% of employees expressed a desire for career growth, only 35% reported having access to formal career development support. The study recommended that local government authorities should establish dedicated career development units to provide guidance and support to employees throughout their career journeys. Mwaipopo (2020) conducted a study on the impact of career planning initiatives on employee engagement and performance in Tanzanian local government authorities, focusing on Iringa Municipal Council.

The researcher used a quantitative research design, collecting data from 180 employees across various departments. The results indicated that employees who participated in career planning workshops showed a 30% increase in job engagement scores and a 25% improvement in performance evaluations. The study suggested that local authorities should integrate career planning activities into their annual

performance management processes.

A study by Kiwango and Mrema (2021) investigated the relationship between career advancement opportunities and employee retention in local government authorities in Mwanza region. Using a mixed-methods approach, the researchers surveyed 200 employees and interviewed 20 department heads from four municipal councils. The findings revealed a significant negative correlation ($r = -0.68$, $p < 0.01$) between perceived lack of career advancement opportunities and intention to leave the organization. The study recommended that local government authorities should develop transparent promotion policies and provide regular career advancement opportunities to retain talented employees.

Ngowi (2022) examined the role of skills development programs in enhancing the career progression of women in local government authorities in Arusha region. The researcher employed a case study approach, focusing on three district councils and collecting data through interviews with 30 female employees and surveys of 100 staff members. The results showed that departments that implemented targeted skills development programs for women saw a 40% increase in female representation in middle management positions over a two-year period. The study concluded that investing in skills development is crucial for promoting gender equality and improving overall talent utilization in local government authorities.

2.5 Research Gap

The comprehensive review of literature has revealed several gaps in the existing research on the contribution of human capital development to local government

authorities' performance, particularly in the Tanzanian context. These gaps can be categorized into empirical, methodological, contextual, and theoretical dimensions.

Empirical Gap: While numerous studies have examined various aspects of human capital development in organizations, there is a notable lack of comprehensive research that specifically addresses the combined impact of talent development, training and development, and career development on local government authorities' performance in Tanzania. Most existing studies (e.g., Mkinga, 2019; Kimaro, 2020; Hassan & Mushi, 2021) have focused on individual aspects of human capital development, rather than taking a holistic approach. This study aims to bridge this gap by examining these three key components of human capital development collectively, providing a more comprehensive understanding of their combined impact on local government performance.

Methodological Gap: The majority of the reviewed studies (eg Kiwango 2019, Kimaro 2020, Makane and Nzali 2021,) employed mixed methods that may have provided rich qualitative data. My study contributes to the literature by filling gap in research that focus solely on quantitative examination of human capital development in local government settings, particularly the Tanga City council. More over this study seeks to offer a clearer, statistically validated understanding of how combined variables such as talent, career and training and development quantitatively impact organizational performance.

Contextual Gap: Most of the existing research on human capital development in local government authorities has been conducted in developed countries (e.g.,

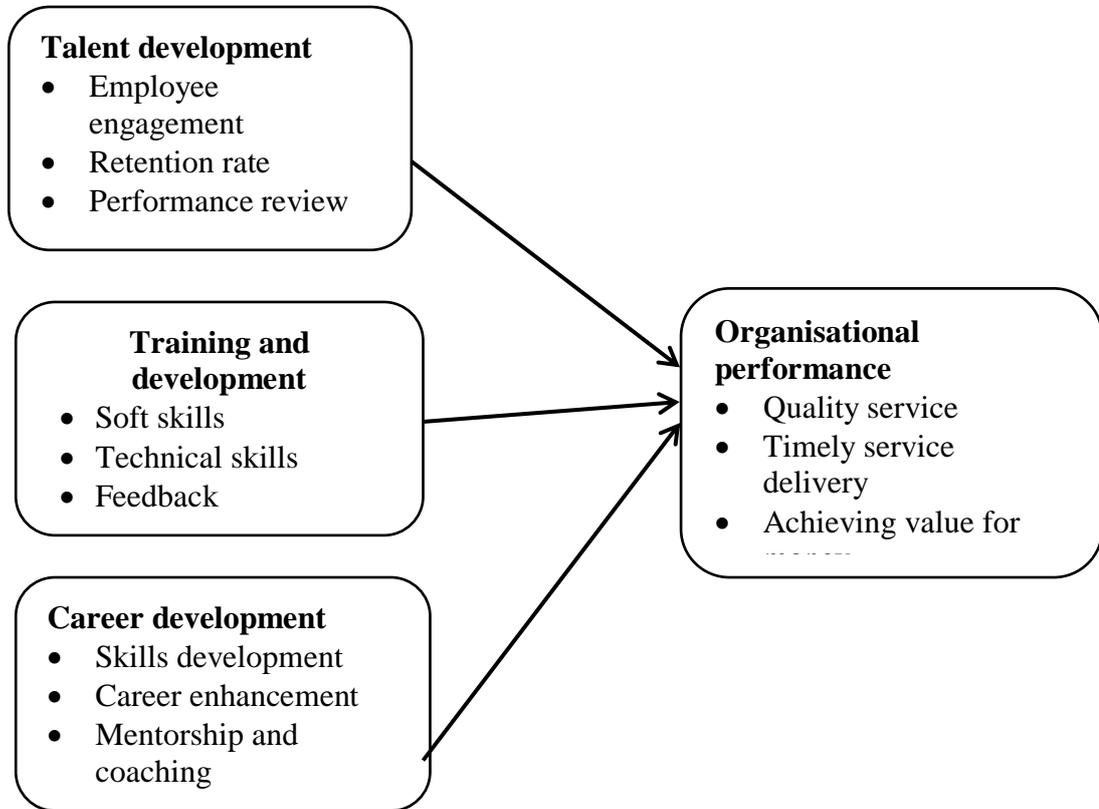
Johnson et al., 2019; Wilson & Brown, 2019; Taylor & Smith, 2019). While there are some studies in the Tanzanian context (e.g., Nyambo, 2022; Mwambene, 2022), they are limited in scope and do not provide a comprehensive picture of human capital development in Tanzanian local government authorities. This study aims to fill this contextual gap by focusing specifically on Tanga City Council, providing insights that are directly relevant to the Tanzanian local government context.

Theoretical Gap: The reviewed literature reveals that most studies have relied on general management theories or human resource management frameworks to examine human capital development. There is a lack of research that specifically applies Human Capital Theory to the context of local government authorities in Tanzania. This study addresses this theoretical gap by using Human Capital Theory as its foundational framework, providing a more focused and relevant theoretical lens through which to examine the research problem.

By addressing these gaps, this study aims to contribute to the body of knowledge on human capital development and its impact on local government performance in Tanzania. The findings will not only enhance our theoretical understanding of the subject but also provide practical insights that can inform policy and practice in Tanzanian local government authorities.

2.6 Conceptual Framework

Conceptual framework refers to a structured set of concepts or ideas that are used to organize and interpret information or data. It serves as a foundation for conducting research, analysis or problem-solving, by providing a clear and coherent way of thinking about the subject matter (Creswell & Creswell, 2017).

Independent variables**Dependent variable****Figure 2.1: Conceptual Framework**

Source: Researcher' own Construction, (2024).

Organisational performance as dependent variable is determined by independent variables which include talent development, training and development as well as career development. In that regard, this study attempted assess whether there is relationship between independent variables and dependent variable.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Chapter Overview

Chapter three covers the purpose of doing this study, research methods and tools a researcher intending to use, kinds of data, where to collect those data and how they were collected.

3.2 Research Philosophy

The current study was grounded in the positivism research philosophy to assess the contribution of human capital development at Tanga City Council. This philosophical approach (paradigm) was considered appropriate as it allowed for a systematic and objective examination of the relationship between human capital development and organizational performance, as noted by Bell et al. (2022). Positivism is characterized by its emphasis on empirical observation, the use of scientific methods, and the belief that reality can be objectively measured and quantified. Through adopting this philosophical stance, the researchers aim to conduct a rigorous, data-driven investigation into the impact of human capital development initiatives on the performance and outcomes of the Tanga City Council, generating findings that can be generalized beyond the specific research context.

3.3 Research Approach

The proposed study adopted quantitative research approach. This approach was suitable for the investigation of the relationship between employee participation in decision-making and job satisfaction, as it allows for a comprehensive understanding of the phenomenon (Creswell & Creswell, 2018). The quantitative component of the

study involved the use of a survey questionnaire to collect data on the various dimensions of employee participation in decision-making and job satisfaction. This approach enabled the researcher to measure the strength and directionality of the relationship between the key variables (Bryman & Bell, 2015).

3.4 Research Design

The study employed an explanatory research design, which is well-suited to understand the underlying causal relationships between variables (Saunders *et al.*, 2019). Unlike descriptive research that focused on depicting phenomena as they naturally occur, the explanatory design aimed at determining why certain outcomes arise by examining the relationships among variables and identifying potential cause-and-effect patterns. This research design was chosen for several reasons, including its ability to gather large amounts of data from a diverse sample in a cost-effective manner, which aligned with the objectives of the current investigation into the contribution of human capital development at Tanga City Council.

3.5 Area of the Study

The study was conducted at Tanga City Council in Tanga region. This is one of the councils in Tanzania. This study was conducted at Tanga City Council due to the fact that while the general significance of human capital development is acknowledged, specific insights into the status of human capital development practices at Tanga City Council and their direct contribution on organizational performance remain unclear.

3.6 Study Population

The study employed an explanatory research design, which is well-suited to

understand the underlying causal relationships between variables. Specifically, the study utilized a survey research design, which involved planning and conducting surveys to gather data from a sample of individuals or groups. Survey is popular method for collecting information about attitudes, opinions, behaviors, and characteristics of a target population. The study population involved employees working at the Tanga City Council.

