

**ROLE OF STRATEGIC HUMAN RESOURCE MANAGEMENT ON
EFFECTIVE EMPLOYEES' PERFORMANCE IN PUBLIC SECTOR:
CASE OF GEITA TOWN COUNCIL**

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2024

CERTIFICATION

I the undersigned certify that, I have read and recommend for the acceptance by Open University of Tanzania a dissertation entitled; “**Role of Strategic Human Resource Management on effective Employees’ Performance in Public sector: A case of Geita Town Council**”. In partial fulfillment of the requirement for the Degree award of Masters of Human Resource Management of The Open University of Tanzania.

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(Supervisor)

.....
Date

DECLARATION

I, **Mukama, Boniphace Sospeter**, Declare that this dissertation is my original work and that to the best of my knowledge, it has not been presented to any other College, Institution or University other than The Open University in whole or part for a similar or any other degree award.

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LIST OF ABBREVIATIONS

FGDs:	Focus Group Discussions
HR:	Human Resource
HRP:	Human Resource Planning
MRM:	Human Resource Management
OPRAS:	Open Performance Review and Appraisal System
RBV:	Resource – Based View
SHRM:	Strategic Human Resource Management
SPSS:	Statistical Package for Social Science
VETA:	Vocational Education and Training Authority

ABSTRACT

The overall purpose of this study was to assess the contribution of strategic human resource management on effective employee's performance in public sector, a case of Geita Town Council. The study was guided by three specific objectives; to assess the application of performance appraisal system in a public sector for effective employee's job performance, to assess provision of training and development in a public sector for effective employee's job performance as well as to analyse the application of strategic management in public sector for effective employee's job performance. The study employed both qualitative and quantitative approaches while using a convergent parallel mixed method design. Data were collected through structured questionnaire and analyzed through descriptive and inferential statistics with an assistance of SPSS, Version 24 a computer program. The study revealed that though public sector applies performance appraisal system but still employee's records are not correct and up to dated, therefore it is recommended that record system should be reviewed; human resource department should be integrated with IT system, also HR should day to day make update of its records. Also it was revealed that though public sector provides training and developments to employees, but does not provides adequate accommodation to the employees so it is recommended that adequate and realistic budget must be allocated for adequate houses constructions for employees, employees should be supported with loans of low interest. Lastly, the study confirmed that strategic management is effectively applied, with a majority of respondents noting that the council treats employees equitably, which positively correlates with performance. In conclusion, the study suggests several improvements; strengthening the record management system by involving IT specialists and HR professionals, increasing budget allocations for employee training and educational support, and addressing inadequate housing by planning for new employee accommodations or providing low-interest loans for housing development.

Key words: *Strategic Human Resource Management, Effective Employees'*

Performance, Public sector, Performance appraisal systems, Training and Development

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CHAPTER ONE

INTRODUCTION

1.1. Introduction

The purpose of this study is to examine the role of Strategic Human Resource Management on effective employees' performance in public sector, case of Geita Town Council. According to Kimani (2017) and Grant, (2018) different factors may affect performance, this study examines application of performance appraisal systems, provision of training and development in a public sector, and the application of strategic management principles in public sector for effective employee's performance.

1.2. Background of the study

Strategic human resource management was identified as an important part of the organization in 1960s, and became a part of Human Resource (HR) practices (Appelbaum, 2019). This is a process that helps the human resource department in the organization maximize the potential strategic planning, talent management, leadership development, organizational design and performance management (Bogdan, 2020). According to Bryman (2020) strategic human resource management is about developing and implementing strategies for attracting, retaining, motivating and managing talented individuals who contribute to the success of the organization. It also includes policies and practices designed to ensure fairness in employment relations (Bulla, 2020).

According to Abigael (2015), the term strategy refers to the organization's overall plan

of action to create value, it is formed of many things which includes action taken by the organization to meet customer needs, policies and procedures used to manage the organization, process used to produce goods or services, marketing activities used to sell products and services, financial decisions made to fund operations, organizational structure, the technology used to support business processes, people related issues such as recruitment, selection, training, compensation, benefits and performance management, legal requirements and regulations affecting the organization.

Performance management is that ability of identifying, measuring and developing the performance of individuals and aligning performance with strategic goal of the organization, every employee should have personal goal which align with the organization goal Aghal (2017). Performance management is measured/ evaluated in a certain period of time, can be annually or quarterly depending on the nature and regulations of the company (Bryman, 2020). Performance management can be measured by management by objective grading, by using traditional methods or by comparing of work done in terms of productivity (Biles and Holmberg 1980). In the current business world humans are considered as the success factor for any organization, for this reason reputed business firms are trying to hire the best human resource that is available in the market so that the firms can maintain its image and good will in the future as well (Tuan, 2020). Public sector is not much far from this reality, this research intends to understand the role of strategic human resource management on effective employee's performance in the public sector, case of Geita Town Council (Ghafoor, 2012).

1.2.1. Role of strategic management in the human resource management

Strategic management plays some very important and crucial role in developing the strategies, policies and programs of the department in an organization (John, 2020). In any organization which aims to increase its production through effective employee's performance, the role of human resource is very significant (Lancaster, 2019), the logic behind strategic human resource management is that all initiatives concerning the management of the people need to be aligned with and in support of organization's overall strategy, there is no organization which can succeed while its people management system are in contrary to its mission and vision (Bogdan, 2020). According to Appelbaum (2019) specifically strategic management can play the following roles with regard to effective management of human resources in an organization:

Aghal, R.B. (2017) identified varieties of strategic roles of a leader; Change leader is a roles associated with facilitating, driving and leading change, HR strategist is a role associated with integrating HR activities and results with the strategic objectives of the organization. Another role is business strategist; this role is associated with participating in strategy formulation and developing possible solutions to challenges facing organization thus leading the organization to the competitive success. Further Amuniye (2016) identified more roles of a strategic leader; HR function alignments, is a role associated with integrating HR functions vertically. Problem solver is a role associated with troubleshooting or averting human performance problems, solutions adviser, to advise the management regarding the changing human resource trends, another role is developing high quality workforce by hiring and retaining talented

people. Also HR has a role of providing appraisal systems and training and development to employees, establishing performance target for employees, and ensuring special motivation programs for employees. Also strategic HR management has the role in measuring employee's performance (Amuniye, 2016) .

1.2.2. The role of strategic management in the finance

Organizations aim at achieving wealth maximization and maximized returns on invested funds and to gain financial success through effective strategic management (Lynch &Smith, 2014). A well strategist manager makes plans and policies in order to manage the funds of the organization (Ghafoor, 2012), He also makes strategic decision regarding finance investment, procurement of funds, reserves and surplus. According to Ghafoor, strategic management has the fundamental role to play in the finance management of the organization, some of the mentioned roles in finance is as follow: Developing strategies to maximize profit and shareholder's' wealth, another role of strategic management in finance is to take investments decisions that maximize the net present value assets and financial resources, to determine the least of capital and financial resources. Also raising funds for the organization at low cost, performing cash credits, risk and return analysis, formulating strategies for profitability, liquidity of funds, working capital and financial restructuring, also formulating strategies that aim at the optimum utilization of financial resources (Ghafoor, 2000).

1.2.3. The role of strategic management in production and operations

In order for the organization to have good results in production, and attaining maximum employee performance requires operations strategies be consistent with

corporate strategy (Bogdan 2016), strategic management provides the distinctive competence on which firms competes, it can create opportunities for new production strategies (Gression, 2017), normally strategic management in production and operations is led by the saying “ find the best product configurations and then make them at the lowest cost, high quality, and overall at the maximum productivity levels” According to Bryman, (2020) who was cited in Hussein (2019) had said “do the right thing and do the thing right. The organization must develop operations strategies that will achieve its business strategies and organization mission. Strategic management plays crucial role; it helps the organization understanding competitive dynamics at the market place, identifying order winning and order qualifying attributes, deciding on strategic options for sustaining competitive advantages. Matching the strategic options with the resources, constrains, values and objectives of the organization to arrive at the overall organization strategy.

According to Lancaster (2019) highlighted that strategic management in the production and operations of the organization, it can assist in goods and service design, determining customer’s quality expectations, location selection, lay out design, inventory, and scheduling and maintenance of management.

1.2.4 Human resources recruitment and selection procedures

Recruitment and selection is an important operation in HRM, designed to maximize employee’s strength in order to meet the employer’ strategic goals and objectives (John, 2020), it is the whole process of sourcing, screening, shortlisting and selecting the right candidates for the required vacant positions. Bulla (2021) pointed that good

recruitment and selection process is a part of strategic human resource management which enables the organization to have competitive employees who can perform well and produce in the organization. Recruitment is a key responsibility of the HR department, human resource operates in many areas including employee engagement, employee development, statutory compliance, data management and many others, one of the important areas of HR is to attract, select and onboard suitable candidates for the organization (Appelbaum, 2019).

Jones (2018) pointed that the contribution of each individual employee play a very great role in the sustenance and growth of a business, hence it is very important for an organization to select right candidates for the organization. Biles (2016) further demonstrated that strategic human resource management plays great role in influencing employee's performance. In Tanzania, the Ministry of President's office, public service management and good governance is the one with responsibility to short list, conducting interview and selecting new employees (URT, 2020).

