The Influence of Human Resource Strategies on Performance of Tanzania's Local Government Authorities

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Abstract

The study sought to establish the influence of human resource strategies on performance of Tanzania's Local Government Authorities (LGAs). The study employed survey design whereby both qualitative and quantitative methods of data collection were engaged. The study sample size was 59 respondents obtained through stratified random sampling and purposive sampling techniques in 10 randomly selected LGAs. Data were collected using an interview and questionnaire. The study confirmed the contribution of human resource strategies on the performance of Tanzania's Local Government Authorities. Result from inferential analysis indicates that, the coefficient of correlation is 0.699 which shows a strong positive correlation; and the coefficient of determination (R-square) has the value of 0.489 which implies that 48.9% of the variation in the performance of LGAs in Tanzania is explained by human resource strategies subjected in this study, which are Staffing, Retention, Pay and Incentives, Training and Development; while 51% of performance of LGAs in Tanzania is influenced by other variables which were not part of studied variables in this study. The results of this study is expected to inform decision makers on improving human resource management policies to reflect current demands in terms of attributes of organizational performance.

Keywords: Human resource strategies, mixed method design, Local Government Authorities, Regression Analysis, Tanzania

1. Introduction

One of the very pressing and difficult issues in Tanzania's Local Government Authorities (LGAs) is how to align and integrate human resource strategies in order to enhance performance. This is evidenced by Nchimbi (2017) who suggested that, lack of participation of human resource specialists from setting organizational goals and policies and lack of strategic integration between human resource strategy and business strategy hinders human resource personnel to act as strategic partners. In a move to suggest the best way of improving performance in Local Government Authorities, various studies have been done on the role of incentives on workers' motivation, management of the training function in the local government authorities, the impact of remuneration on the performance of local government staff in Tanzania, employees motivation in rural local government in Tanzania to mention just

few (Mchele, 2015; Ngogo, 2013; Chitanda, 2017). However, even with this much success it has been difficult to pin down to what extent all these human resource strategies influence performance of Local Government Authorities. This study was set out to explore the influence of human resource strategies on performance of LGAs with major interest on staffing, training and development, pay and incentives and retention strategies.

2. Theoretical Review

The interest of the researcher was to ascertain the influence of Human Resource Strategies on Performance of Tanzania's LGAs. In an attempt to ascertain the relationship between the variables, two theories were used. These are Resource Based Theory which contends that, competitive advantage is derived from the resources that are rare, strategic, inimitable, non-substitutable, appropriate and immobile (Ling & Jaw, 2011); and Contingency Theory which claim that states that there is no single best way or approach to manage organizations (Omalaja & Eruola, 2011) were used to operationalize the variables involved in this study.

2.1 Conceptual Framework

The study conceptualized that Human Resource strategies are likely to influence the performance of Tanzania's Local Government Authorities, where that performance of Local Government Authorities would be determined by the extent to which decisions are timely done, the extent to which service delivery has improved within LGAs, the way employees are committed to work, the way employee competencies are improved and the extent to which employees are willing to stay longer in LGAs.

Figure 1: Conceptual framework

Source: Researcher's construct, (2021)

3. Material and Methods

A survey study used explanatory sequential design (Feilzer, 2010) to collect information from ten (10) LGAs located in three regions found in the coast zone of Tanzania. This type of design allows researchers to collect information at low costs with minimal observer subjectivity (Chandran, 2004; Creswell, 2015; Gibson, 2017). This study targeted to extract information from 75 human resources officers employed in ten (10) LGAs located in three sampled regions (Coast Region, Dar es Salaam and Lindi Region) in Coast zone. Both probability and non-probability sampling techniques were used to select study sample. Probability sampling (Multistage Random sampling) was used to select one (1) out of six (6) zones in Tanzania, then three regions were selected out of five (5) regions forming that respective zone, then ten (10) LGAs were also selected out of 20 LGAs found in three (3) selected regions. This technique involved using the concept of randomization at any stage of selecting a sample. Stratified random sampling was also used to select 59 respondents in ten (10) sampled LGAs which is 79% of the target population. This agrees with other scholars who agree that a research sample size of 10% is likely to be appropriate (Adam & Kamuzora, 2008; Cooper & Roger, 2012; Kothari & Garg, 2014; Creswell, 2015). However, purposive sampling technique was used to select all Heads of Personnel and Administration Department working in those ten (10) sampled LGAs. Questionnaires and interview were used to collect both qualitative and quantitative data. The reliability was determined using Cronbach alpha coefficient analysis which loaded above threshold of 70% in all variables. The regression model and content analysis were used to analyze quantitative and qualitative data respectively.