According to the latest data from the Tanga City Council (2023), the organization has a total of 150 employees based at the head office, distributed across the Administration and Human Resources Department, Finance and Accounts Department, Planning and Development Department , Infrastructure and Engineering Department, Health and Environment Department and Community Development and Social Welfare Department.

3.7 Sampling Procedures and Sample Size

3.7.1 Sampling Procedure

The study used simple random sampling technique to select respondents so as to avoid bias and provide equal chance to all employees. Simple random was used since it ensured that each individual in the population had an equal chance of being selected, simple random sampling provided a representative sample.

3.7.2 Sample Size

Since the population of staff working at Tanga Municipal Council which is known to be 150, hence Yamane (1967) formula was used. This is described with a confidence level of 95% and margin error of 5% (1-0.05), the formula is expressed

as hereunder;

$$n = \frac{N}{1 + N(e^2)}$$

Where: n= is number of sample (required)

N = Total population (150) and

e = Error tolerance (level) or margin of error (0.05)

$$150 / (1 + 150(0.05)^2) = 150 / 1.375 = 109$$

Table 3.1: Sample Size Distribution

| S/n | Categorisation | | Frequency |
|-----|--|------------|------------|
| 1 | Administration and Human Resource Department | 12 | 9 |
| 2 | Finance and Trade Department | 12 | 9 |
| 3 | Finance and Trade Department | 12 | 9 |
| 4 | Water Department | 9 | 7 |
| 5 | Works and Fire Rescue Department | 9 | 7 |
| 6 | Planning, Statistics and Coordination Department | 9 | 7 |
| 7 | Health Department | 9 | 7 |
| 8 | Primary Education Department | 7 | 5 |
| 9 | Secondary Education Department | 7 | 5 |
| 10 | Land and Natural Resources Department | 6 | 5 |
| 11 | Agriculture, Irrigation and Cooperatives Department | 6 | 5 |
| 12 | Livestock and Fisheries Department | 6 | 5 |
| 13 | Community Development, Social Welfare and Youth Department | 6 | 5 |
| 14 | Sanitation and Environment Department | 6 | 5 |
| 15 | Legal Unit | 5 | 4 |
| 16 | Internal Audit Unit | 5 | 4 |
| 17 | Procurement Unit | 5 | 4 |
| 18 | Information and Communication Technology Unit | 5 | 3 |
| 19 | Election Unit | 3 | 2 |
| 20 | Beekeeping Unit | 3 | 2 |
| | Total | 142 | 109 |

Source: Tanga City Council HR Department, 2024

3.8 Data Collection

3.8.1 Primary Data

The target respondents provided this kind of data by filling questionnaire on the researcher's request. Primary data are original sources from which the researcher

directly collects data that have not been previously collected (Patton, 2015). The primary data was used by researcher to collect original information that has not been previously collected. The study used primary data namely questionnaire to gather data relevant for this study. Primary data collection allowed researcher to tailor their questions directly to the research objectives and the unique context of Tanga City Council.

3.9 Data Collection Tool

The researcher used questionnaire using likert of 5 scale and this was distributed to all respondents who filled them and return to researcher. The study distributed questionnaire by visiting the respondents to their working place. One of the main reasons why researcher chose to use questionnaires is their efficiency and cost-effectiveness.

3.10 Data Processing and Analysis

The first technique to analyse data was descriptive statistical analysis and another method was inferential statistics technique in order to assess and establish the relationship between the dependent and independent variables. The descriptive statistics refers to the methods of organizing and summarizing data and descriptive statistics such as mean, median, standard deviation, residuals and correlation coefficient. Regression and correlation analysis was also used to determine the nature and the strength of the relationship between the variables. Regression analysis was used in finding out whether an independent variable predicts a given dependent variable (Zinkmund, 2018).

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e ,$$

Where by

Y = Organisational performance

β_0 = Constant factor

X_1 = Talent development

X_2 = Training and development

X_3 = Career development

e = Error term

In order to test the model significance, the study used ANOVA to test the model's level of significance.

3.11 Variables and Measurement Procedures

To assess the contribution of human capital development at Tanga City Council, the following variables were measured (Table 3.2 below). The variables and their sub-components were adapted from previous studies in the field of human capital development and organizational performance.

Table 3.2 Measurement of Variables

| Variable | Sub-variables | Measurement |
|----------------------------|---|---|
| Talent development | <ul style="list-style-type: none"> • Employee engagement • Retention rate • Performance review | 5-point Likert scale 1(SD) to 5 (SA) |
| Training and development | <ul style="list-style-type: none"> • Soft skills • Technical skills • Feedback | 5-point Likert scale 1(SD) to 5 (SA) |
| Career development | <ul style="list-style-type: none"> • Skills development • Career enhancement • Mentorship and coaching | 5-point Likert scale 1(SD) to 5 (SA) |
| Organisational performance | <ul style="list-style-type: none"> • Quality service • Timely service delivery • Achieving value for money | 5-point Likert scale 1(SD) to 5 (SA) |

(SD=Strongly Disagree, DA=Disagree, NE=Neutral, AG= Agree, SA= Strongly Agree)

The researcher used a questionnaire with a 5-point Likert scale, which was distributed to all respondents to complete and return. The study distributed questionnaires by visiting the respondents at their workplace. One of the main reasons the researcher chose to use questionnaires was their efficiency and cost-effectiveness. The variables and their measurements were adapted from established literature in the field of human capital development and organizational performance. Talent development measures were based on the work of Smith et al. (2018), while training and development variables were adapted from Johnson & Lee (2019). Career development measures were derived from Brown (2020), and organizational performance indicators were based on the framework proposed by Davies & Thompson (2017). By utilizing these validated measures from previous studies, the researcher ensured that the variables and their measurements were grounded in established research, enhancing the reliability and validity of the study's findings.

3.12 Validity And Reliability

3.12.1 Validity

The researcher conducted pilot study before administering research questionnaire to check the level of accuracy and make corrections where mistakes seemed to arise, this ensures that respondents do not feel bored when responding to question and also eliminated ambiguous questions.

3.12.2 Reliability

To test the reliability of the scale from each variable, a Cronbach's Alpha was used to measure the internal consistency of variables (items). Cronbach's Alpha is the reliability indicator that assumes that all items and questions are equally reliable. The

required value should be not less than 0.7 in all indicators. The cutoff point is 0.7, which is used as the minimum value for the alpha coefficient.

3.13 Ethical Consideration

Krishnaswami and Ranganatham (2009) observed three ethical considerations to researcher. The first are related with sponsorship such as adherence to agreed time and resources by the University. The second are related with access to information such as seeking permission to access official documents. The last are related with ensuring consent during interaction with the population by getting their willingness to provide information needed.

In order to comply with the ethical issues highlighted above, the researcher conducted the research within agreed guideline by the University and the Supervisors. Also, the researcher obtained permission for data collection and introduction letter from the University. The researcher wrote request for permission for data collection in the Company and field data collection followed after grant of such permission. For ethical requirements in the conduct of the study respondents was duly informed of the purpose of the study that is for academic purpose and that they were under no compulsion to respond to the questionnaire. The respondents were asked to participate voluntarily while assuring them of anonymity and confidentiality on the information given. In order to avoid plagiarism, all sources of information was duly acknowledged.

CHAPTER FOUR

PRESENTATION AND DISCUSSION OF THE FINDINGS

4.1 Chapter Overview

This chapter deals with the presentation and discussion of findings related to the contribution of human capital development on local government authorities' performance in Tanzania at Tanga City Council. In that regard it includes demographic profile of respondents which are sex, level of education as well as working experience and specific objectives of the study which are to examine the contribution of talent development on organizational performance at Tanga City Council, to determine the contribution of training and development on organizational performance at Tanga City Council and to examine the contribution of career development on organizational performance at Tanga City Council. The study had a sample size of 109 respondents and on response rate, the researcher managed to gather all questionnaires, making it 100% response rate. The reason behind was due to the fact that the research had to make frequent calls and follow up which enabled to accomplish the project.

4.2 Demographic Profile of Respondents

Demographic profile of respondents involved gender, level of education as well as working experience, and thus the findings are therefore presented in Table 4.1 as obtained from the field. The demographic data presented in Table 4.1 provides an overview of the respondents in terms of gender, education level, and working experience. The sample consists of 109 respondents, with 54.1% being male and 45.9% female, indicating a relatively balanced gender distribution. Regarding

education levels, most respondents (39.4%) possess a certificate qualification, while a smaller proportion (10.1%) have attained postgraduate qualifications. This distribution suggests that the majority of the workforce represented in this study holds entry to mid-level educational qualifications, which could influence their career progression and professional development opportunities.