1.2.5. Human resource principles

Human resource management Principles are of very important in an organization, sometimes it is referred to as management of human capital, these are the foundations of any organization and has to be observed (Lynch&Smith, 2016). Appelbaum (2020) highlighted that in every institution some essential principles should be followed by the human resource department, he pointed that selection of employees should be strictly merit-based, there should no discrimination or favoritism, and every employee should be treated equally. Anderson (Bulla, 2021) discussed the importance of

principles of human resource management in influencing employee performance, he discussed five principles, deal with people as complete individuals, consider an employee as a whole person, for example family life of an employee may affect his working life.

Make people feel worthwhile and equal, people are the most vulnerable asset of the organization, therefore they need to be treated as such and feel the same (Bulla, 2021). Unlikely, most of public organizations in under developed countries undervalue their employees as well as underestimate and underutilize them (Bogdan, 2020). Anderson further discussed the other principle of human recourse management, treat all people with justice, there is should be no discrimination in the working places basing on any factors, for example religion, race, color, and gender. Rewards should be earned but not to be given, this principle insist that employee should be exposed in a condition to understand that rewards like money and non-monetary such as recognition and appreciation are not given but are earned, if it is given it becomes a gift or a donation, which there is no way you can claim it (Bryaman, 2020).

Supply employees with relevant information, this was another principle discussed (Bryman, 2020), employees should be given relevant information related to the development of the organization about strengths and weaknesses. Since keeping information which are not confidential may create confusion and misunderstanding among employees.

1.3. Statement of the problem

Now days performance become poor to various employment / organization due to various reasons such as lack of job training, lack of motivation, poor human resource planning, failure to recruit competent personal, all these lead to poor performance in public and private sector resulting to failure of organization to reach its goals (Appelbaum, 2019). Sometimes poor achievement is associated with number of factors such as poor organization recruitment policies, lack of motivations to employees, poor on job training programs within the organization, and poor human strategic human resource management (Biles, 2010).

Performance management becomes a problem due to poor strategies of the organization concerning human resource planning, shortage of resources materially as well as financially (Hussein, 2019). Hanstone (2019) found that Human resource practices such as human Resource planning (HR), career development, compensation policy and management on organizational performance in Tanzania public institutions have positive effects on institutions' performance. Saitabau, (2017); Lancaster, (2018) when assessing strength of HR department at Arusha Municipal Council concluded that there is a lack of strong and committed human resource departments in public organizations due to financial constraints, management support etc.

Employees at Geita Town council face some administrative challenges, due to some bureaucratic procedures within the Council, employees at Geita Town council complain about late feedbacks when submitting their requests and applications for their demands, furthermore there is poor coordination between employees and top

management especially when it comes the issues which involve ministerial level. Geita Town council is also faced with poor human resources allocation, lack of employee's training and career development due to insufficient budget allocation, and lack of timely promotion according to the law (Geita Annual report, 2022).

However, several measures have been taken by the government in strengthening human resource departments in public institutions (URT, 2021) the government introduced new human resource information system (HCMIS) which enables human resource personnel's updating employee's personal information on time, submitting employee's applications of different demands on time, therefore reducing employee's complaints on long waiting time for their demands to be processed. Although several studies have been conducted in this area, still little is known about the role of strategic human resource management on effective employee's performance in public sector particularly at Geita Town Council, therefore this research intends to fill this gape.

1.4 Research Objective

1.4.1 Main Objective

The main objective of the study is to examine the role of Strategic Human Resource Management on effective employees' performance in public sector, case of Geita Town Council.

1.4.2 Specific Objective

The specific objectives of this study will be:

- i. To assess the application of performance appraisal systems in a public sector for effective employee's job performance

- ii. To assess provision of training and development in a public sector for effective employee's job performance.
- iii. To analyze the application of strategic management in public sector for effective employee's performance.

1.5 Research Questions

- i. Is performance appraisal system applied in a public sector is effective employee's job performance?
- ii. Is training and development provided in a public sector is effective for employee's job performance?
- iii. Is application of strategic management in public sector effective for employee's job performance?

1.6 Scope of the Study

The focus of the proposed study is to assess the role of Strategic Human Resource Management on effective employees' performance in public sector, case of Geita Town Council. The study will be limited to the Geita Town Council in Geita Region, and its scope will be limited to the role of Strategic Human Resource Management on effective employees' performance in public sector.

1.7 Significance of the Study

1.7.1 Stakeholders

Findings from the proposed study enhance the understanding of the role of human resource management on effective employee's performance in public sector,

understanding if human resource principles are applied at Geita Town Council, also to understand relationship between Human Resource Management and individual employee's job performance and factors affecting effectiveness of human resource management in the public sector. The outcomes of this study's research further contribute to the efforts done by the government through local government administrative in strengthening human resource management in public sector.

The proposed study's findings are inclined to help government policymakers identify new and outdated policies that impede human resource management in the public sector and the challenges facing HRM. These findings inform the government to review outdated policies. Researchers may use the findings and recommendations of the proposed study to replicate similar studies, moreover, the Proposed research findings are utilized as a source of reference/literature for future studies in this field.

CHAPTER TWO

LITERATURE REVIEW

2.1. Chapter Overview

The main purpose of this part is to review literatures on the role of Strategic Human Resource Management on effective employees' performance in public sector, case of Geita Town Council. The chapter will also examine the definitions of the key concepts which are used in human resource management, Theoretical Literature Review, Empirical Literature Review, Research Gap and Conceptual Framework.

2.2. Conceptual Definitions

2.2.1. Effective employees' performance

There is no single universal model of performance, various Scholars explained the concept in their own ways, according to the Augunis, (2009) defined performance management as a continuous process of identifying, measuring and developing the performance of individuals and aligning performance with the strategic goals of the organization. In the current research performance refers to the actual output or results as measured in intended output (or goals, and objectives of an organization) at Geita Town Council.

2.2.2. Performance appraisal system

A performance appraisal is a systematic and periodic process of measuring an individual's work performance against the established requirements of the job. A performance appraisal system refers to the method used to evaluate employee performance and analyze performance trends. In the current study performance

appraisal system refers to formal, written assessments and a structured discussion to evaluate employee job performance and provide feedback from managers at Geita Town Council.

2.2.3. Training and development

Training and development are educational activities within an organization that are designed to improve the job performance of an individual or group. These programs typically involve advancing a workers' knowledge and skill sets and instilling greater motivation to enhance job performance. In the current study training and development refers to orientations, classroom lectures, case studies, role playing, simulation and computer based training, including e-learning provided to employees in the public sector, here referring to Geita Town Council.

2.2.6. Strategic management

Strategic management include a wide range of policies, guidelines and best practices by the management. In this study strategic management refers to analytical thinking, strategic planning, resource management and leadership practised by Geita Town Council.

2.3 Theoretical review

2.3.1. Goal setting theory of motivation

This study will be guided by "Goal Setting Theory of Motivation" which describes various basis of achieving high performance to various organizations In 1960's, Edwin Locke put forward the Goal-setting theory of motivation. This theory states that "Goal

setting is essentially linked to task performance”. It states that specific and challenging goals along with appropriate feedback contribute to higher and better task performance. In simple words, goals indicate and give direction to an employee about what needs to be done and how much efforts are required to be put in. The willingness to work towards attainment of goal is main source of job motivation. Clear, particular and difficult goals are greater motivating factors than easy, general and vague goals. Therefore, Specific and clear goals lead to greater output and better performance. Unambiguous, measurable and clear goals accompanied by a deadline for completion avoids misunderstanding (Locke & Garry, 2002).

Goals should be specific, measurable, acceptable, realistic, time bound and challenging. This gives an individual a feeling of pride and triumph when he attains them, and sets him up for attainment of next goal. The more challenging the goal, the greater is the reward generally and the more is the passion for achieving it. Better and appropriate feedback of results directs the employee behavior and contributes to higher performance than absence of feedback. Feedback is a means of gaining reputation, making clarifications and regulating goal difficulties. It helps employees to work with more involvement and leads to greater job satisfaction. Employees’ participation in goal is not always desirable. Participation of setting goal, however, makes goal more acceptable and leads to more involvement (Locke & Garry, 2002).

This theory is related to the current study in different perspectives, First, Strategic Human Resource Management ensures that organizational goals are aligned with individual employee objectives, allowing employees to see how their roles contribute

to the broader aims of the council. This alignment fosters motivation, as specific and challenging goals encourage employees to strive for excellence, knowing their efforts lead to meaningful outcomes.

Moreover, effective Strategic Human Resource Management includes mechanisms for providing feedback on performance relative to these goals. This is crucial, as Goal Setting Theory highlights the importance of feedback in motivating employees and improving performance. Regular feedback allows employees to adjust their efforts and maintain focus on their goals. Additionally, Strategic Human Resource Management often encompasses training and development programs that equip employees with the skills necessary to achieve their objectives. By investing in employee development, the council enhances overall performance, enabling staff to meet or exceed their goals.

Performance measurement is another critical aspect of Strategic Human Resource Management, as it involves establishing clear metrics for evaluating employee performance. This aligns with Goal Setting Theory by ensuring that goals are not only set but also assessed, providing a basis for identifying successes and areas needing improvement. Finally, cultivating a culture that promotes goal setting and recognizes achievements can be driven through Strategic Human Resource Management practices. Such an environment encourages employees to pursue challenging goals, ultimately enhancing overall performance within the public sector. In summary, the integration of Goal Setting Theory within Strategic Human Resource Management practices at Geita Town Council can significantly improve employee performance by

creating a structured approach to goal alignment, motivation, feedback, training, and performance evaluation.