4.0 Results

This chapter describes the research findings of the study that has been obtained through questionnaires distributed to Human Resources officers and interviews conducted to Heads of Personnel and Administration Department from ten selected LGAs. The interest of the study was to examine the influence of Human Resource Strategy on performance of Tanzania's Local Government Authorities.

4.1 Descriptive Analysis

This part presents findings resulting from descriptive analysis with respect to the variables influencing the performance of Local Government Authorities in Tanzania. The descriptive analysis provides a result of each specific objective as indicated here below.

4.1.1 The Influence of Staffing on Performance of Tanzania's LGAs

The researcher wanted to investigate if Local Government Authorities really conduct Human Resource Planning (HRP) and whether HRP is useful to LGAs. The responses from the human resource officers extracted from questionnaires indicates that 88.9% of respondents said 'Yes' to mean that Local Government Authorities do conduct HRP. The majority of human resource officers involved in the study stated that Human Resource Planning is useful to their councils as it helps to identify current and future human resource gaps. On the other hand, 11.1% of the respondents said 'No' to mean that, they don't practice HRP. About usefulness, 90.7% of respondents said "Yes" to mean that HRP is useful to their council while 9.3% replied "No" to mean HRP is not useful. Also, the qualitative information collected through the interview indicates that the majority of Head of Personnel and Administration Department involved in the study said Local Government Authorities do conduct HRP annually. While explaining the

way HRP is done and how is it useful to them, one of the Head of Department involved in the study elaborated as follows;

Every employer to prepare personal emoluments estimates in every second quarter of the financial year. It is during this period where human resource officers and respective heads of departments establish the number of employees required against existing employees on payroll to determine the exact future gap and budget for the same. Expected retirees report extracted from Human Capital Management Information System is also used to determine future recruitments and replacement (*Interview, Name withheld, 24th February, 2021 at Kisarawe District Council*).

The findings also concur with other scholars who affirms that, estimates indicating number, type of workers and costs are prepared during the budget process and discussed by councils' standing committee before the final consolidated budget is endorsed by the full council and thereafter submitted to the President's office, Public Service Management and Good Governance (Njovu, 2013; Munga, 2009). Their arguments confirm that, LGAs do conduct human resource planning and that it helps LGAs to identify the exactly staff number required to undertake an available job.

Job Analysis

In respect to job analysis the findings revealed that, 75.9% of the human resources officers involved in the study confirmed that LGAs do conduct Job Analysis while 24.1% did not agree on this practice. Also, on Job Analysis is useful to the functioning of LGAs, the results revealed that, 85.2% of the respondents agreed while 14.8% did not agree on the importance of job analysis before recruitment and selections in LGAs. This result correlates with other scholars who argue that, job analysis has a positive significant impact on organization performance in private sector and that proactive job analysis is helpful in sustaining and maintaining the corporate performance (Augustine, Umana, Inyang, Isaac, 2019). The arguments provide evidence that job analysis is an important human resource strategy that provides remedy to the changing work environment.

Recruitment Process

In respect to recruitment process, the results indicates that 70% of the respondents agreed on the presence of the established recruitment procedure which allows the council to attract the right applicants, while 6% of the respondents disagreed with the statement and 24% of them were neutral. Moreover, interviews with Heads of Personnel and Administration Department revealed that, recruitment is not done to meet the council's demand, rather recruitment process seems to be timely only after the release of the recruitment permit. During interview, one of the Head of Personnel and Administration Department elaborated as follows;

We always establish our demand regarding new recruitments, transfer, appointment vacancies and expected replacements but when it comes to implementation, we do implement recruitment permits with fewer vacancies and sometimes describing cadres out of council's demand. Generally, recruitment permits reflect national priority sectors such as Health and Education sectors. For the past four years we have been receiving recruitment permits for teachers and health cadres only (*Interview, Name withheld, 24th February, 2021 at Kigamboni MC*).