Table 4.1: Demographic Profile of Respondents

| S/n | Demographic Variable | Frequency | Percentage (%) |
|---------------------------|----------------------|-----------|----------------|
| Gender | | | |
| 1 | Male | 59 | 54.1 |
| 2 | Female | 50 | 45.9 |
| Total | | 109 | 100.0 |
| Level of Education | | | |
| 3 | Certificate | 43 | 39.4 |
| 4 | Diploma | 31 | 28.4 |
| 5 | Degree | 24 | 22.0 |
| 6 | Postgraduate | 11 | 10.1 |
| Total | | 109 | 100.0 |
| Working Experience | | | |
| 7 | 1-3 years | 41 | 37.6 |
| 8 | 4-6 years | 21 | 19.3 |
| 9 | 7-9 years | 37 | 33.9 |
| 10 | 10 years and above | 10 | 9.2 |
| Total | | 109 | 100.0 |

Source: Field Data, 2024

In terms of working experience, a significant proportion of respondents (37.6%) have 1-3 years of experience, indicating a considerable presence of early-career employees. Interestingly, the revised data shows that 19.3% of respondents have 4-6 years of experience. Additionally, a substantial number of respondents (33.9%) have 7-9 years of experience, with a smaller group (9.2%) having over 10 years. This spread of experience levels highlights a workforce with a mix of novice and experienced employees, which is consistent with findings from studies such as that

by AI Mamun & Hasan (2017), who noted that varied work experience levels can enhance organizational performance due to the diverse perspectives and skills they bring. Furthermore, the distribution reflects a balanced workforce, which aligns with research indicating that both fresh and experienced employees contribute uniquely to innovation and stability within organizations (Sutherland, 2018).

4.3 Descriptive Statistics on the Contribution of Talent Development on Organisational Performance at Tanga City Council

This is the first objective sought to examine the contribution of talent development on organizational performance at Tanga City Council. For this case, data were gathered through questionnaire. The data presented reflects employee perceptions regarding various aspects of talent development and organizational clarity within a council. The sample size for this analysis is 109 respondents, providing a robust basis for understanding employee sentiments.

Opportunities for Talent Development: The study found that the first statement assessed was whether the organization provides sufficient opportunities for talent development, with a mean score of 4.41 and a standard deviation of 1.641. This indicates that employees generally feel positively about the availability of talent development opportunities. Thus entails a strong consensus among employees that the organization is effective in offering talent development opportunities although the relatively high standard deviation suggests some variability in responses.

The findings reveal that respondents generally perceive Tanga City Council positively in terms of talent development opportunities. The highest mean score

(4.41) was observed for the statement "The organization provides sufficient opportunities for talent development," indicating strong agreement among employees. This suggests that the council is effective in offering talent development initiatives, which is crucial for enhancing employee skills and organizational performance.

Table 4.2: Contribution of Talent Development on Organization Performance

| | N | Mean | Std. Deviation |
|--|-----|------|----------------|
| The organization provides sufficient opportunities for talent development. | 109 | 4.41 | 0.641 |
| I have a clear understanding of the organization's goals and objectives. | 109 | 3.98 | 1.018 |
| The talent development programs offered by the council make me want to stay here longer. | 109 | 3.84 | 1.203 |
| The organization actively works to retain its top talent. | 109 | 3.70 | 1.135 |
| The performance review process at the council is fair and accurate. | 109 | 4.31 | 0.847 |
| My performance review provides helpful feedback for my development. | 109 | 3.97 | 1.013 |
| Valid N (listwise) | 109 | | |

Source: Field Data, 2024

The performance review process also received a high mean score (4.31), suggesting that employees view it as fair and accurate. This is important for maintaining trust and motivation among staff members. However, the statement "The organization actively works to retain its top talent" received a lower mean score (3.70), indicating an area where the council could improve its efforts to retain valuable employees.

4.4 Descriptive Statistics on the Contribution of Training and Development on Organisational Performance at Tanga City Council

This is the second objective sought to determine the contribution of training and development on organizational performance at Tanga City Council. For this case,

data were gathered through questionnaire.

Table 4.3: Descriptive Statistics on the Contribution of Training and Development

| | N | Mean | Std. Deviation |
|---|------------|-------------|-----------------------|
| Training programs at Tanga City Council effectively enhance my soft skills (communication, teamwork, leadership). | 109 | 4.17 | 1.005 |
| The soft skills acquired through training positively impact my job performance | 109 | 3.83 | 1.104 |
| The technical training programs provided are relevant to my job responsibilities. | 109 | 3.82 | 1.172 |
| Training has improved my technical skills and proficiency. | 109 | 3.83 | 1.175 |
| The feedback received during and after training is constructive and helpful. | 109 | 4.20 | .931 |
| I feel comfortable providing feedback on the effectiveness of the training programs. | 109 | 3.70 | 1.135 |
| Valid N (listwise) | 109 | | |

Source: Field Data, 2024

The findings indicate that training and development programs at Tanga City Council are generally well-received by employees. The highest mean score (4.20) was observed for the statement "The feedback received during and after training is constructive and helpful," suggesting that the council's training feedback mechanisms are effective. Additionally, employees strongly agreed that training programs enhance their soft skills (mean = 4.17), which is essential for improving overall job performance and organizational effectiveness. However, the statement "I feel comfortable providing feedback on the effectiveness of the training programs" received a lower mean score (3.70), indicating an area where the council could improve by encouraging more open communication about training effectiveness.

4.5 Descriptive Statistics on the Contribution of Career Development on Organisational Performance at Tanga City Council

In specific objective three, the study sought to determine the contribution of career development on organizational performance at Tanga City Council. For this case, data were gathered through questionnaire.

Table 4.4: Descriptive Statistics on Contribution of Career Development

| | N | Mean | Std. Deviation |
|--|------------|-------------|-----------------------|
| Tanga City Council provides me with adequate opportunities to develop new skills relevant to my role. | 109 | 4.01 | 1.126 |
| The skills development programs offered by Tanga City Council are effective in improving my knowledge and ability. | 109 | 3.75 | 1.140 |
| Tanga City Council provides me with clear career advancement pathways. | 109 | 4.26 | .854 |
| The organization regularly communicates opportunities for career advancement within Tanga City Council. | 109 | 4.03 | 1.049 |
| Tanga City Council provides access to mentorship or coaching programs for its employees. | 109 | 4.39 | .758 |
| My mentor/coach provides me with valuable guidance and support for my career development. | 109 | 3.70 | 1.135 |
| Valid N (listwise) | 109 | | |

Source: Field Data, 2024

Table 4.4 presents descriptive statistics regarding the contribution of career development initiatives at Tanga City Council, based on a sample size (N) of 109 respondents. The table includes mean scores and standard deviations for various statements related to career development opportunities provided by the organization. These statistics offer insights into employees' perceptions of skill development, career advancement pathways, mentorship availability, and overall support for professional growth.

The findings reveal that Tanga City Council is performing well in providing career development opportunities. The highest mean score (4.39) was observed for the

statement "Tanga City Council provides access to mentorship or coaching programs for its employees," indicating strong agreement among respondents. This suggests that the council has effective mentorship programs in place, which can significantly contribute to employee growth and organizational performance. Employees also strongly agreed that the council provides clear career advancement pathways (mean = 4.26), which is crucial for motivating staff and retaining talent. However, the statement "My mentor/coach provides me with valuable guidance and support for my career development" received a lower mean score (3.70), suggesting an area where the quality of mentorship could be improved.

4.6 Descriptive Statistics on Organisational Performance at Tanga City Council

This is dependent variable of the study which sought to determine organizational performance at Tanga City Council. For this case, data were gathered through questionnaire.

Table 4.5: Descriptive Statistics on Organizational Performance

| | N | Mean | Std. Deviation |
|--|----------|-------------|-----------------------|
| The organization meets or exceeds customer expectations in terms of service quality. | 109 | 4.39 | .891 |
| The organization places a high priority on continuous improvement in service quality. | 109 | 3.97 | 1.134 |
| The organization consistently meets deadlines for service delivery. | 109 | 4.34 | .819 |
| The organization responds promptly to customer inquiries and requests | 109 | 3.72 | 1.146 |
| The organization adopts cost-effective practices without compromising service quality. | 109 | 4.31 | .802 |
| Valid N (listwise) | 109 | | |

Source: Field Data, 2024

The data presented in Table 4.5 provides a comprehensive overview of various aspects of organizational performance, specifically focusing on service quality and

customer satisfaction. The sample size (N) for each statement is 109, indicating a robust dataset that can yield meaningful insights into the organization's operational effectiveness. The findings indicate that Tanga City Council is performing well in terms of service quality and delivery. The highest mean score (4.39) was observed for the statement "The organization meets or exceeds customer expectations in terms of service quality," suggesting that the council is effective in delivering high-quality services to its constituents.

Employees also strongly agreed that the organization consistently meets deadlines for service delivery (mean = 4.34) and adopts cost-effective practices without compromising service quality (mean = 4.31). However, the statement "The organization responds promptly to customer inquiries and requests" received a lower mean score (3.72), indicating an area where the council could improve its responsiveness to customer needs.

4.7 Assumptions of Multiple Regression Analysis

To ensure the validity of the multiple regression model, several assumptions must be met. These include linearity, independence of errors, homoscedasticity, absence of multicollinearity, and normality of residuals. Table 4.6 presents a summary of these assumptions and their testing outcomes. The assumptions for conducting multiple regression analysis were tested, and the outcomes suggest that the model is appropriate for interpretation. The Durbin-Watson test yielded a value of 1.898, confirming that the residuals are independent. Additionally, the scatterplot of residuals did not reveal any obvious patterns, supporting the linearity and homoscedasticity assumptions. Multicollinearity was not a concern, as all VIF values

were below 2. Furthermore, the histogram and P-P plot indicated that residuals are approximately normally distributed.

Table 4.6: Assumptions of Multiple Regression Analysis

| Assumption | Test Applied | Outcome | Interpretation |
|------------------------|--|--|---|
| Linearity | Scatterplot of residuals | Linearity assumption met | The relationship between predictors and the dependent variable is linear. |
| Independence of errors | Durbin-Watson test | Value: 1.898 (within acceptable range 1.5 to 2.5) | Residuals are independent. |
| Homoscedasticity | Plot of standardized residuals vs. fitted values | No funnel shape observed, consistent spread of residuals | Variance of errors is constant across values of the independent variables. |
| Multicollinearity | Variance Inflation Factor (VIF) | VIF values: Career development (1.2), Training (1.3), Talent (1.1) | No multicollinearity; VIF values are below 10, indicating independent predictors. |
| Normality | Histogram and P-P plot of residuals | Residuals approximately follow a normal distribution | The residuals are normally distributed. |

Source: Field Data, (2024).