2.4. Empirical review

2.4.1. General studies (Worldwide)

The study by Al-Qadah et al. (2020) presents several strengths, including its focus on strategic human resource management (SHRM) within Turkish government ministries, which provides valuable insights into a critical sector where HR practices can significantly impact public service delivery. With a sample size of 166 respondents from seven ministries, the study enhances the reliability of its findings and, importantly, offers actionable recommendations for developing HR policies that foster positive relationships between management and employees. However, the research has limitations, such as its narrow focus on only seven ministries, which may restrict the generalizability of the findings to other public sector organizations in Turkey or beyond. Additionally, while the study identifies significant correlations between HR practices and organizational performance, it does not establish causation, leaving room for further exploration. The reliance on quantitative data also means that deeper insights from qualitative methods may be overlooked.

Barry's (2010) study boasts strengths like a large sample size of 500 respondents, which enhances the credibility and statistical power of the findings. By focusing on turnover intention, the research addresses a critical HR issue with significant implications for organizational stability and performance. The identification of key factors affecting turnover, such as employee engagement and compensation fairness,

highlights vital areas for HR improvement. However, the study's geographical limitation—conducted in Alabama, USA—may affect the applicability of its findings to other regions or countries with different cultural or economic contexts. Moreover, the reliance on self-reported data introduces potential biases, as respondents may not accurately reflect their true feelings or experiences. Lastly, the study captures a snapshot in time, lacking longitudinal data that could account for changes in employee perceptions or organizational practices over time.

Alzhrani's (2020) study offers strengths by addressing the important issue of employee engagement in decision-making, which is crucial for enhancing job satisfaction and performance. By focusing on Egyptian public firms, the research provides valuable insights into the challenges and practices of HR management in a specific context, particularly recognizing the role of HR in employee career development. However, this study also has limitations, including a potentially limited sample size and methodology, as the reliance on email surveys may restrict response rates and exclude perspectives from employees less engaged with digital communication. Additionally, the finding that HR departments do not engage employees in decision-making suggests systemic issues, but the study does not explore the reasons behind this lack of engagement. Lastly, responses from HR heads may not fully capture the experiences and opinions of lower-level employees, leading to an incomplete picture of the organizational climate. Overall, while each study contributes valuable insights into the role of HR management in public sector organizations, their limitations highlight the need for further research to better understand the complexities of HR practices and their impact on employee performance.

2.4.2. African countries

In Africa several studies had been conducted assessing the role of strategic human resource management in organizational performance, Analoui (2018) focused on the Nigeria National Bank, utilizing a sample of 377 respondents drawn from a total population of 1,500. This comprehensive sample size enhances the reliability of the findings, and the use of both descriptive and inferential statistical methods, including multiple regression analysis, provides a robust framework for analyzing the data. The study notably identifies organizational commitment as a partial mediator between HR interventions and employee performance, contributing to a deeper understanding of these dynamics. However, the cross-sectional design limits causal inferences, and the reliance on self-reported data may introduce bias, as respondents might provide socially desirable answers. Additionally, the context-specific findings may not be easily generalizable to other sectors or countries.

In another study, Oke and Kefas (2019) assessed the effectiveness of HR management in Nigeria's education system, employing a descriptive research design with a sample of 230 participants that included key informants such as heads of departments and education officers. This targeted approach allows for a nuanced understanding of the challenges faced by HR departments in education. The identification of barriers, such as financial constraints and lack of cohesive educational policy, provides valuable insights for policymakers. However, the limited sample size may not fully capture the diversity of perspectives within the broader education sector, and the descriptive design does not allow for causal relationships to be established. Furthermore, the purposive sampling method may lead to bias, as it could favor specific viewpoints.

Johns et al. (2021) examined the influence of HR planning on organizational performance within the International Organization for Migration in Kenya, guided by four clear research objectives. The study's finding that HR development significantly influences performance, with an R^2 value of 67.6%, provides strong evidence of the importance of this practice. By addressing multiple facets of HR planning, it offers a holistic view of how these practices contribute to organizational outcomes. However, the geographical limitation means the findings may not be applicable to other organizations or countries, and the cross-sectional nature of the study restricts causal conclusions. Additionally, the focus on HR planning practices may overlook other external factors that could also impact performance. Together, these studies highlight the critical role of SHRM in organizational performance while also demonstrating the need for further research to enhance understanding of HR practices across diverse contexts.

2.4.3. Studies in Tanzania

Muhoho's (2014) in his study assessing the challenges facing human resource succession planning in Tanzania, the research employed a variety of methods, including questionnaires, key informants, focus group discussions (FGDs), and documentary reviews, with a sample of 60 respondents. One of the strengths of this study is its comprehensive methodology, which allows for triangulation of data and a richer understanding of the issues at hand. The use of random, clustered, and stratified sampling techniques enhances the representativeness of the sample. However, a significant weakness is that the findings revealed a lack of knowledge among the majority of respondents regarding human resource succession planning. This indicates

a critical gap in understanding HR principles within organizations, and the fact that even those who understood the role of HR management expressed dissatisfaction with its practices suggests systemic issues that need to be addressed. The study's recommendation for organizations to invest more in HR management is well-founded but highlights the need for foundational training and awareness.

Hussein (2019) conducted a study to assess the impact of human resource planning on organizational performance at the Tanzania Public Service College, involving 100 respondents selected through purposive and simple random sampling. A strength of this study lies in its clear focus on the relationship between HR management and employee performance, demonstrating how effective HR practices can enhance organizational outcomes. The findings indicate that active HR management significantly influences employee performance, which is supported by references to successful global practices, such as those of Deloitte. However, the study's reliance on purposive sampling may limit the generalizability of the results, as it may not capture the diversity of experiences within the broader public sector. Additionally, while the study identifies the benefits of HR planning, it does not delve into the specific challenges faced by HR management in achieving these outcomes.

Stella's (2020) research focused on the activities of the human resource department in the public sector, specifically at VETA in Dar es Salaam and Morogoro regions. Using an exploratory research design and a sample of 230 employees selected through purposive and simple random sampling, this study's strengths include its larger sample size and the use of both interviews and self-administered questionnaires, which

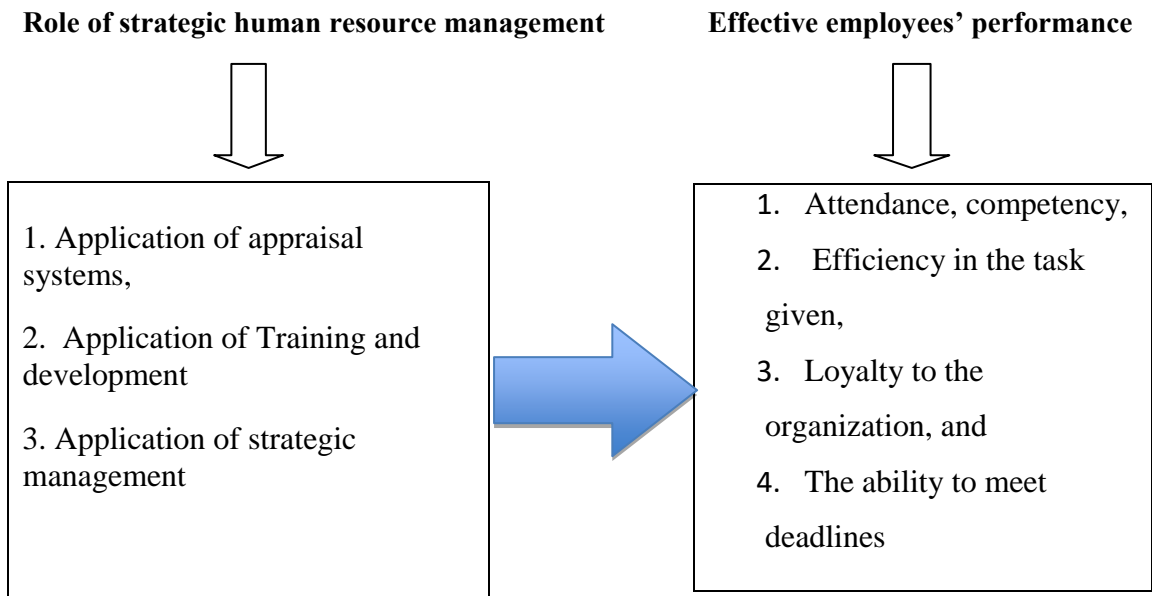
provide a comprehensive view of HR practices. The findings highlight a positive relationship between HR activities—such as planning, training and development, and compensation policies—and employee performance, emphasizing that effective management practices are crucial for institutional success. However, one weakness of the study is its exploratory nature, which, while valuable for identifying relationships, may lack the depth required for causal analysis. Additionally, the reliance on purposive sampling could introduce biases, limiting the breadth of perspectives represented in the findings. Overall, while these studies contribute valuable insights into the role of HR management in Tanzania, they also reveal various limitations that suggest a need for further research and exploration in this field.