Selection Process and Placement

Under this sub variable, the researcher wanted to investigate whether selection criteria are observed during the recruitment process and whether placement is done based on the council's demand. Respondents were required to reply "Yes" or "No" to two proposed questions. 88.9% of respondents replied "Yes" to the first question to mean that councils adhere to the established recruitment criteria while 11.1% said "No". On the other hand, 75.9% of the respondents replied "Yes" to the next question to mean replacement is done based on the Council demand while 24.1% of them said "No". Table 1 below gives a summary of the findings indicated above.

Table 1: Selection, Placement and Council's Demands

Categorical question	Responses	Frequency	Percentage
1. Do the Council adherence to the established Applicants' Selection Criteria?	Yes	48	88.9
	No	6	11.1
Total		54	100
2. Is placement done based on Council's Demand?	Yes	41	75.9
	No	13	24.1
Total		54	100

Source: Field data, 2021

Also, findings implied that respondents were aware that there are specific recruitment procedures that allow the council to have the right people, doing the right job, at the right place within the right time. However, one respondent argued that:

In Tanzania recruitment and selection process is centralized under public sector recruitment secretariat, where the LGAs have to seek recruitment permit if they have to undertake the process for some specific carders. Informants agreed that the recruitment process is not timely because the process itself is subject to the release of the recruitment permit which takes a longer time (*Interview, Head of Administration and Personnel, 15th February, 2021 at Mkuranga DC*).

The result of this study correlates with Munga (2009) who explained that, the process of recruitment is complex and time consuming as it takes almost a year to receive a recruitment permit and the process itself takes three months from the date of receiving a permit. Therefore, for this process to be effective, decentralization of recruitment and selection procedures are very important in order to improve performance of LGAs in Tanzania.

4.1.2 The Influence of Training and Development on Performance of LGAs

The findings from questionnaires showed that 46.3% of the respondents agreed that they do conduct TNA while 53.7% of respondents disagreed on the issue of conducting TNA in their LGAs. When replying to the next question, 85.2% of the respondents said "Yes" to issue of councils offering in-house training while 14.8% of the respondents said "No". However, 90.7% of respondents on whether in-house training improves council's performance while 9.3% of them disagreed. Moreover, in the interview with Heads of Department involved in the study,

the majority of respondents argue that they do not really conduct Training Needs Assessment. More precisely, one of the respondents elaborated that;

We always receive invitation letters from universities specifying short courses offered. Through those letters we decide on whom to send for training and sometimes we agree with the training coordinators from specific university to train our people on job depending on prevailing circumstances (*Interview, Head of Administration and Personnel, 17th February, 2021 at Kinondoni MC*).

The findings are agrees with Mchele (2015) who argues that, Training Needs Assessment is not done in LGAs as 89% of respondents confirmed that, they have never been involved and participated in the identification of training needs and that training is done without considering organization demands and individual challenges. That is to say, if training objectives and program are not well defined, LGAs are at risk of imparting knowledge and skills which are not relevant to a particular job assigned to the employee.

Short term Training

Information extracted from questionnaires on one hand, indicates that 90.7% of the respondents said "Yes" to mean that, councils do offer short term training while 9.3% of the respondents said "No". On the other hand, 83.3% of respondents said "Yes" to mean that there is some sort of improvement resulting from short term training while 16.7% said "No". Majority of informants through questionnaires indicated improvement on employee performance to be one of the most benefits of short term training. The Table 2 below gives the summary of this finding.

Table 2: Short term Training in LGAs

Categorical question	Responses	Frequency	Percentage
1. Is there any short term training offered in your Council?	Yes	49	90.7
	No	5	9.3
Total		54	100
2. Do you see any improvement on performance resulting from short term training?	Yes	45	83.6
	No	9	16.7
Total		54	100

Source: Field data, 2021

Moreover, the result were supported by Head of Personnel and Administration Department who then declared that:

In discharging training and development they have been using short courses specified by higher learning institutions to train their employees (*Interview, Head of HR and Administration, 15th February, 2021 at Kisarawe DC*).

This finding differs to the study "the influence of human resource strategies on employee performance at Kenya Revenue Authority" conducted by Bullah (2016). The study revealed that, all training programs were undertaken after systematic needs analysis which is contrary to the experience of Local Government Authorities in Tanzania.