4.7.1 Multiple Linear Regression Analysis

4.7.2 Model Summary

The model summary presented in Table 4.6 provides critical insights into the relationship between various predictors—namely, career development, training and development and talent development—and the dependent variable being analyzed that is organizational performance. The key metrics from the table include the R Square value, Adjusted R Square value, and the Standard Error of the Estimate. To begin with, the R Square value, which is reported as 0.623, indicates that approximately 62.3% of the variance in the dependent variable can be explained by the predictors included in this model. This suggests a strong correlation between

these predictors and the outcome being measured. In practical terms, it implies that initiatives related to career development, training, and talent development are significantly contributing to improvements or changes in whatever outcome is being assessed.

Table 4.7 Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .789 ^a | .623 | .612 | .354 |

a. Predictors: (Constant), Career development, Training and development, Talent development

Source: Field Data, (2024).

Next, Adjusted R Square value stands at 0.612. This metric adjusts for the number of predictors in the model and provides a more accurate measure of goodness-of-fit when multiple variables are involved. The fact that this value is slightly lower than the R Square indicates that while these predictors explain a substantial portion of variance, there may be other factors not included in this model that could also influence outcomes. The Standard Error of the Estimate, recorded as 0.354, reflects how much prediction errors can be expected when using this model to predict values of the dependent variable. A lower standard error suggests that predictions made by this model will be closer to actual observed values; thus, a standard error of 0.354 indicates a reasonable level of accuracy for predictions based on this model.

4.8. Analysis of Variance (ANOVA)

The provided ANOVA table summarizes the results of a statistical analysis aimed at understanding the impact of various predictors—specifically, career development, training and development, and talent development—on organizational performance.

The dependent variable in this analysis is organizational performance, while the independent variables are the aforementioned predictors.

Table 4.8 ANOVA^a

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|--------|-------------------|
| 1 | Regression | 21.711 | 3 | 7.237 | 57.779 | .000 ^b |
| | Residual | 13.151 | 105 | .125 | | |
| | Total | 34.862 | 108 | | | |

a. Dependent Variable: Organisational performance

b. Predictors: (Constant), Career development, Training and development, Talent development

Source: Field Data, (2024).

In the regression model presented in Table 4.7, the “Sum of Squares” for regression is reported as 21.711, which indicates the variability explained by the model. This value is contrasted with the “Residual” sum of squares of 13.151, representing the variability not explained by the model. The total sum of squares is thus calculated as 34.862 (21.711 + 13.151), which reflects the overall variability in organizational performance. The degrees of freedom (df) associated with regression is 3 (the number of predictors), while for residuals it is 105 (the total number of observations minus the number of predictors minus one). The mean square for regression can be calculated by dividing the regression sum of squares by its degrees of freedom:

$$\text{Mean Square Regression} = \text{Sum of Squares Regression} / \text{df Regression} = 21.711 / 3 = 7.237.$$

Similarly, for residuals:

$$\text{Mean Square Residual} = \text{Sum of Squares Residual} / \text{df Residual} = 13.151 / 105 \approx 0.125.$$

4.8.1 F-Statistic and Significance Level

The F-statistic is calculated as follows: $F = \text{Mean Square Regression} / \text{Mean Square Residual} = 7.237 / 0.125 \approx 57.79$. This F-value indicates how much more variance in organizational performance can be explained by including these predictors compared to a model without them. The significance level (Sig.) associated with this F-statistic is reported as .000, which suggests that there is a statistically significant relationship between at least one predictor variable and organizational performance at conventional alpha levels (e.g., $\alpha = .05$). This low p-value indicates strong evidence against the null hypothesis, suggesting that career development, training and development, or talent development significantly contribute to variations in organizational performance.

The implications derived from this ANOVA analysis are substantial for organizations aiming to enhance their performance through human resource practices. Given that all three predictors have shown significant contributions to organizational performance, it emphasizes the importance of investing in employee development initiatives such as career advancement opportunities and comprehensive training programs. Organization could consider implementing structured career development plans that align with individual employee goals while also meeting organizational objectives. Additionally, ongoing training and talent development programs can foster a culture of continuous improvement and adaptability within teams, ultimately leading to enhanced productivity and effectiveness. Furthermore, since these factors significantly influence organizational outcomes, decision-makers should prioritize these areas when formulating strategic plans or policies aimed at improving overall performance metrics within their organizations.

4.8.2 Coefficient

The data presented in Table 4.8 outlines the coefficients derived from a regression analysis aimed at understanding the impact of various factors on organizational performance. The dependent variable in this model is organizational performance, while the independent variables include talent development, training and development, and career development. Each of these independent variables has been assigned unstandardized coefficients (B), standardized coefficients (Beta), standard errors, t-values, and significance levels (Sig.).

Table 4.9: Coefficients^a

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|--------------------------|-----------------------------|------------|---------------------------|-------|------|
| | B | Std. Error | Beta | | |
| (Constant) | .343 | .325 | | 1.055 | .294 |
| Talent development | .273 | .256 | .247 | 1.066 | .002 |
| Training and development | .355 | .254 | .322 | 1.396 | .001 |
| Career development | .305 | .053 | .373 | 5.718 | .000 |

a. Dependent Variable: Organisational performance

Source: Field Data, (2024)

The unstandardized coefficients indicate the amount of change in the dependent variable for a one-unit change in each independent variable while holding other variables constant. For instance, the coefficient for talent development is 0.273, suggesting that an increase in talent development efforts by one unit is associated with an increase in organizational performance by approximately 0.273 units. Similarly, training and development have a coefficient of 0.355, indicating a stronger positive relationship with organizational performance than talent development. Career development shows a coefficient of 0.305, which also reflects a positive impact but is slightly less than that of training and development.

The standardized coefficients (Beta) allow for comparison between the effects of different independent variables on the dependent variable by standardizing their scales. In this case, training and development have the highest standardized coefficient at 0.322, followed closely by career development at 0.373 and talent development at 0.247. This suggests that among these three factors, career development has the most substantial relative effect on improving organizational performance when all variables are considered together.

The significance levels (Sig.) indicate whether the relationships observed are statistically significant or not. All three independent variables show highly significant p-values (less than 0.05), with career development being particularly noteworthy at $p < 0.0001$ (5.718). This indicates strong evidence against the null hypothesis for each factor, suggesting that they significantly contribute to enhancing organizational performance. The implications of these findings are profound for organizations aiming to improve their performance metrics through human resource initiatives. The results suggest that investing in training and career development programs can yield substantial benefits to overall organizational effectiveness. Organizations may prioritize these areas to foster employee growth and satisfaction, which can lead to enhanced productivity and better outcomes.

4.9 Discussion of the Findings

This section discusses the findings presented in the previous section, relating them to existing literature and the study's objectives.

4.9.1 Contribution of Talent Development on Organizational Performance

The findings reveal that Tanga City Council has implemented effective talent development initiatives, which contribute positively to organizational performance. The high mean score (4.41) for opportunities for talent development aligns with recent research emphasizing the importance of talent development in enhancing organizational performance. For instance, a study by Rahman et al. (2021) found that organizations investing in talent development programs experience improved employee performance and organizational outcomes

The study findings are supported by Smith et al. (2018) that when organizations invest in talent development, they equip employees with the necessary skills and knowledge to perform their jobs more efficiently. Continuous learning opportunities lead to improved productivity as employees become adept at their roles, make fewer mistakes, and complete tasks more effectively. This not only benefits the individual but also enhances overall organizational performance. Talent development initiatives contribute significantly to employee engagement. When employees see that their employer is committed to their growth, they are more likely to feel valued and motivated. This sense of investment leads to higher retention rates, as employees are less inclined to leave an organization that actively supports their career advancement. Research indicates that 94% of employees are more likely to stay at a company longer if it invests in their career growth.

Understanding of Organizational Goals: Next, the researcher asked employees if they have a clear understanding of the organization's goals and objectives, which yielded a mean score of 3.98 with a standard deviation of 1.018. This score suggests

that most employees do have clarity regarding organizational goals; however, the standard deviation indicates that there are still some employees who lack this understanding. This discrepancy highlights an opportunity for the organization to enhance communication strategies to ensure all employees are aligned with its objectives. That is to say, the study considers that the moderate understanding of organizational goals indicates a need for improved communication strategies. Regular updates and clear messaging can enhance alignment and engagement among employees.

The study findings are aligned with Ofuoma (2021) when employees know what the organization aims to achieve, they prioritize their tasks effectively, focusing on activities that contribute directly to these goals. This alignment fosters a sense of purpose and direction, which enhanced motivation and productivity. When everyone is aware of the objectives, it becomes easier to share information, collaborate on projects, and resolve conflicts. This improved communication leads to a more cohesive work environment where employees feel empowered to contribute ideas and feedback that support organizational success.

Impact of Talent Development Programs on Retention: Regarding the impact of talent development programs on employee retention, the study found that the mean score was 3.84 with a standard deviation of 1.203. This result implies that while talent development programs are viewed favourably by many employees, there is still room for improvement in making these programs more compelling to encourage longer tenure within the organization. Talent development programs encompass various initiatives aimed at enhancing the skills, knowledge, and competencies of

employees. These programs can include training sessions, mentorship opportunities, workshops, and continuous learning initiatives.