2.5 Conceptual framework

According to Armstrong (2020), a conceptual framework is a written or visual presentation that explains, either graphically or in narrative form, the main things to be studied, the key factors, concepts or variables and the presumed relationships among them. The current study will assess the relationship between variables; whereas, the study involves two kinds of variables. Such variables include; independent variable, and dependent variables. As elaborated in figure below, the independent variable for this study is Strategic Human Resource Management, the dependent variable is effective employees' performance.

The current study is developed and implemented with the view that strategic HRP is central activity in any organization for successful implementation and attainment of the organizational goals and missions. It is essential that HRP activities are discharged

effectively for competent and willing workforce that works to realize organizational goals



Source: Field research 2023

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Introduction

This chapter presents the research methodology which includes the research design, area of the study, study population, sample size, and sampling techniques. Methods of data collection, data analysis plan as well as validity and reliability of data.

3.2. Research approach

According to Ruane (2006), a research approach consists of the collection of procedures and plans that dictate the overall process of research. It encompasses the methods selected by the researcher to collect, analyze, and interpret data. This study employed a mixed-method research approach, which combines both qualitative and quantitative methods. By using both approaches, the overall strength of the study is enhanced beyond what either qualitative or quantitative research could achieve alone. Creswell (2000) explains that this approach allows the researcher to gather more relevant information related to the study, providing a more comprehensive understanding of the research problem than either method could offer on its own.

3.3. Research philosophy

According to Creswell (2012), research involves answering questions, and the approach used in this study was based on various paradigms, philosophical assumptions, and specific methods or procedures. Researchers' approaches are shaped by their beliefs and philosophical views regarding the nature of the world and how it can be understood. This study was guided by pragmatic philosophy, which prioritizes

the research problem over a strict focus on methods. Morgan (2007) notes that the pragmatic approach emphasizes addressing the research problem in social sciences, utilizing pluralistic methods to gain insights. Therefore, to meet the current research objectives, this study adopted a pragmatic philosophy, enabling the collection of information across all levels of measurement.

3.4. Research design

Research strategy is a plan or scheme by which the activity of searching information found is carried out, it stipulates the methods or procedures for collecting, measuring, and analyzing data (Creswell, 2013). The proposed study adopted a convergent parallel mixed method on which a researcher converges or merge quantitative and qualitative first conducts quantitative data in order to provide a comprehensive analyses of the research problem. In this design, the researcher typically collected both forms of data at roughly the same time and then integrate the information in the interpretation of the overall results.

3.5. Study area

This study was conducted in Geita region, specifically at Geita Town council. The study took place at Geita town council which is a capital of Geita region in Northwest Tanzania. Geita is among the five administrative districts of the Geita region. Previously before the creation of Geita region Geita district was part of the Mwanza region. Geographically is bordered to the east by Mwanza Region, and Nyang'hwale district, to the south by Shinyanga region and Mbogwe district and to the west by Chato district. Geita Town Council is 1502 square kilometers, with a population of

807,619 (2012 Census). Due to the presence of Geita gold mining, Robondo Island National Park located on an island in the Lake Victoria has necessitated the fast growing of the Geita town (source: Geita Town council website, 2022).

Being a new and fast growing town council among other local government administrative in the country very little is known about administrative and human resource management at Geita Town council, also Geita is composed of employees with different characteristics which enabled a researcher to get a desired sampled population for this study, from these reasons Geita town council was selected as the case study to examine the role of Strategic Human Resource Management on effective employees' performance in public sector. The findings give a big picture on what goes on in our local government authorities regarding human resource management and come up with corrective measures to increase better employee's performance among local government employees.

Figure no 2: Map of Geita town council



3.5.1. Population

A population is any group of individuals that has one or more characteristics in common and that are of interest to the researcher (Creswell, 2005). The target elements for the current study were civil servant's employees under Geita town council, which includes human resources officers, teachers, social welfare officers, community development officers, and health workers. The total population of our study was 2137 (Geita town council, 2023).

3.6. Sampling procedures

3.6.1 Sample and sample Size

Determining sample size is a very important issue in the study to reduce the possibilities of biases and to ensure that the entire population under investigation is well represented. According to Kothari, (2005), selection of sample size depends on the nature of the study, budget, and time constraints. This study used the Slovene formula in the calculation of the sample size (adoption from Freund, 1992), this formula states that for any given Population (N) the sample size (n) is given by;

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

Where: n=the required sample size, N=the known population size, and α = the level of significance which is fixed at $p = 0.05$

$$\frac{2137}{1+2137(0.05)^2}$$

$$n = 336$$

Therefore, our sample size was 336 with the following distribution of respondents (Table 3.1) .

Table 3.1. Sample Distribution for quantitative data collection

Category of respondents	Department population	Distributed questionnaires	Numbers of returned questionnaires	Sampling method
Teachers (both primary and secondary schools)	1634	150	149	Stratified and Randomly
Community development officers	26	10	06	Stratified and Randomly selection
Health facilities employees	247	63	50	Stratified and Randomly selection
Social welfare officers	05	02	02	Stratified and Randomly selection
Drivers	56	16	14	Stratified and Randomly selection
Accountants	23	11	11	Stratified and Randomly selection
Procurement department	14	06	06	Stratified and Randomly selection
legal	09	07	07	Stratified and Randomly selection
Other supporting staffs	123	71	47	Stratified and Randomly selection
Total	2137	336	292	

3.6.2. Sampling Techniques

Kothari (2006) defines a sample as a collection of some parts of the population based on which judgment is made. A sample can be small enough for convenient data collection and large enough to be a true representative of the population from which it

had been selected. Sampling refers to the process of picking up a few or small units out of the whole population for study (Creswell, 2012). Regarding this study, stratified random sampling techniques was be deployed, a stratified sample is one that ensures that subgroups (strata) of a given population are each adequately represented within the whole sample population of a research study. Since this study population is composed of different departments, the researcher sampled the population according to each department, and randomly select participants from each stratum to be included in a study sample.

Purposive sampling was applied to choose participants based on their positions and kind of information a researcher deems important for his study, this include employees in the management levels, head of departments, and in charge of health facility. The researcher through this technique was able to obtain enough information about the phenomenon under the study.

3.7. Methods of data collection

The researcher used a range of methodological approaches while undertaking this study and these were as follows:

3.7.1 Primary Data

Primary data was collected through a survey in which a questionnaire guide with both open and closed-ended questions were administered to the sampled respondents. Also, key informant interviews were applied to collect data among key informants by using interview checklists.

3.7.2 Documents Review

The document review was done through library research. Both published and unpublished materials like books, thesis, journals, articles, budgets, project documents, and e-resources were reviewed. By using documentation, the researcher obtained some important information from different sources such as reports from secondary data, official and personal files, and management meetings. These sources of data were used because they provide contemporary information.

3.7.3. Interview

An interview is defined as a list of questions communicated orally or verbally (Webster, 1985). Interviews are usually in the form of a face-to-face between the researcher and the respondent to discuss the topic under study (Kothari, 2006). In order to get the detailed information that support the questionnaires, interviews were used to enrich the body of knowledge. Interviews were attempted by 15 respondents which is equal to five per cent of the total respondents in the sample size as per principle. This process was aided by purposive sampling where the researcher picked respondents who are deemed well suited to respond to research questions posed. This composed employee from management levels, head of departments, and in charge of health facilities.

3.7.4. Questionnaire

A questionnaire refers to a list of questions to be answered by individuals within the sample of the study at their convenience and to be returned to the researcher within the allotted time of data collection (Kothari, 2006). This study used questionnaires with

closed and open ended questions to obtain information on the role of strategic human resource management on effective employees' performance in public sector, case of Geita town council.

3.8. Variables and measurement procedures

Performance is the result of the quality and quantity of work by a person in carrying out the duties given to him by the standards or criteria set forth. Employee performance is usually defined as an employee's attitude that has a significant impact on the achievement of the organizational 'goal (Motowdlo, 2003). According to this study, the following are measurement indicators of employee's performance to be used: attendance, competency, efficiency in the task given, loyalty to the organization, and the ability to meet deadlines.

3.9. Expected results of the study

Generally, it was expected that; the researcher finds the role of strategic Human Resource Management on effective employees' performance in public sector, specifically the research found the application of performance appraisal systems in a public sector for effective employee's job performance, provision of training and development and the application of strategic management for effective employee's job performance in public sector. The researcher completed the study on November, 2024 after defending and complete the research study, sending final draft to supervisor ready for graduation on December, 2024.

3.10. Data processing and analysis

The researcher analyzed data using both quantitative and qualitative methods. Responses obtained through interviews were analyzed through content analysis, where information was grouped into themes based on the specific objectives of the study. Data was sorted out, according to the frequency of such points, and presented as thoughts of the interviews. In certain instances, to underscore the point raised, the researcher expressed some information in a verbatim format. Quantitative data were imported in statistical tool; IBM Social Package Software for Social Sciences version 24 (IBM SPSS). Descriptive and inferential statistics were involved in the course of analysis. Descriptive statistics were presented by tables, charts, and graphs with percentages and frequency distributions whereas the inferential statistics were presented by Pearson correlation coefficient product moment (r), and p-values that shows the statistical significance of variables.

3.11. Research ethics

In this study, the researcher observed moral principles that guide researchers to conduct and report without deception or intention to harm the participant of the study or members of the society as a whole, whether knowingly or unknowingly. Moral principles enabled the researcher to maintain confidential information from the respondent. Some of these moral principles were; to obtain informed consent from potential research participants, minimizing the risk of harm to participants, protecting their anonymity and confidentiality.