Long term Training

In respect to long term training, the findings revealed that, 59.3% of the respondents conformed that councils do support long term training, while only 40.7% of respondents said “No” to mean that they do not support their employees for long term training. However, the majority of respondents pointed out their own source revenue collection to be the major source of funds to support long term training in their Councils. Moreover, qualitative information extracted from respondents involved during the interview indicates that the majority of the respondents commented that, to a large extent council supports short term training. One of the Heads of Department involved in interview elaborated that;

In seven years back we used to receive a Capacity Building Grant from the Central Government. 15% of that Grant was to be allocated to support professional career development. So, with that amount of money we managed to support long term training. Nowadays Councils depends on their own source collection which cannot afford even to run daily office operations. Therefore, we support much short term training and in very rare cases we do support for long term training depending on the demands of the council. We have been encouraging our employees to use other sources of fund to support their training including to secure loans from Higher Learning Loans Board (15th February, 2021 at Ubungo MC).

Coaching and Mentoring

The result as to whether coaching and mentoring was incorporated in the council’s training program and whether it influences performance of LGAs. The result revealed that, 42.6% of the respondents said “Yes” while 57.4% of the respondents said “No” to which implies that, coaching and Mentoring is not incorporated in LGAs Training Programs. On the other hand, 46.3% of the respondents agreed that, there is improvement on performance resulting from coaching and mentoring while 53.7% of the respondents did not agree. The findings implied that coaching and mentoring have been practiced in different ways in LGAs but it has never happened to be part of the training programs. This finding is supported with the qualitative information collected through interviews whereby the majority of informants commented that, coaching and mentorship is done regularly with respect to the prevailing situation but it has never been an official training program. The finding concurs with Palango (2020) who confirmed that coaching at the district council is done after an employee has been assigned a special duty or has shown poor performance.

4.1.3 The influence of Pay and Incentives on Performance of Tanzania’s LGAs

The result found that 9.3% of respondents who filled in the questionnaires said “Yes” to mean that the current salary structure corresponds to the market factors while 90.7% said “No”. When revealing their views regarding salary structure and performance, about 9.3% of respondents replied “Yes” to mean the performance of Local Government Authority is influenced by the current proposed salary structure while majority of them (90.7%) said “No” to mean employee performance is not influenced by current salary structure. Moreover, while conducting interviews with Heads of Personnel and Administration Department, majority of them commented that there is no correlation between the current salary structure and the performance of LGAs. One of the key in respect to salary structure and performance of LGAs commented that;

The salary structure we use today was officially initiated in the financial year 2015/2016. So you can see for the past five years, salaries have never been changed. With these salaries, we don't expect employees to perform above standards as most of them prefer to concentrate on an alternative source of income out of their normal salary. Low salaries have encouraged some of our employees to leave the Council. Some have decided to ask for leave without pay permit so that they work with other institutions with good salaries like TASAF. (Interview, Name withheld, 4th March, 2021 at Lindi MC).

Monetary Incentives

The result indicates that 41% of respondents agreed with the statement "The council has a structured and effective Monetary incentives" while 39% of the respondents disagreed with the statement and the remaining 20% were neutral. During the interview, the same questions were asked to the Heads of Personnel and Administration Department. The majority of the informants commented that councils do offer monetary incentives in different ways depending on the capabilities of the council. One of the informants shared the best practice as follows;

Apart from the official documents that indicates circumstances and amount of money that has to be offered to employees. We normally discuss and agree together in our statutory meeting to handle prevailing circumstances. For example, we used to perform badly in Form Four National exams, we set together and agree to pay Tsh. 50,000 to secondary school teacher for each "A" mark obtained and we managed to motivate our teacher and in turn we also managed to perform better for three consecutive years. (Interview, Name withheld, 4th March, 2021 at Kilwa District Council).