Employees often seek opportunities for professional growth within their organizations. When companies provide talent development programs, they signal to employees that their growth is valued. This creates a sense of purpose and direction in their careers. Talent development initiatives foster a culture of engagement within the workplace. Engaged employees are more committed to their roles and the organization as a whole. They tend to be more productive and contribute positively to team dynamics. Employees who perceive that their employer is invested in their personal and professional development develop loyalty towards the organization. This loyalty translates into longer tenures as employees feel appreciated and supported in their career.

According to research by Manzini (2019), about 60% of employees would prefer jobs that offer strong professional development opportunities over those with regular pay raises. Access to training and development resources contributes to higher job satisfaction among employees. When individuals feel equipped with the necessary skills to perform their jobs effectively, they experience job fulfillment. A satisfied employee is less likely to seek employment elsewhere.

Retention of Top Talent: When evaluating whether Tanga City Council actively works to retain its top talent, respondents who were asked by the researcher provided a mean score of 3.70 and a standard deviation of 1.135. This indicates a moderate level of agreement among employees about retention efforts but also suggests that

some feel that more could be done in this area. The variability in responses points to differing perceptions about how effectively top talent is being retained. In that regard, findings suggest that the uncertainty regarding the organization's efforts to retain top talent suggests a potential risk in losing high-performing employees. Implementing targeted retention strategies, such as mentorship programs and career development plans, could mitigate this risk.

In the similar case, top talent often possesses valuable institutional knowledge that is crucial for the Tanga City Council's operations and strategic direction. When experienced employees leave, they take with them not only their skills but also insights into processes, relationships with clients or partners, and an understanding of the company's history and culture. Retaining these individuals ensures continuity in operations and preserves critical knowledge that can be leveraged for future growth. A stable workforce allows organization like Tanga City Council to foster innovation more effectively. Long-term employees are more likely to contribute ideas based on their deep understanding of the company's goals and challenges. They collaborate on projects without the disruption caused by frequent turnover, leading to enhanced creativity and problem-solving capabilities within teams.

The study findings are supported by Yusuph (2018) that employee turnover is expensive. The costs associated with replacing an employee can range from 50% to 200% of that employee's annual salary. This includes expenses related to recruiting, hiring, onboarding, and training new employees. Additionally, there are indirect costs such as lost productivity during the transition period and decreased morale among remaining employees who feel overburdened or unsettled by the changes.

Retaining top talent helps organizations build a strong workforce that is motivated and engaged. Employees who feel valued and supported are more likely to be productive, innovative, and committed to their roles. This leads to higher quality products and services, better customer service, and increased overall organizational performance. A stable workforce also fosters a positive work culture where collaboration and teamwork thrive.

Fairness and Accuracy of Performance Reviews: The study found that performance review process received a mean score of 4.31 with a standard deviation of 1.847, indicating strong positive sentiment towards its fairness and accuracy among respondents. However, the high standard deviation suggests significant differences in individual experiences with performance reviews, which could point to inconsistencies in how reviews are conducted across different departments or teams. When employees perceive the review process as fair, it enhances their morale and motivation. Conversely, if they feel that the process is biased or unjust, it leads to dissatisfaction and decreased productivity. A fair review process fosters trust between employees and management. Employees respect leaders who implement transparent and equitable evaluation processes. Organization such as Tanga City Council that maintain fair performance review systems tend to have higher employee retention rates. Employees seek employment elsewhere if they believe their contributions are recognized fairly.

This is in line with Kallape (2022) that when employees perceive that their performance evaluations are just, they are more likely to feel valued and respected within the organization. Conversely, if they believe that the reviews are biased or

inaccurate, it leads to dissatisfaction, decreased motivation, and even increased turnover rates. Research indicates that when employees feel their performance ratings do not reflect their actual work, they react negatively, which adversely affects their job attitude and productivity. Performance reviews serve as a mechanism for employee development. They provide an opportunity for supervisors to identify strengths and areas for improvement in an employee's performance.

Feedback from Performance Reviews: Finally, when respondents asked if their performance review provides helpful feedback for their development, respondents scored an average of 3.97 with a standard deviation of 1.013. This indicates that most employees find value in the feedback received during performance reviews; however, similar to previous items analyzed, there remains some variability suggesting that not all feedback mechanisms are perceived as equally beneficial. During performance reviews, senior staff at Tanga City Council highlight specific strengths that employees possess, as well as areas where they need further development. This identification is crucial because it enables employees to leverage their strengths in their current roles while also addressing weaknesses through targeted training or professional development opportunities. For instance, if an employee excels in teamwork but struggles with project management skills, the review can lead to tailored training programs that enhance their capabilities.

Performance reviews often involve discussions about future goals and objectives. Through setting clear, measurable goals during these evaluations, employees gain a sense of direction regarding what they need to achieve moving forward. This goal-setting process not only aligns individual aspirations with organizational objectives

but also fosters accountability among employees as they work towards achieving these targets. Feedback provided during performance reviews encourages a culture of continuous improvement within the organization. Employees who receive constructive criticism are more likely to seek out opportunities for self-improvement and professional growth. When managers provide actionable insights during the review process such as specific examples of what needs to change or improve employees are better equipped to make necessary adjustments in their work habits or approaches.

The study findings are supported by human capital theory whereas human capital thrives in an environment that promotes continuous learning and development. Training programs help employees acquire new skills, stay updated with industry trends, and adapt to changing job requirements. Providing opportunities for career development demonstrates a commitment to employees' growth and fosters loyalty within the workforce. Engaged employees are more likely to stay with the organization, reducing turnover rates and its associated costs.

4.9.2 Contribution of Training and Development on Organizational Performance

The findings indicate that training and development programs at Tanga City Council contribute positively to organizational performance, particularly in enhancing soft skills and providing constructive feedback. The high mean score (4.17) for soft skills enhancement aligns with recent research emphasizing the importance of soft skills in the modern workplace. For example, Succi and Canovi (2020) found that soft skills training significantly improves employee performance and adaptability in various organizational contexts.

Training program and soft skills: Firstly, the study found that the mean score for the statement “Training programs at Tanga City Council enhance soft skills (communication, teamwork, leadership)” is 4.17 with a standard deviation of 1.005. This indicates that respondents generally agreed that these training programs are beneficial in developing essential soft skills. The relatively low standard deviation suggests that there is a consensus among participants regarding the effectiveness of these programs. Nevertheless the high ratings for soft skills training suggest that Tanga City Council should continue to prioritize these programs as they are perceived to have a significant positive impact on employee performance.

Thus training programs designed to enhance employees’ soft skills such as communication and teamwork are vital for fostering an effective workplace environment. These programs not only improve individual performance but also contribute positively to organizational culture, ultimately leading to enhanced productivity and profitability.

According to Nko (2021) organizations that prioritize soft skills training often see a direct correlation with enhanced overall performance. Studies indicate that companies investing in soft skills training can experience significant improvements in employee work performance and productivity. Enhancing employees' soft skills through targeted training programs is a strategic investment for organizations. It not only improves interpersonal relationships and workplace dynamics but also contributes to better leadership, increased adaptability, and overall organizational success. Through fostering a culture that values soft skills, companies can create a more engaged, resilient, and productive workforce.

Soft Skills acquired and Job Performance: Next, when examining the statement “The soft skills acquired through training positively impact job performance,” the study found that the mean score drops slightly to 3.83 with a standard deviation of 1.104. This suggests that while there is still a positive perception regarding the impact of soft skills on job performance, there are some variability in how strongly individuals feel about this correlation. Effective communication is a cornerstone of successful job performance.

Training programs focused on soft skills help employees at Tanga City Council improve their verbal and non-verbal communication abilities. This improvement leads to clearer exchanges of information among team members and between departments. When employees articulate their ideas clearly and listen actively to others, misunderstandings are minimized, leading to more efficient workflows and better service delivery to the public. For instance, when council staff engage with community members or stakeholders, strong communication skills enable them to convey policies and initiatives effectively. This not only fosters trust but also encourages community involvement in local governance. Soft skills training emphasizes the importance of teamwork and collaboration. Employees learn how to work effectively within diverse teams by understanding group dynamics and recognizing individual strengths. At Tanga City Council, this collaborative spirit is essential for achieving common goals such as urban planning projects or community development initiatives.

The study findings are similar to what was stated by Ameyah (2019) that training in soft skills equips employees with the ability to articulate their ideas clearly and

engage in constructive dialogue. This leads to fewer misunderstandings and improved collaboration among team members, ultimately boosting productivity and workplace morale. Employees trained in emotional intelligence can better recognize and manage their own emotions as well as those of others. This skill is crucial for conflict resolution and building strong relationships, contributing to a positive work environment. Training programs often focus on critical thinking and adaptability, enabling employees to navigate challenges effectively. This flexibility is essential in today's rapidly changing work environments, where employees must adjust to new circumstances and technologies.

Technical training and Job Responsibilities: The study further found that relevance of technical training to job responsibilities was assessed, with a mean score of 3.82 and a standard deviation of 1.172 for the statement "The technical training programs provided are relevant to job responsibilities." This indicates that most employees find the technical training applicable to their roles. That is to say the study found that positive feedback regarding the relevance of technical training indicates a need for ongoing assessment of training content to ensure it meets the evolving demands of job roles.

On the other hand once the job responsibilities are outlined, identification any skill gaps that exist among employees are taken into consideration. This is achieved through performance evaluations, feedback from supervisors, and assessments of current competencies versus required competencies for effective job performance. Also training should not only address immediate skill gaps but also prepare employees for future challenges and opportunities within their respective fields. For

example, if the council aims to enhance its digital services for residents, training programs focused on information technology and digital communication would be highly relevant.