3.12. Validity and reliability

Validity refers to the quality that an instrument used in the research is accurate, correct, true, and meaningful Golafshani (2003) defined reliability as the consistency with which repeated measures produce the same results across time and observers. To establish the reliability and liability of the instrument, the researcher conducted a pilot study, the instrument was first given to two colleagues for validation, their corrections and suggestions were incorporated into the final draft of the questionnaire.

CHAPTER FOUR

FINDINGS

4.1 Introduction

This chapter covers the findings and the presentation of the results, which are broken up into two pieces. The first component deals with the respondents' personal information, such as participant's position in the organization, age, department, sex of participant, and level of education. The research's conclusions, which were generated using questionnaires and interview data, are examined in the second section. In this study, both quantitative and qualitative methods of analysis were employed, and the report was structured to gradually address the open-ended research questions. The qualitative data acquired through interviews underwent analysis.

4.2. Presentation of findings

4.2.1 Response Rate

336 questionnaires were created according to the sample size formulated and were given to employee's respondents at Geita Town Council, 292 equal to 87% of the disseminated questionnaires were recovered except 44 questionnaires equal to 13% whose respondent either did not return back due to several reasons or were half answered. All returned questionnaires were accurately articulated regarding respondent's opinions.

Table 4.1: Response Rate

Collection Tools	Number of Participants	Number of Answered	Number of Unanswered	Respondent Rate in %
Questionnaires	336	292(87%)	44(13%)	98%
Interviews	15	15	-	100%

Source: Research Findings, 2023.

4.2.2. Background of Respondents

To provide a clearer perspective of the participants' backgrounds, the data was evaluated depending on factors like position in the Organization, age, department working, sex, education level, and years of working at the current working station.

4.2.2.1. Position in the organization

Regarding the nature of respondent's employment in the organization, about 74 (25.3%) of participants were under probation, 218 (74.6%) were full time employees (Table 4.3). This implies that majority are well knowledgeable of administrative and human resource duties since they must have come cross administrative demands.

Table 4.1. Position in the organization

	Frequency	Percent
Employees under probation	74	25.3
Full contract employees	218	74.6
Total	292	100.00

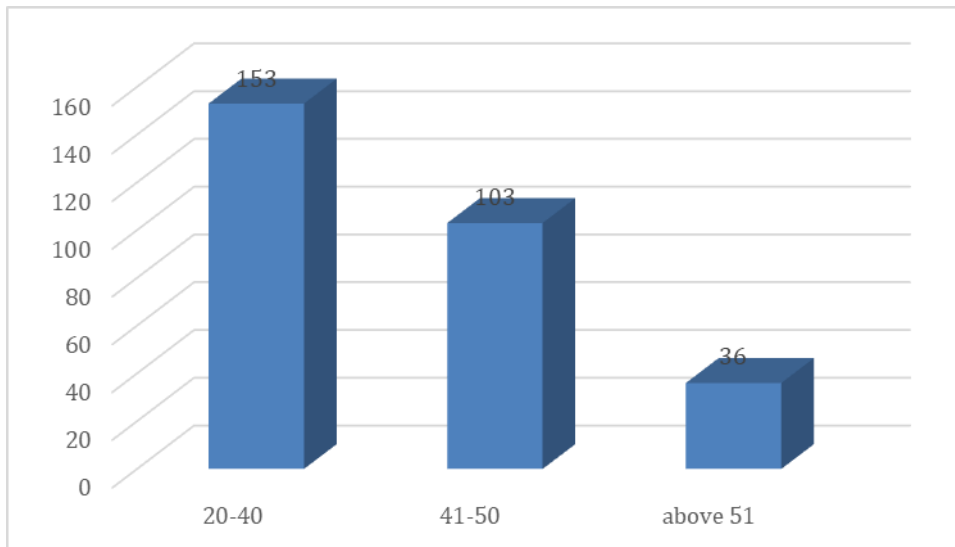
Source: Research Findings, 2023

4.2.2.2. Respondent's Age

Concerning age, out of the total participants 153(52.4%) were between 20–40 age range, followed by 103(35.3%) throughout the 41-50 age range, 36 (12.3%) had age

above 50 years. According to the data, young people made up the majority of the respondents to the questions.

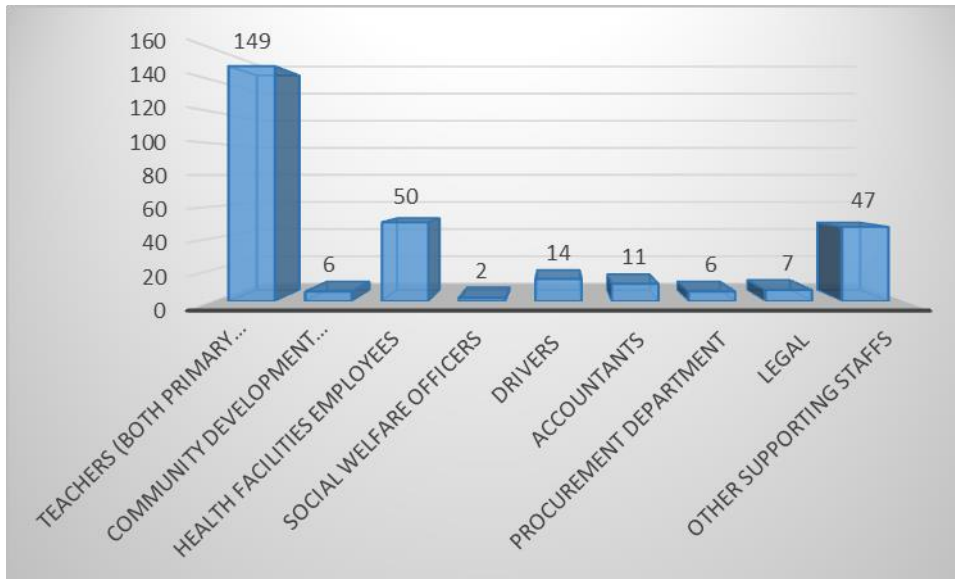
Figure 4.1: Respondent's Age



Source: Research Findings, 2023.

4.2.2.3. Respondent's working department

Concerning working departments, the questionnaires were distributed across all departments available at Geita Town Council, majority of respondents were from education department which comprised of secondary and primary school teachers 149 (51%), also health care workers comprised of other majority 50(17%), legal, procurements, community development and, social welfare comprise most less participants in our sample study as shown in figure 4.5.

Table 4.5: Respondent's working department

Source: Research Findings, 2023.

4.2.2.4. Sex of Respondents

According to Table 4.2, male responders make up 170(58%) of the total sample, while female responders make up 122 (42.8%) because the researcher dispersed the questionnaires at random without separating certain quotas by gender, this reveals a valid percentage verifies that a majority of respondents were filled by male employees instead of female employees. This suggests that insights into shifting demographic conditions and future social and economic patterns have been revealed through comprehending the sex composition of the employees' population, which we evaluated by sex. In contrast to their female counterparts, there were more male respondents.

Table 4.2: Sex of Respondents

	Frequency	Percent
Male	170	58.2
Female	122	41.8
Total	292	100

Source: Research Findings, 2023

4.2.2.5. Education of Respondents

In terms of education of participants (Table 4.9), the composition of Geita Town Council is multidisciplinary, enrich of different studying backgrounds with different experiences, majority of participants had University bachelor degree 205 (70.2%), followed by participants with other diploma levels of education 75 (26%), participants with secondary level of education composed of 12(4%). The government employs across all levels of education depending with the position and nature of job itself, the reason for high frequency of graduates is because nature of works at Town Council levels require bachelor education criteria.

Table 4.3: Education level of Respondents

	Frequency	percent
University education	205	70
Diploma level	75	25.7
Secondary School Education	12	4.1
Total	292	100

Source: Research Findings, 2023

4.3. Presentation of the findings according to research objectives

The purpose of the study was to examine the role of Strategic Human Resource Management on effective employees' performance in public sector, case of Geita

Town Council. Then the analysis of data was carried out with regard to addressing the research questions. The procedure of data analysis (Creswell, 2009) involves “making sense out of text and data and preparing the data for analysis, conducting divergent analyses, moving deeper and deeper into understanding the data” (p. 183).

The participants’ responses were imported in the IBM SPSS (Version 24) software program to analyze the data. At this point descriptive statistics were generated and analyzed to determine mean scores of each survey instrument, frequency distributions, and demographic information from the sample and inferential statistics bivariate correlate spearman rho (rs) statistical measure was used to find the associations between application of performance appraisal systems, provision of training and development in a public sector, application of strategic management principles in public sector and employees job performance.

4.4 Application of performance appraisal systems in a public sector for effective employee’s job performance

The first specific objective of this study was to assess the application of performance appraisal systems in a public sector for effective employee’s job performance, using 4 descriptive statements measuring the application of performance appraisal systems in a public sector for effective employee’s job performance based on a Likert-style five-point scale were given to employees working at Geita town council and were asked to respond, below in Table 4.12 presents the summary of their responses.