Non-Monetary Incentives

The findings revealed that, 61.1% of respondents said "Yes" which implies that, councils do offer non-monetary incentives to employees while 38.9% said "No". Majority of respondents described motorcycles to extension officers and houses to teachers and health cadres to be non-monetary incentives offered to employees. On other hand, 68.5% of respondents said "Yes" to mean non-monetary incentives do influence performance of LGAs while 31.5% of the respondents said "No". Moreover, interviews with Heads of Department involved in the study revealed that, the majority of informants agreed that councils do offer non-monetary incentives to employees but what is offered differs between one council to another depending on the demands of the council on one hand, and the demands of employees on the other hand. Below quotation from one of the informant involved in the study;

In this council we agreed to build staff houses in all schools and health facilities located in remote areas. New recruits placed in those areas are also given Mattresses and gas cookers as a means to motivate and retain them. Nowadays, employees are well settled and performance of those facilities have improved (Interview, Name withheld, 25th February, 2021 at Mkuranga DC).

The findings correspond to the study done by Chitanda (2017) titled the role of incentives on workers' motivation in the Local Government Sector. The study suggested that factors that motivate most people at work place were the presence of adequate working equipment. This is also supported with qualitative data collected during interviews whereby informants declared that, they have managed to build staff houses especially to schools and health facilities located in remote areas as a means to motivate and retain employees on one hand, and to improve performance of those facilities on the other hand.

Performance Based Bonus

Respondents were required to answer two questions described in the questionnaire by replying either "Yes" or "No". On one hand, 9.3% of respondents said "Yes" to mean councils have an approved performance based bonus scheme while 90.7% said "No" to mean Councils do not have performance based bonus. On the other hand, 22.2% of respondents said "Yes" to the next question to mean that the performance of Local Government Authorities is influenced by bonus payment while 77.8% again said "No". Moreover, the same questions were asked during interviews with selected Heads of Department. Majority of the informants revealed that councils have not established performance based bonus schemes. One of the informant elaborated that;

I have been working in 5 Councils since I was appointed to be Head of Department and I have never seen such a thing in Local Government Authorities" (24th February, 2021 at Kibaha DC).

4.1.4 The Influence of Retention Strategies on Performance of Tanzania's LGAs

The result indicates that 44% of respondents agreed with the statement *"The council has sufficient funds to offer house allowance to employees"* while 43% disagreed with the statement and the remaining 13% of the respondents were neutral. Moreover, during the interview, the same questions were asked to the Heads of Personnel and Administration Department involved in the study. Majority of them commented that councils pay for house allowances to eligible employees. In a course of discussion, one of the respondents was quoted as follows;

Not all staff qualifies to be paid a house allowance. For those who qualify as per Government Circular Na. 3 of 2010 are being paid but, what is important is that, Head of Departments and Head of Sections are supposed to budget for the same. To a large extent, payment of house allowance has encouraged Heads of Departments and Heads of Sections to stay longer in the councils. (Interview, Name withheld, 4th March, 2021 at Kilwa DC).

The results differ with Bullah (2016) who emphasized that, structured and effective employee reward system, and bonus payment should base on individual employee performance; and thus bonus payment are argued to be good predictor of performance which is contrary to the experience of Local Government Authorities in Tanzania.

House Allowance

The researcher sought to establish whether Local Government Authorities pay house allowances to employees, to establish if such allowance has encouraged employees to stay longer in the council and to measure perception of the respondents regarding availability of funds to support the strategy. The result shown that 64.8% of respondents replied "Yes" to mean councils do pay house allowance to employees while 35.2% said "No". On the other hand, 70.4% of respondents agreed that house allowance encourages employees to stay longer in the council while 29.6% said "No". These findings differs with other scholars revealed that 62.5% of the employees were not satisfied with the housing allowance systems (Ngogo, 2013; Rakhra, 2018). However, payment of house allowance differs between one LGA and the other depending on the capacity of the council in terms of their own source revenue collection. Basically, the local government authorities located in remote areas with limited sources of revenue cannot afford to pay house allowance compared to LGAs located in urban centers with categories of sources of revenue.

Fringe benefits

Findings indicate that 63% of respondents said “Yes” to mean that Local Government Authorities do offer fringe benefits to employees while 37% said “No”. For those who replied “Yes” they went further describing some of the benefits offered to employees to include, provision of special food to employees living with HIV/AIDS, Maternity benefits offered to female public servants, extra duty allowances and retirement benefits. On the other hand, 51.9% of respondents replied “Yes” to the next question to mean fringe benefits influence employee not to leave the Council while 48.1% said “No”.