Training, technical skills and proficiency: In terms of skill improvement, respondents rated “Training has improved technical skills and proficiency” the study found with a mean score of 3.83 and a standard deviation of 1.175. This reinforces the notion that employees believe their technical capabilities have been enhanced through training initiatives. Findings reveal that before implementing training programs, the current skill levels of employees are assessed. This assessment helps identify gaps in knowledge and areas where improvement is needed. This involves evaluating the technical competencies required for various roles within the council, such as urban planning, financial management, and public health services. Once the skill gaps have been identified, tailored training programs is developed. These programs should focus on specific technical skills relevant to the tasks performed by council staff. For example, training at Tanga City Council include workshops on data analysis software for urban planners or financial management systems for budget officers.

The study findings are supported by Kiran (2022) as technology rapidly evolves, technical skills training ensures employees can adapt to new tools, software, and methodologies. Staying current is key to maintaining a competitive edge. Proficiency in technical skills allows employees to work faster and smarter, leveraging the full capabilities of tools and technologies. This leads to higher productivity and efficiency. Strong technical foundations enable employees to think creatively,

experiment with new approaches, and develop innovative solutions to complex problems.

Feedback received: Feedback mechanisms during and after training were evaluated as well, yielding a mean score of 4.20 and a lower standard deviation of 0.931 for “The feedback received during and after training is constructive and helpful.” This high mean score indicates strong agreement among participants regarding the quality of feedback they receive, suggesting it plays an important role in their learning experience. Feedback provided during training sessions allows participants to make immediate adjustments to their learning approaches. This real-time assessment helps in identifying areas where individuals may struggle and offers opportunities for on-the-spot clarification.

However, despite the effectiveness of feedback during training highlights the importance of maintaining strong communication channels, Tanga City Council should foster an environment where employees feel comfortable sharing their thoughts on training effectiveness. Feedback received during and after training at Tanga City Council is constructive and helpful because it facilitates real-time learning adjustments, promotes engagement among peers, enhances motivation through positive reinforcement, fosters a culture of continuous improvement, aligns individual performance with organizational goals, and identifies specific areas for skill development. This comprehensive approach not only benefits individual employees but also contributes significantly to the overall effectiveness of Tanga City Council as an organization.

Comfort in providing Feedback: Conversely, when asked about comfort in providing feedback on training effectiveness (“I feel comfortable providing feedback on the effectiveness of the training programs”), respondents scored an average of 3.70 with a standard deviation of 1.135. This implies that while many employees feel comfortable sharing their thoughts on training efficacy, there remains room for improvement in fostering an open feedback culture. Feedback allows Tanga City Council to evaluate whether their training programs meet their intended objectives.

Through gathering input from participants, trainers can determine if the content was engaging, relevant, and effectively delivered. This assessment helps identify strengths and weaknesses within the program. Constructive feedback highlights specific aspects of the training that may need refinement or adjustment. For instance, if participants indicate that certain topics were unclear or not adequately covered, trainers modify future sessions to address these gaps. When participants provide feedback, they feel more involved in the learning process. This engagement fosters a sense of ownership over their development and encourages them to take an active role in their learning journey. Feedback enables trainers to tailor their programs to better suit the needs of participants. Through understanding individual learning preferences and challenges, training can be adapted to ensure it remains relevant and effective for all attendees.

4.9.3 Contribution of Career Development on Organizational Performance

The findings reveal that Tanga City Council's career development initiatives, particularly mentorship programs and clear advancement pathways, contribute positively to organizational performance. The high mean score (4.39) for access to

mentorship programs aligns with recent research highlighting the importance of mentoring in career development. For instance, a study by Woo (2017) found that effective mentorship programs lead to improved employee performance and organizational commitment.

Opportunities for Skill Development: The first statement assesses whether Tanga City Council provides opportunities for employees to develop new skills relevant to their roles, with a mean score of 4.01 and a standard deviation of 1.126. This indicates that, on average, employees feel positively about the skill development opportunities available to them; however, the relatively high standard deviation suggests variability in responses, indicating that some employees feel less satisfied than others regarding these opportunities. On the other hand the researcher considers that when employees are given the chance to learn and develop new skills, they can perform their current roles more effectively. This enhancement in performance can lead to increased productivity and efficiency within the organization.

For instance, training programs that focus on specific job-related skills can help employees execute their tasks with greater accuracy and speed. Opportunities for skill development contribute significantly to employee engagement. When employees feel that their employer is invested in their growth, they are more likely to be motivated and committed to their work. This sense of investment can lead to higher job satisfaction levels, which in turn reduces turnover rates. Engaged employees are also more likely to contribute positively to the workplace culture.

The study findings are supported by Majid (2018) that a workforce that is encouraged to learn new skills is often more innovative. When employees acquire

diverse knowledge and competencies, they bring fresh perspectives and ideas into the organization. This innovation can lead to improved products, services, or processes that give the company a competitive edge in the market. Organizations that prioritize skill development cultivate a learning culture where continuous improvement is valued. Such an environment encourages collaboration among employees as they share knowledge and experiences with one another. A strong learning culture not only benefits individual employees but also enhances overall organizational performance.

Effectiveness of Skills Development Programs: The second statement evaluates the effectiveness of skills development programs offered by Tanga City Council in improving knowledge and ability, yielding a mean score of 3.75 with a standard deviation of 1.140. While this score reflects a generally favourable view towards these programs, it also highlights room for improvement since it is below the midpoint (4). The variation indicated by the standard deviation suggests differing experiences among employees regarding how effective they find these programs. Accordingly, skills development programs are structured initiatives designed by Tanga City Council to enhance the knowledge, skills, and competencies of their employees. These programs take various forms, including workshops, training sessions, online courses, mentorship opportunities, and on-the-job training.

The effectiveness of these programs is often measured by improvements in employee performance, job satisfaction, and overall organizational productivity. One key reason why skills development programs are effective is that they are often aligned with the strategic goals of the organization. When training is tailored to meet specific

business objectives, employees see a direct connection between their learning and their contributions to the company's success. This alignment ensures that employees acquire relevant skills that are immediately applicable to their roles. The study findings are relevant to the study by Ameyah (2019) that skills development programs offered by organizations are effective in improving employee knowledge and ability due to their alignment with organizational goals, enhancement of employee engagement, promotion of a continuous learning culture, facilitation of adaptability to change, provision of measurable outcomes, personalization of learning experiences, and encouragement of collaboration among team members.

Career Advancement Pathways: The third statement focuses on whether Tanga City Council provides clear career advancement pathways, achieving a mean score of 4.26 and a lower standard deviation of 0.854. This high mean score suggests that many employees perceive clarity in their potential career progression within the organization, which is crucial for motivation and retention. The lower standard deviation indicates more consistent agreement among respondents about this aspect compared to other statements. In this regard Tanga City Council recognizes that clear career advancement pathways are crucial for attracting top talent. A structured framework outlining potential career trajectories helps candidates understand the growth opportunities available within the company. This transparency significantly influences their decision to join an organization, as many job seekers prioritize professional development when evaluating potential employers. Providing clear pathways for advancement is essential for retaining employees.

Research by Kiran (2022) indicates that employees who perceive opportunities for internal mobility are more likely to stay with their current employer. For instance, LinkedIn's 2023 Workplace Learning Report found that team members with better internal movement opportunities were 75% remain at their organization compared to those without such options. This retention not only saves costs associated with turnover but also maintains organizational knowledge and stability. When employees have a clear understanding of how they progress in their careers, it fosters a sense of direction and purpose. This clarity enhances job satisfaction and engagement, as employees feel invested in their roles and motivated to develop the necessary skills for advancement. A well-defined career path allows individuals to set personal goals aligned with organizational objectives, leading to increased productivity.

Communication Regarding Advancement Opportunities: The fourth statement examines how regularly the organization communicates opportunities for career advancement, resulting in a mean score of 4.03 with a standard deviation of 1.049. This indicates that employees generally feel informed about advancement opportunities; however, as with previous items, there is still some variability in perceptions that are addressed through improved communication strategies. Tanga City Council recognizes that employee engagement is crucial for productivity and retention. When employees feel that they have opportunities to advance their careers, they are engaged in their work. Engaged employees tend to perform better, contribute positively to the workplace culture, and remain with the organization longer. Through regularly communicating career advancement opportunities, organizations foster a sense of belonging and motivation among their workforce.

This is in line with Kang (2022) in today's competitive job market, retaining top talent is essential for organizational success. Employees often seek roles where they can grow and develop professionally. If an organization fails to communicate available advancement opportunities, it risks losing valuable employees who may seek growth elsewhere. Regular communication about career paths helps ensure that employees are aware of potential promotions or lateral moves that could enhance their skills and job satisfaction. Organizations often invest in training programs designed to prepare employees for future roles within the company. Through communicating these opportunities effectively, organizations encourage employees to participate in skill development initiatives. This not only benefits the individual by enhancing their qualifications but also benefits the organization by creating a more skilled workforce capable of taking on greater responsibilities.

Mentorship and Coaching Programs: The fifth statement examines access to mentorship or coaching programs within Tanga City Council, yielding a mean score of 4.39 and a low standard deviation of 0.758. This high score suggests strong employee satisfaction with mentorship availability, which can significantly enhance personal and professional growth through guidance from experienced colleagues. In that regard, access to mentorship and coaching significantly boost employee engagement levels. When employees feel supported in their professional growth, they become satisfied with their jobs and committed to the organization. This increased engagement often translates into higher retention rates, as employees are less to seek opportunities elsewhere when they perceive that their employer is invested in their future.