Table No 4.4. Participant's responses on the application of performance appraisal systems in a public sector for effective employee's job performance

Code Item	Statement	N	Score mean	SD
OB1_4i	<i>In our organization managers and employees work together to establish objectives and goals</i>	292	3.482	1.113
OB1_4ii	<i>Our HR receives performance ratings and feedback from coworkers, managers, vendors and even customers</i>	292	3.537	1.184
OB1_4iii	<i>My performance is determined basing on performance appraisal system</i>	292	4.013	0.97379
OB1_4iv	<i>All employees records are correct and up to dated</i>	292	2.294	1.199
	Average		3.332	0.597

Source: Field Research Data, 2023

The perception of employees at Geita Town Council regarding the application of performance appraisal systems in a public sector basing on mean scores of 3.332 and standard deviation of 0.597 it entails that Geita town council management applies performance appraisal system in measuring its employee's performance. It is also supported by frequencies of majority of respondents who responded very often and always to the statements excluding the statement *all employee's records are correct and up to dated* which received more never, rarely and sometimes 244(83.5%) implying that although the management applied performance appraisal system but still employee's records are not correct and up to dated, this statement also had mean score of 2.294 and standard deviation of 1.199 suggesting a lowest mean scores of all statements.

Table 4.5: The frequency of responses on the application of performance appraisal systems in a public sector for effective employee's job performance

Code Item	Statement	Never	Rarely	Sometimes	Very often	Always
OB1_4i	<i>In our organization managers and employees work together to establish objectives and goals</i>	32(11)	18(6.2)	49(16.8)	163(55.8)	30(10.3)
OB1_4ii	<i>Our HR receives performance ratings and feedback from coworkers, managers, vendors and even customers</i>	34(11.6)	23(7.9)	30(10.3)	162(55.5)	43(14.7)
OB1_4iii	<i>My performance is determined basing on performance appraisal system</i>	19(6.5)	6(2.1)	4(1.4)	186(63.7)	77(26.4)
OB1_4iv	<i>All employees records are correct and up to dated</i>	85(29.1)	107(36.6)	52(17.8)	25(8.6)	23(7.79)

Basing on results from correlation coefficient model (Table 4.5) there was no significant relationship between application of Performance appraisal systems and public employee's performance ($r = 0.029$, $P=0.621$).

Table 4.6: Results of Correlation coefficient

Variable name		Employee Performance
Application of performance appraisal systems	Pearson Correlation	0.029
	Sign (r)	0.621

Source: Field Research Data, 2023

4.6 Provision of training and development in a public sector for effective employee's job performance

The second specific objective of this study was to assess the provision of training and development in a public sector for effective employee's job performance. Using five descriptive statements based on a Likert-style five-point scale measuring the application of training and development in a public sector were given to employees at all departments of Geita Town Council and were asked to respond as shown in Table 4.14.

Table no 4.7: Responses of perceived statements on training and development in a public sector

Code Item	Statement	N	Score mean	SD
OB2_4i	<i>My organization pay for employees studies within or abroad</i>	292	4.7466	0.547
OB2_4ii	<i>My organization provides opportunities for studying in various levels of education</i>	292	4.0205	0.261
OB2_4iii	<i>My organization provides house for accommodation of its employees</i>	292	3.3322	0.513
OB2_4iv	<i>My organization encourage employees for building their own</i>	292	4.024	1.104

	<i>houses by providing short and long terms loans</i>			
OB2_4v	<i>My organization has long term plan for its employees training and development</i>	292	3.986	0.647
	Average		4.022	0.284

Source: Field Research Data, 2023

The perception of employees at Geita Town Council regarding the provision of training and development in a public sector, basing on mean scores of 4.022 and standard deviation of 0.284 it strongly entails that Geita town council management provides training and developments to its employees. It is also supported by frequencies of majority of respondents who responded very often and always to the statements as presented in Table 4.15. However, the statement *My organization provides house for accommodation of its employees* received low mean scores 3.332 among all statements suggesting that Geita Town Council do not provides adequate accommodation to its employees as majority responded sometimes 183(62.7).

Table 4.8: The frequency of responses on provision of training and development in a public sector

	Statement	Never,	Rarely	Sometimes	Very often	Always
OB2_4i	<i>My organization pay for employees studies within or abroad</i>	0	0	16(5.5%)	42(14.4%)	234(80.1%)
OB2_4ii	<i>My organization provides opportunities for studying in various</i>	0	0	7(2.4%)	272 (93.2%)	13(4.5%)

	<i>levels of education</i>					
OB2_4iii	<i>My organization provides house for accommodation of its employees</i>	73(31.3%)	30(5.6%)	183(62.7)	0	0
OB2_4iv	<i>My organization encourage employees for building their own houses by providing short and long terms loans</i>	10(3.4%)	28(9.6%)	30(10.3%)	101(34.6%)	123(42%)
OB2_4v	<i>My organization has long term plan for its employees training and development</i>	0	0	63(21.6%)	170(58.2%)	59(20.2%)

Source: Field Research Data, 2023

Basing on results from correlation coefficient model (Table 4.13) there was significant positive relationship between training and development in a public sector and public employee's performance ($r = 0.119$, $P=0.043$)

Table 4.9: Results of Correlation coefficient

Variable name		Employee Performance
Application of performance appraisal systems	Pearson Correlation	0.119
	Sign (r)	0.043

Source: Field Research Data, 2023

4.7: The application of strategic management in public sector for effective employee's performance

The third specific objective of this study was to analyze the application of strategic management in public sector for effective employee's performance. Using five descriptive statements based on a Likert-style five-point scale measuring employee's performance which was given to employees at Geita Town Council as shown in Table 4.20. The perception of employees at Geita Town Council regarding application of strategic management principles in public sector for effective employee's performance, basing on mean scores of 3.592 and standard deviation of 0.356 it entails that Geita Town Council management applies strategic management principles for effective employee's performance. It is also supported by frequencies of majority of respondents who responded very often and always to the statements as presented in Table 4.17. The statement *Our organization treats all people with justice* received most high mean scores 4.359 among all statements suggesting that Geita Town Council treats all employees equally and with justice as majority responded very often 133(45.5) and always 132(45.2%).

Table no 4.10: Responses of perceived statements on strategic management in public sector

Code Item	Statement	N	Score mean	SD
OB3_2i	<i>Our organization deals with people as complete individuals</i>		3.2774	0.581
OB3_2ii	<i>Our organization makes people feel worthwhile and equal</i>		3.5274	0.792
OB3_2iii	<i>Our organization treats all people with justice</i>		4.3596	0.645
OB3_2iv	<i>In our organization rewards is earned but not to be given</i>		3.3185	0.730

OB3_2v	<i>Our organization supplies employees with relevant information related to the development of the organization about strengths and weaknesses</i>		3.4795	0.822
	Average		3.592	0.356

Source: Field Research Data, 2023

Table 4.11: The frequency of responses on provision of training and development in a public sector

Code Item	Statement	Never	Rarely	Sometimes	Very often	Always
OB3_2i	<i>Our organization deals with people as complete individuals</i>	5(1.7%)	5(1.7%)	186(63.7%)	96(32.9%)	0
OB3_2ii	<i>Our organization makes people feel worthwhile and equal</i>	0	0	27(1.7%)	133(1.7%)	132(63.7%)
OB3_2iii	<i>Our organization treats all people with justice</i>	0	0	27(9.2)	133(45.5%)	132(45.2%)
OB3_2iv	<i>In our organization rewards is earned but not to be given</i>	10(3.4%)	10(3.4%)	155(53.1%)	111(38.0%)	6(2.1%)
OB3_2v	<i>Our organization supplies employees with relevant information related to the development of the organization about strengths and weaknesses</i>	10(3.4%)	11(3.8%)	121(41.4%)	129(44.2%)	21(7.2%)

Source: Field Research Data, 2023

Basing on results from correlation coefficient model, there was positive significant association between application of strategic management principles in public sector with employee's performance ($r = 0.092$, $P=0.021$) Table 4.15. This implies that strategic management principles affect employee's performance.

Table 4.12: Results of Correlation coefficient

Variable name		Employee Performance	
Application of performance appraisal systems	Pearson Correlation	0.092	
	Sign (r)	0.021	

Source: Field Research Data, 2023

4.8 Employee Performance

Regarding employee's performance which was the dependent variable of our study, self-rated questions in Likert style were presented to participants, using a total of 6 descriptive statements measuring employee performance based on a Likert-style five-point scale responses on which every very often, always stood for good performance, while never, rarely, and sometimes stood for poor performance. Questionnaires were given to Geita Town Council. After filing them, below table summarizes the mean responses and standard deviations of responses. Basing on mean scores of 3.646 and standard deviation of 0.336 it entails that majority of employees at Geita Town Council management have good performance. However, majority of employees do not go to the office on time (mean score 2.02, SD 0.822), and majority reported do not finish task given on time (mean score 2.311, SD 1.056), this was also supported by

frequency of respondents where majority had never, rarely and sometimes responses to the mentioned statements 93.8% and 84.6% respectively.