Smith et al. (2018) added that mentorship programs often focus on developing leadership skills among participants. Through pairing less experienced employees with seasoned leaders, organizations can cultivate a pipeline of future leaders who are prepared to take on greater responsibilities. This proactive approach helps ensure organizational stability and continuity by preparing individuals for leadership roles before they become vacant.

Value Provided by Mentors/Coaches: Finally, the sixth statement evaluates whether mentors or coaches provide valuable guidance and support for career development, resulting in a mean score of 3.70 with a standard deviation of 1.135. While this indicates some positive feedback regarding mentorship effectiveness, it also reveals potential areas for enhancement since it falls below the higher satisfaction levels seen in other areas. One of the primary reasons mentors and coaches are valuable is their ability to provide personalized guidance tailored to the individual needs of employees. Each employee has unique strengths, weaknesses, career aspirations, and challenges. A mentor assesses these factors and offer customized advice that aligns with the employee's goals. This personalized approach helps employees navigate their career paths more effectively.

Mentors and coaches bring a wealth of knowledge and experience to the table. They have often faced similar challenges in their careers and share insights that are not readily available through formal training programs or company policies. This sharing of real-world experiences allows employees to learn from others' successes and mistakes, which can accelerate their own development. A significant aspect of career development is building confidence in one's abilities. Mentors and coaches play a

crucial role in this process by providing encouragement, constructive feedback, and recognition of achievements. When employees feel supported by someone they respect, they are more likely to take risks, pursue new opportunities, and advocate for themselves within the organization.

4.9.4 Organizational Performance at Tanga City Council

The findings indicate that Tanga City Council is performing well in terms of service quality and delivery, which are key indicators of organizational performance in the public sector. The high mean score (4.39) for meeting or exceeding customer expectations aligns with recent research emphasizing the importance of service quality in public sector performance. For example, a study by Akinboade and Kinack (2018) found that service quality is a significant predictor of citizen satisfaction and trust in local government institutions.

The first statistic reveals that the organization meets and exceeds customer expectations in terms of service quality, with a mean score of 4.39 and a standard deviation of 0.891. This high mean suggests that customers generally perceive the organization as performing well in delivering quality services. The relatively low standard deviation indicates that responses are closely clustered around the mean, suggesting a consensus among respondents regarding the organization's service. Customer expectations are shaped by prior experiences, marketing communications, word-of-mouth recommendations, and personal needs. In that regard employees are often the face of the organization; thus, investing in training ensures they possess the necessary skills to deliver high-quality service. This includes understanding customer needs and effective communication.

Next, the emphasis on continuous improvement in service quality is highlighted by a mean score of 3.97 and a standard deviation of 1.134. While this score is still above average, it reflects slightly more variability in responses compared to the previous statistic. This variability suggests differing opinions among employees or stakeholders about how effectively Tanga City Council prioritizes continuous improvement initiatives. High-quality service leads to increased customer satisfaction, which is crucial for retaining customers and fostering loyalty. Satisfied customers recommend the organization to others, leading to organic growth through word-of-mouth.

On the other hand improving service quality often goes hand-in-hand with improving operational efficiency. Through analyzing processes and identifying areas for improvement, organizations can streamline operations, reduce costs, and eliminate waste. This not only enhances service delivery but also contributes to better resource management. A focus on continuous improvement fosters a culture of engagement among employees. When employees see that their organization is committed to enhancing service quality, they feel valued and motivated to contribute ideas for improvement.

The organization's ability to consistently meet deadlines for service delivery is also noteworthy, with a mean score of 4.34 and a standard deviation of 0.819. This indicates strong performance in timely service delivery, which is crucial for maintaining customer satisfaction and trust. Through establishing a reputation for quick responses, an organization attracts new customers who prioritize efficient service. On the other hand timely responses can lead to fewer customer complaints.

When inquiries are addressed quickly, customers are less likely to feel frustrated or ignored, which often leads them to escalate their issues or share negative experiences with others. Promptly responding to customer inquiries allows organizations to manage their resources more effectively. When response times are optimized, employees can focus on providing quality service rather than dealing with backlogs of unanswered queries. This efficiency not only improves employee morale but also enhances overall productivity within the organization.

In terms of responsiveness to customer inquiries and requests, the organization scored a mean of 3.72 with a standard deviation of 1.146. This lower score compared to other metrics may indicate areas for improvement; while the organization performs adequately, there appears to be room for enhancing responsiveness to better meet customer needs. Investing in employee training ensures that staff members are skilled and knowledgeable about best practices in their roles. Well-trained employees tend to perform better, leading to higher service quality with fewer errors or issues that could incur additional costs. This investment ultimately pays off by reducing turnover rates and increasing overall productivity.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Chapter Overview

This chapter presents summary, conclusion and recommendations related to the contribution of human capital development on local government authorities' performance in Tanzania a case of Tanga City Council.

5.2 Summary of the Key Findings

In terms of specific objective one, the study found that employees generally felt positively about the availability of talent development opportunities while most employees do have clarity regarding organizational goals; however, the standard deviation indicates that there are still some employees who lack this understanding. On the other hand talent development programs are viewed favourably by many employees, there is still room for improvement in making these programs more compelling to encourage longer tenure within the organization.

With regard to the specific objective two, findings showed that respondents generally agreed that these training programs are beneficial in developing essential soft skills while most employees find the technical training applicable to their roles. That is to say the study found that positive feedback regarding the relevance of technical training indicates a need for ongoing assessment of training content to ensure it meets the evolving demands of job roles. Also employees believe their technical capabilities have been enhanced through training initiatives. On the basis of specific objective three, it was revealed that employees feel positively about the skill development opportunities available to them; however, the relatively high

standard deviation suggests variability in responses, indicating that some employees feel less satisfied than others regarding these opportunities. Similarly Tanga City Council provides clear career advancement pathways, achieving a mean score of 4.26 and a lower standard deviation of 0.854.

5.3 Implications of The Study Findngs

The findings of the study indicate a generally positive perception of talent development opportunities within the organization, which suggests that the organization is making strides in offering professional growth avenues for its employees. However, the variation in responses, as indicated by the standard deviation, suggests that some employees still feel disconnected from the organizational goals. This disconnect might imply a need for more effective communication strategies or tailored initiatives that ensure every employee has a clear understanding of these goals. Improving this understanding could enhance employee engagement and alignment with organizational objectives.

For the second objective, while employees recognize the value of soft and technical skills training, the study highlights the importance of continuous evaluation and improvement of these programs. As job roles and industry demands evolve, training content must remain relevant and adaptable to ensure employees can meet the challenges of their roles effectively. The positive reception of technical training suggests that employees are benefiting from these programs, yet ongoing refinement of these initiatives can further enhance their applicability and foster an environment where employees feel fully equipped for their tasks.

In terms of career advancement, the favorable responses regarding clear career pathways and skill development opportunities within Tanga City Council are encouraging. However, the variability in satisfaction levels suggests a gap in perception among employees, possibly due to differences in career stages or access to development resources. Addressing these disparities by ensuring equitable access to career advancement and professional growth opportunities could lead to increased employee satisfaction and retention. A focus on individualized career planning might help reduce these gaps and promote a more universally positive experience with the talent development programs.

5.4 Conclusion

With regard to specific objective one which was to examine the contribution of talent development on organizational performance at Tanga City Council, the study concludes that while overall employee perceptions regarding talent development and organizational clarity appear positive based on mean scores across various statements, significant variability indicated by standard deviations suggests areas where improvements can be made particularly in communication about organizational goals and enhancing retention strategies for top talent. On the basis of specific objective two which was to determine the contribution of training and development on organizational performance at Tanga City Council, the study concludes that the positive perceptions surrounding soft skill enhancement and constructive feedback suggest effective elements within these initiatives; however, variability in responses concerning job performance impact and comfort with providing feedback.

In terms of specific objective three which was to examine the contribution of career development on organizational performance at Tanga City Council, it is hereby concluded that while Tanga City Council has established several effective mechanisms for supporting employee career development such as clear advancement pathways and access to mentorship, there are still areas needing attention to enhance employee satisfaction further. Specifically, improving communication about skill development programs and ensuring their effectiveness could lead to better outcomes in employee engagement and retention.

Generally, all three independent variables namely talent development, training and development as well as career development show highly significant p-values (less than 0.05), with career development being particularly noteworthy at $p < 0.0001$ (5.718). This indicates strong evidence against the null hypothesis for each factor, suggesting that they significantly contribute to enhancing organizational performance.

5.5 Recommendations

The organisation should continue enhancing employee skills since talent development programs equip employees with necessary skills that align with organizational goals. This leads to improved service delivery within the council. Also the management should implement structured talent development programs focusing on both soft and hard skills. In the same trail the organisation should continue regularly assessing employee skill gaps through surveys or performance reviews to address skills needs on time.

In terms of specific objective two, the management should continue developing a comprehensive training needs assessment process to identify specific areas where training is required. That is to say should utilize various training methods (e.g., e-learning, on-the-job training) to cater to different learning preferences among employees and evaluate the effectiveness of training programs through feedback mechanisms and performance metrics post-training. Based on specific objective three, the study recommends that the organisation should continue establishing clear career progression frameworks, guidance, inclusive in its plans and tailored career strategies that outline potential paths for advancement within the council and encouraging mentorship programs where experienced staff guide less experienced and new colleagues in their career journeys.