Table 4.13: Responses of perceived statements on employee performance

S/N	Statement	N	Score mean	SD
PF1	<i>All the time I go to the office on time</i>		2.202	0.822
PF2	<i>I trust myself that am competent in task given to me</i>		4.308	0.755
PF3	<i>I trust myself that I perform task given to me efficiently</i>		4.479	0.540
PF4	<i>Am always loyal to my organization</i>		4.486	0.606
PF5	<i>I always finish task given to me on time</i>		2.311	1.056
PF6	<i>I perform my duties even without the presence of my boss</i>		4.089	0.608
	Average		3.646	0.336

Source: Field Research Data, 2023

Table 4.14: The frequency of responses on employee performance

	Statement	Never,	Rarely	Sometimes	Very often	Always
PF1	<i>All the time I go to the office on time</i>	45(15.4%)	167(57.2%)	62(21.2%)	12(4.1%)	6(2.1%)
PF2	<i>I trust myself that am competent in task given to me</i>	0	5(1.7%)	37(12.7%)	113(38.7%)	137(46.9%)

PF3	<i>I trust myself that I perform task given to me efficiently</i>	0	0	6(2.1)	140(47.9%)	146(50.0%)
PF4	<i>Am always loyal to my organization</i>	0	0	17(5.8%)	116(39.7%)	159(54.5%)
PF5	<i>I always finish task given to me on time</i>	40(13.7%)	189(64.7%)	18(6.2%)	22(7.2%)	23(7.9%)
PF6	<i>I perform my duties even without the presence of my boss</i>	0	0	42(14.4%)	182(62.3%)	68(23.3%)

Source: Field Research Data, 2023

CHAPTER FIVE

DISCUSSION OF THE FINDINGS

5.1. Introduction

In the current study the researcher examined the role of strategic human resource management on effective employees' performance in public sector, case of Geita Town Council by analysing the effects of each leadership style on performance and analysing the association between the two. Specifically, the study had three objectives; assessing the application of performance appraisal systems in a public sector, assessing provision of training and development in a public sector, analysing the application of strategic management principles in public sector for effective employee's performance. Geita Town Council was selected for observation as a case study.

5.2 . The application of performance appraisal systems in a public sector for effective employee's job performance

Regarding the first objective, which examines the application of performance appraisal systems in the public sector for effective employee job performance, the study found that Geita Town Council employs the OPRAS system. However, there was no significant relationship between the application of performance appraisal systems and public employee performance. This lack of correlation may stem from weaknesses in the implementation of the system within local government authorities. Nchimbi (2019) noted similar doubts regarding the effectiveness of OPRAS as a new approach for assessing employee performance in government settings.

These findings align with other studies, such as Jabir (2000), which indicated that the application of performance appraisal systems in Algeria did not significantly enhance employee performance. Similarly, Abigael (2014) and Hamad (2015) found that while government agencies in Ghana and Nigeria utilized performance appraisal systems, the impact on employee performance was not consistently positive. In contrast, some studies reported a positive association between performance appraisal systems and employee performance. For instance, Astuti (2023) found that performance appraisals in an Indonesian government agency influenced employment prospects, educational opportunities, compensation, and interpersonal relationships, suggesting that a well-implemented appraisal system can minimize complaints from subordinates.

Spence (2011) emphasized that performance appraisal systems are among the most effective methods for developing, motivating, and evaluating employees, thereby measuring their effectiveness and efficiency. Furthermore, Hussein (2020) supported the notion that performance appraisal is crucial for enhancing individual productivity and overall organizational performance. However, Hussein's findings also indicated a relationship between human resource planning and staff appraisal systems, which contradicts the current study's results. This discrepancy may arise from the differing nature of the organizations studied; public organizations often face budget constraints dictated by government allocations, while private organizations may have more flexibility in meeting their operational plans.

Additional literature supports the notion that performance appraisal systems can vary significantly in effectiveness based on their implementation and the organizational

context. For example, a study by Al-Quads et al. (2014) found that effective human resource planning and training positively impacted organizational performance in the Jordanian government sector, suggesting that the integration of performance appraisal systems with comprehensive HR strategies can yield better outcomes. Similarly, Bass and Avolio (2016) highlighted the importance of retention strategies in enhancing employee performance, indicating that performance appraisals should be part of a broader strategy to engage and retain talent. In summary, while the Geita Town Council's use of the OPRAS system reflects an effort to measure employee performance, the lack of significant correlation with actual performance outcomes suggests that improvements in implementation and integration with broader HR practices are necessary for achieving desired results.

5.3 Provision of training and development in a public sector for effective employee's job performance

Regarding objective number two about provision of training and development in a public sector, the study found that Geita Town Council provides training and developments to its employees. This result is aligning with Training policy for the Tanzania Public service of 2013 (URT, 2013) and Vision 2025. The government of Tanzania through Training policy intends to develop capacities and competences of the public service to enable it deliver services effectively and efficiently entails availing Government employee's opportunities to undergo training which would enable them acquire new knowledge, skills, and appropriate working culture and attitudes.

Also Public service management and employee's policy (PSMEP) of 1999 (R.E in 2008) stated that "All public service organizations shall develop training Programme, based on the skills requirements as identified in their human resource plans", the policy further stated that "the program shall be funded from their budget allocation, and shall aim to meet both the organization's capacity requirements and individual employees' personal and career development goals, within resources available".

Therefore, it is obvious for government entity to have plans for its employee's trainings development. However, due to budget factors public institutions fail to meet their human resource plans to accommodate all employees who supposed to go for trainings. For instance, in 2020, 16 employees at Geita Town Council were supposed to attend different trainings but did not due to lack of fund as the money set for training was directed in other activities (Geita Town Council report, 2020), in the Tanzania police force which is also a government entity between 2016 and 2021 there was no fund for police trainings development instead officers were deducted from their own money (rational allowance) something which contradicted with Public service management and employee's policy (PSMEP) of 1999 (R.E in 2008).

Training and development play major roles in employee's performance, according to Astuti et al (2023) who conducted a research on the effect of motivation on employees' performance. Empirical evidence from the Brong Ahafo Education Directorate revealed that the employee performance is determined by the education, development and training to acquire a certain level of qualification which implied that

when one goes through education will enhance his working ability while all other things being equal.

Also, the study showed that experience is a great asset that can improve an employee's performance and the longer the number of years' experiences the higher the level of performance. Other studies Al-Qudah, Osman, Abdalim, & Al-Shatanawi, (2014); Jackson & Schular (2000) also found that not only training and development enhance effective employee's performance but even working environment and compensation package of either monetary or non-monetary given to employee influenced employees' performance. Also others like Bulla, (2021) discovered important non-monetary incentive factors such as job security, support receive from other colleagues; age and health condition; and expectation of retirement and other benefits all determined performance.

The study by Aghal, (2017) also pointed that training programs in an organization can help clarify the expectations that managers and the organization at large has for its employees. It encourages a culture based on performance, where employees set achievable goals based on clear organization objectives. Also Abigael (2015) agreed with the current study that training gives employees a better understanding of their responsibilities and the knowledge and skills they need to do that job, thus improves their confidence and positively impacts performance. However, findings suggested that in terms of human development like presence of good working environment, working facilities, accommodation such as employee's barracks, provision of loans for personal development is less satisfactory, this is supported by lack of housing for

employees in most local government authorities for instance accommodation for health care workers working in Geita health centres especially in remote areas are not satisfactory, teachers in remote areas lack accommodation therefore have to walk long distance for better and safer place for living.

There is significant relationship between training and development with employee performance, this is because trained staffs with personal development are competent to carry out their duties effectively, can translate organization mission and vision into actions therefore attaining organizational goals. This finding is in agreement with other studies where training and development had positive contribution on employee's performance (Harvey, 2006; Buracks, 2015; Bryman, 2017), also in Nigeria Amuniye, (2016) in his study when assessing factors affecting employee performance in local government taking case study of Abadan city council, where employee performance was influenced by trainings provided to employees, employees personal development.

Also Hussein, (2020) found that staff training and development programmes are central to their career growth, this implies that there is positive relationship between training development and employee's performance as a result of career growth, the study further recommended that training and development programs should be continuous and sustainable.

5.4 Application of strategic management in public sector for effective

Employee's performance

Regarding objective number three, which examines the application of strategic management principles in the public sector for effective employee performance, the study found that Geita Town Council adheres to these principles. Lynch and Smith (2016) emphasize that human resource management principles are foundational to any organization and must be observed to ensure effectiveness. This finding aligns with other studies that highlight the successful application of strategic management principles in organizations (Lynch & Smith, 2016; Appelbaum, 2020). For instance, Bulla (2021) found that the application of strategic principles, particularly those that treat employees as whole individuals, positively influenced employee performance in his study on manpower requirements forecasting in New York.

Hussein (2020) also supported the importance of strategic human resource principles in her assessment of the Tanzania Public Service College, noting that adherence to merit-based employee selection practices ensured equality and minimized discrimination. Pounder (2012) further elaborated on the application of strategic human resource principles, suggesting that organizations that implement these principles are more likely to reward subordinates for their compliance, whether through performance reviews, salary increases, promotions, or changes in responsibilities. In contrast, some studies present differing findings regarding the application of strategic human resource management principles. For example, Bogdan (2020) reported that many organizations in underdeveloped countries, including

Tanzania, do not effectively implement strategic human resource principles, which may hinder organizational performance and employee engagement.

Furthermore, Bass and Avolio (2016) found a negative correlation between the application of human resource principles and employee performance, suggesting that organizations heavily reliant on these principles may be less effective, thereby negatively impacting employee productivity and outcomes. Additional literature supports the notion that the successful implementation of strategic management principles can lead to improved employee performance. For instance, Wright and Nishii (2013) argued that high-performance work systems, which incorporate strategic HR principles, enhance employee commitment and organizational performance. Similarly, Becker and Huselid (2006) found that effective human resource management practices, when aligned with organizational strategy, significantly contribute to improved employee outcomes and competitive advantage.

CHAPTER SIX

CONCLUSSION AND RECOMENDATIONS

6.1. Overview

This chapter presents the summary of research findings on each objective; conclusion on the findings, recommendations is also drawn as well as demarcating limitation of the study.

6.2. Summary of the findings

The study examined the role of Strategic Human Resource Management on effective employees' performance in public sector case of Geita Town Council through three main objectives; findings revealed that though public sector applies performance appraisal system but still employee's records are not correct and up to dated, also it was revealed that though public sector provides training and developments to employees, but do not provides adequate accommodation to the employees. Lastly, the study confirmed that strategic management is effectively applied, with a majority of respondents noting that the council treats employees equitably, which positively correlates with performance.

6.4. Recommendations

Basing on findings the study recommends:

1. Geita Town Council should strengthen the record management system by involving IT specialists and HR professionals,
2. Increasing budget allocations for employee training and educational support, and
3. Addressing inadequate housing by planning for new employee accommodations or providing low-interest loans for housing development.

Overall, these actions could significantly improve the council's human resource management practices and employee performance.

6.5. Limitation of the study

The researcher encountered the problem on questionnaires collection where some respondents delayed to complete them and some did not return them at all at which reduces the number of interested sample.

6.6. Areas for further research

The study concentrated on the role of Strategic Human Resource Management on effective employees' performance in public sector, where findings revealed that Strategic Human Resource Management plays major role on affecting employee performance, however though Geita town applies strategic human resource management still there is poor employees record management, lack of employees houses, and inadequate fund for employee's trainings development. Basing on the findings there is a need to conduct intensive study on the causes of poor employees record management in public sector.

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APPENDICES

Interview guidelines for Human resource officers

This is to inform you that I am an MHRM student of Open University of Tanzania, conducting Research on HRP. I am begging you to allow me utilizing your time for filling in this questionnaire especially about the effects of police practices on performance of HRP on your organizations. The following questions are aimed at gathering information concerning application of HRP in Organization. The information obtained will form a concrete base in my analysis on HRP effectiveness. It is my hope that once necessary information and explanation are provided would facilitate the completion of this study within timeframe. Information requested will solely be used for academic purposes and not otherwise. Please, do not write your name on any page and read all instructions carefully and answer each question faithfully.

1. Do you apply performance appraisal systems in your organization?.....
2. What type of appraisal system do you apply?.....
3. Do you think Performance appraisal systems has any impact on employee performance?
Explain.....
4. Does your organization provide employees training and development?.....
5. What criteria's do you consider for employee training and development at your organization?
6. Recently, how many employees at your organization are in training for their career development?
7. Do you have any specific program for individual employee development?
8. Do your organization adhere to strategic management principles? If the answer is yes, what are those principles?.....

Questionnaire for Employees.

This is to inform you that I am an MHRM student of Open University of Tanzania, conducting Research on HRP. I am begging you to allow me utilizing your time for filling in this questionnaire especially about the effects of police practices on performance of HRP on your organizations. The following questions are aimed at gathering information concerning application of HRP in Organization. The information obtained will form a concrete base in my analysis on HRP effectiveness. It is my hope that once necessary information and explanation are provided would facilitate the completion of this study within timeframe. Information requested will solely be used for academic purposes and not otherwise. Please, do not write your name on any page and read all instructions carefully and answer each question faithfully.

Section A: Demographic Information's.

Instructions: Please for section (A) circle the answer that best describes your choice.

1. Your position in the Organization (a) Head of department (b) ordinary employee
2. Your age: (a) Less than 20 years (b) Between 20 – 40 years (c) Between 41 – 50 Years (d) More than 50 years 88
3. Your department: (a) Education (b) Drivers (c) Account, (d) Social welfare (e) Supporting staff (f) Procurement (g) Community development
4. Sex: (a) Male (b) Female
5. Your level of Education (a) University education (b) Diploma level (c) Secondary School Education (d) Below Secondary Education

SECTION B: Study objectives

Objective 1: Application of performance appraisal systems in a public sector for effective employee's job performance

1. Are you aware of performance appraisal system?
 - A). Yes
 - B). No

If Yes, what are do you understand by performance appraisal system?

Explain

.....

.....

.....

.....

.....

.....

2. In your organization do you fill performance appraisal system?

A). Yes

B). No

3. Do you think performance appraisal system contribute to employee performance at your organization?

A). Yes

B). No

4. Table: Indicate your level of agreement on the following statements (Please circle the number representing your best level of agreement; (1= never, 2= rarely, 3= sometimes, 4= very often, 5=Always)

S/N		1	2	3	4	5
1	In our organization managers and employees work together to establish objectives and goals					
2	Our HR receives performance ratings and feedback from coworkers, managers, vendors and even customers					
3	My performance is determined basing on performance appraisal system					
4	All employees records are correct and up to dated					

Objective 2: Provision of training and development in a public sector for effective employee’s job performance

1. Does your organization provide opportunities for career development?

A). Yes

B). No

2. Does your organization provide programs for personal developments?

A). Yes

B). No

3. Have you ever applied for study leave?

A). Yes

B). No

4. Indicate your level of agreement on the following statements (Please circle the number representing your best level of agreement; (1= never, 2= rarely, 3= sometimes, 4= very often, 5=Always)

S/N		1	2	3	4	5
1	My organization pay for employees studies within or abroad					
2	My organization provides opportunities for studying in various levels of education					
3	My organization provides house for accommodation of its employees					
4	My organization encourage employees for building their own houses by providing short and long terms loans					
5	My organization has long term plan for its employees training and development					

Objective 3: The application of strategic management principles in public sector for effective employee’s performance

1. Does your organization follow strategic management principles?

A). Yes

B). No

2. Indicate your level of agreement on the following statements (Please circle the number representing your best level of agreement; (1= never, 2= rarely, 3= sometimes, 4= very often, 5=Always)

S/N		1	2	3	4	5
1	Our organization deals with people as complete individuals					
2	Our organization makes people feel worthwhile and equal					
3	Our organization treats all people with justice					
4	In our organization rewards is earned but not to be given					
5	Our organization supplies employees with relevant information related to the development of the organization about strengths and weaknesses					

4. Employees' Performance

1. How do you rate yourself in the following areas?

Indicate your level of agreement on the following statements (Please circle the number representing your best level of agreement; (1= never, 2= rarely, 3= sometimes, 4= very often, 5=Always)

S/N		1	2	3	4	5
1	All the time I go to the office on time					
2	I trust myself that am competent in task given to me					
3	I trust myself that I perform task given to me efficiently					
4	Am always loyal to my organization					
5	I always finish task given to me on time					
6	I perform my duties even without the presence of my boss					



Ref. No OUT/PG201900891

25th January, 2024

Town Director,
Geita Town Council,
P.O.Box 384,
GEITA

Dear Director,

**RE: RESEARCH CLEARANCE FOR MR. BONIPHACE SOSPETER MUKAMA, REG
NO: PG201900891**

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.

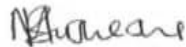
3. To facilitate and to simplify research process therefore, the act empowers the Vice Chancellor of the Open University of Tanzania to issue research clearance, on behalf of the Government of Tanzania and Tanzania Commission for Science and Technology, to both its staff and students who are doing research in Tanzania. With this brief background, the purpose of this letter is to introduce to you **Mr. Boniphace Sospeter Mukama, Reg. No: PG201900891**), pursuing **Master of Human Resource**

Management (MHRM). We here by grant this clearance to conduct a research titled **“Role of Strategic Human Resource Management on Effective Employees’ Performance in Public Sector, Case of Geita Town Municipal Council”**. He will collect his data at your area from 26th January 2024 to 28th February 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 23409, 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. Magreth S. Bushesha

For: **VICE CHANCELLOR**



THE UNITED REPUBLIC OF TANZANIA
PRESIDENT'S OFFICE
REGIONAL ADMINISTRATION AND LOCAL GOVERNMENT



GEITA TOWN COUNCIL

In reply please quote:

Ref. No.AB.279/477/01B/71

10th July, 2024

Vice Chancellor,
The Open University of Tanzania,
P. O. Box 23409,
DAR ES SALAAM - TANZANIA

RE: RESEARCH PERMIT FOR BONIPHACE SOSPETER MUKAMA.

Kindly, refer to the letter dated 25th January, 2024 concerning the research permit.

2. The permit is granted for your student named **Boniphace Sospeter Mukama** to conduct a research in Geita Town Council with a title "**Role of Strategic Human Resource Management on Effective Employees' Performance in Public Sector.**" A case study at Geita Town Council.

3. However, be informed that the Council shall not be responsible for any expenses during exercise of Data Collection. This research permit will be valid from 15th July, 2024 to 13th August, 2024.

Yours,

R. J. Lema,

FOR: TOWN DIRECTOR.

For TOWN DIRECTOR
GEITA TOWN COUNCIL

Copy to: Town Director,
Geita Town Council,
GEITA.

On file for noting

Boniphace Sospeter Mukama,
The Open University of Tanzania,
P. O. Box 23409,
DAR ES SALAAM – TANZANIA