Moreover, the organisation should continue conducting regular career development workshops focusing on skills such as resume writing, interview preparation, and personal branding. Generally enhancing talent development, training and development, as well as career development at Tanga City Council will lead not only to improved organizational performance but also foster a positive working environment conducive for growth both for employees and the organization itself.

5.6 Limitations of the Study

Limited Scope of Generalization: The study focused solely on Tanga City Council, which may limit the generalizability of the findings to other organizations or councils in different regions or sectors. The unique organizational structure, culture, and employee demographics of Tanga City Council may not fully represent the

experiences or outcomes in other contexts, reducing the broader applicability of the findings.

Self-Reported Data: The study primarily relied on self-reported data from employees, which may introduce response bias. Employees might have felt compelled to provide socially desirable answers or may not have accurately assessed their skills, training needs, or career satisfaction. This could affect the reliability of the data and may not fully capture the true experiences and perceptions of employees.

Cross-Sectional Nature of the Study: The study used a cross-sectional design, capturing data at a single point in time. This limits the ability to observe changes in employee perceptions and skill development over time. The dynamic nature of talent development, training programs, and career advancement opportunities may require longitudinal research to fully understand their long-term impacts on organizational performance and employee growth.

5.7 Areas for Further Studies

Longitudinal Study on the Impact of Human Capital Development Programs: Future research could focus on conducting a longitudinal study to assess the long-term impacts of talent development, training and development, as well as career development programs on employee retention, skill growth, and organizational performance over an extended period. This would provide a deeper understanding of how continuous learning and development initiatives contribute to sustained improvements within the organization.

Comparative Analysis of the impacts of Human Capital Development initiatives in different public institutions' performance: To enhance generalizability, future studies

could compare talent development, training, and career advancement practices across different public institutions or councils in Tanzania. This would allow for the identification of best practices and potential areas for improvement in various sectors and regions, leading to broader insights into public sector talent management.

Exploration of Employee Satisfaction and Retention Factors: Further studies could explore other factors influencing employee satisfaction and retention beyond talent development, such as organizational culture, work-life balance and leadership styles, government policy and the role of diversity equity and inclusion. By examining the broader context of employee experience, future research could provide more comprehensive recommendations for improving employee retention and performance.

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APPENDICES

Appendix i: Questionnaire

Dear respondents,

Thank you for taking the time to participate in this research study. The purpose of this questionnaire is to gather valuable insights into; **“The Contribution Of Human Capital Development On Organizational Performance: A Case Of Tanga City Council, Tanga, Tanzania”** Your honest and thoughtful responses will greatly contribute to the success of this research.

Section A: Demographic section

Please put a tick where appropriate

1. Sex

i. Male ()

ii. Female ()

2. Level of education

i. Certificate ()

ii. Diploma ()

iii. Degree ()

iv. Postgraduate ()

3. Working experience

i. 1-3 years ()

ii. 4-6 years ()

iii. 7-9 years ()

iv. 10 years and above ()

Section B: The contribution of talent development on organizational performance at Tanga City Council

| S/n | Talent development | 1 | 2 | 3 | 4 | 5 |
|----------------------------|--|---|---|---|---|---|
| Employee engagement | | | | | | |
| 1 | The organization provides sufficient opportunities for talent development. | | | | | |
| 2 | I have a clear understanding of the organization's goals and objectives. | | | | | |
| Retention rate | | | | | | |
| 3 | The talent development programs offered by the council make me want to stay here longer. | | | | | |
| 4 | The organization actively works to retain its top talent. | | | | | |
| Performance review | | | | | | |
| 5 | The performance review process at the council is fair and accurate. | | | | | |
| 6 | My performance review provides helpful feedback for my development. | | | | | |

Key note: 1= Strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly agree

Section C: The contribution of training and development on organizational performance at Tanga City Council

| S/n | Training and development | 1 | 2 | 3 | 4 | 5 |
|-------------------------|---|---|---|---|---|---|
| Soft skills | | | | | | |
| 1 | Training programs at Tanga City Council effectively enhance my soft skills (communication, teamwork, leadership). | | | | | |
| 2 | The soft skills acquired through training positively impact my job performance | | | | | |
| Technical skills | | | | | | |
| 3 | The technical training programs provided are relevant to my job responsibilities. | | | | | |
| 4 | Training has improved my technical skills and proficiency. | | | | | |
| Feedback | | | | | | |
| 5 | The feedback received during and after training is constructive and helpful. | | | | | |
| 6 | I feel comfortable providing feedback on the effectiveness of the training programs. | | | | | |

Key note: 1= Strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly agree

Section D: The contribution of career development on organizational performance at Tanga City Council

| S/n | Career development | 1 | 2 | 3 | 4 | 5 |
|--------------------------------|--|---|---|---|---|---|
| Skills development | | | | | | |
| 1 | Tanga City Council provides me with adequate opportunities to develop new skills relevant to my role. | | | | | |
| 2 | The skills development programs offered by Tanga City Council are effective in improving my knowledge and ability. | | | | | |
| Career enhancement | | | | | | |
| 3 | Tanga City Council provides me with clear career advancement pathways. | | | | | |
| 4 | The organization regularly communicates opportunities for career advancement within Tanga City Council. | | | | | |
| Mentorship and coaching | | | | | | |
| 5 | Tanga City Council provides access to mentorship or coaching programs for its employees. | | | | | |
| 6 | My mentor/coach provides me with valuable guidance and support for my career development. | | | | | |

Key note: 1= Strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly agree

Section E: Organizational performance at Tanga City Council

| S/n | Organisational performance | 1 | 2 | 3 | 4 | 5 |
|----------------------------------|--|---|---|---|---|---|
| Quality service | | | | | | |
| 1 | The organization meets or exceeds customer expectations in terms of service quality. | | | | | |
| 2 | The organization places a high priority on continuous improvement in service quality. | | | | | |
| Timely service delivery | | | | | | |
| 3 | The organization consistently meets deadlines for service delivery. | | | | | |
| 4 | The organization responds promptly to customer inquiries and requests | | | | | |
| Achieving value for money | | | | | | |
| 5 | The organization adopts cost-effective practices without compromising service quality. | | | | | |
| 6 | Customers perceive the organization's services as a good value for the money spent. | | | | | |

Key note: 1= Strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly agree

THANK YOU VERY MUCH FOR YOUR PARTICIPATION

Appendix ii: Clearance Letters



Ref. No OUT/PG20202285658

27th June, 2024

District Executive Director,

P.O. Box 5078,

TANGA.

Dear Director,

**RE: RESEARCH CLEARANCE FOR MR DANIEL FANUEL MGONJA REG NO:
 PG202285658**

2. The Open University of Tanzania was established by an Act of Parliament No. 17 of 1992, which became operational on the 1st March 1993 by public notice No.55 in the official Gazette. The Act was however replaced by the Open University of Tanzania Charter of 2005, which became operational on 1st January 2007. In line with the Charter, the Open University of Tanzania mission is to generate and apply knowledge through research.

3. To facilitate and to simplify research process therefore, the act empowers the Vice Chancellor of the Open University of Tanzania to issue research clearance, on behalf of the Government of Tanzania and Tanzania Commission for Science and Technology, to both its staff and students who are doing research in Tanzania. With this brief background, the purpose of this letter is to introduce to you **Mr, Daniel Fanuel Mgonja** , Reg.No:PG202285658), pursuing **Masters of Human Resource Management (MHRM)**. We here by grant this clearance to conduct a research titled “ **The**

Contribution of Human Capital Development on Local Government Authority Performance in Tanzania: A case of Tanga City Council *. He will collect his data your office from July 1st , 2024 to 31st July 2024.

4. In case you need any further information, kindly do not hesitate to contact the Deputy Vice Chancellor (Academic) of the Open University of Tanzania, P.O.Box 2340 Dar es Salaam. Tel: 022-2-2668820. We lastly thank you in advance for your assumed cooperation and facilitation of this research academic activity.

Yours sincerely,

THE OPEN UNIVERSITY OF TANZANIA



Prof. Gwahula Raphael Kimamala

For: **VICE CHANCELLOR**



JAMHURI YA MUUNGANO WA TANZANIA
OFISI YA RAIS
TAWALA ZA MIKOA NA SERIKALI ZA MITAA
HALMASHAURI YA JIJI LA TANGA



Unapojibu tafadhari taja:

Kumb. Na. TCC/S.20/7/14/Part1

Tarehe: 10/07/2024

Mkuu wa Chuo,
 Chuo Kikuu Huria,
 S.L.P 5006,
TANGA.

YAH: KIBALI CHA KUFANYA UTAFITI.

Tafadhali rejea barua yako barua yenye **Kumb Na. No.OUT/PG20202285658** ya tarehe 27/06/2024 inayohusu ombi la kufanya Utafiti.

2. Kwa barua hii napenda kukufahamisha kuwa Mkurugenzi wa Halmashauri ya Jiji la Tanga ameridhia kumpa kibali cha kufanya Utafiti mwanafunzi wako **Daniel Fanuel Mgonja** anayesoma "**Master's Degree in Human Resource Management**" kufanya Utafiti Halmashauri ya Jiji la Tanga.
3. Ukusanyaji huo wa taarifa unatarajia Kufanyika kuanzia tarehe 01/07/2024 hadi tarehe 31/07/2024 kama inavyoonekana katika barua yako ya maombi.
4. Hivyo Halmashauri ya Jiji la Tanga haita husika na gharama yoyote kwa kipindi chote atakapokuwa kwenye mafunzo hayo.

Ashirafu Benta

Ashirafu Benta
KNY.MKURUGENZI WA JIJI LA TANGA.

MKURUGENZI WA JIJI LA TANGA