4.1.5 Inferential Statistics

The researcher wanted to establish the collective influence of independent variables (Staffing, Training and Development, Pay and Incentives, and Retention) on dependent variables (The Performance of Tanzania’s Local Government Authorities). Different statistical tests such as t-test, F-test, P-value, correlation coefficient (R) and coefficient of determination (R^2) were used to determine the influence of independent variables on Performance of Tanzania’s Local Government Authorities. The findings of the statistical tests are described in Tables below.

Table 3: Combined Regression Mode Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.699 ^a	.489	.447	.30877

a. Predictors: (Constant), Retention, Pay and Incentives, Staffing, Training and Development

Source: Field data, 2021

The results in Table 3 above reveal the Pearson correlation (R) of the collective independent variables on Performance of Tanzania’s Local Government Authorities is 0.699 at 0.05 level of significance. The result implies that there is strong positive correlation between studied independent variables and the Performance of Tanzania’s Local Government Authorities. The assumed linear regression equation for this study; $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$ is

explained by $R^2 = 0.489$ as indicated in the Table 4.38. Statistically, the result implies that 48.9% of the variations in Performance of LGAs in Tanzania is influenced by Staffing, Training and Development, Pay and Incentives, and Retention while holding other factors constant. That is to mean, 51.1% of the Performance of Tanzania’s LGAs is contributed by other factors which are not studied.

Table 4: Combined Regression Analysis of Variance (ANOVA)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	4.463	4	1.116	11.703	.000 ^b
Residual	4.672	49	.095		
Total	9.134	53			

a. Dependent Variable: Performance of LGAs

b. Predictors: (Constant), Retention, Pay and Incentives, Staffing, Training and Development

Source: Field data, 2021

The results from the analysis of variance (ANOVA) as shown in the Table 4 indicate that the P-value of 0.000 is less than the recommended significance level of 0.05. This support that, there is linear relationship between independent variables studied in this research and the Performance of Local Government Authorities in Tanzania.

Table 5: Coefficients of Combined Effect

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.079	.316		.251	.803
Staffing	.311	.108	.327	2.892	.006
Pay and Incentives	.209	.100	.231	2.082	.043
Training and Development	.240	.102	.273	2.344	.023
Retention	.189	.089	.224	2.126	.039

a. Dependent Variable: Performance of LGAs

Source: Field data, 2021

With reference to Table 5, there is enough evidence to conclude that four independent variables (Staffing, Pay and Incentives, Training and Development and Retention) are predictors of performance of Tanzania's Local Government Authorities as the P-value for the named predictors is less than the recommended significance level of 0.05 (that is to say, staffing = 0.006 < 0.05 level of significance, pay and incentives = 0.043 < 0.05 level of significance, training and development = 0.023 < 0.05 level of significance and retention = 0.039 < 0.05 level of significance).

The fitted multiple linear regression equation for the study was then confirmed to be, $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$ that is to say, PLGAs = 0.079 + 0.311 X_1 + 0.240 X_2 + 0.209 X_3 + 0.189 X_4 + ϵ where;

PLGAs = Performance of Local Government Authorities,

X_1 = Staffing,

X_2 = Training and Development,

X_3 = Pay and Incentives and,

X_4 = Retention strategies;

ϵ refers to other factors which may influence the performance of LGAs but not considered in this study. From the multiple linear regression equation, holding studied independent variables constant, the performance of LGAs in Tanzania would increase by 0.079 even if no factor is involved in the process of improving performance. It is affirmed from the result that, a unit increase in staffing would lead to an increase in the performance of LGAs by a rate of 0.311, a slight change in pay and incentive as a human resource strategy would cause a change in the performance of Tanzania's LGAs by a 0.209; also a unit increase in training and development would also cause an increasing in the performance of LGAs by a rate of 0.240 and a unit increase in retention strategies would cause an increase in the performance of Tanzania's LGAs by a rate of 0.189 respectively. All the predictors were less than the recommended significance level of 0.05, which implies that, independently and collectively predictors of this study influenced the performance of LGAs in Tanzania.

6. Conclusion and Recommendation

The major objective was to establish the influence of Human Resource Strategy on performance of Tanzania's LGAs. The study found that there is a significant influence of staffing, training and development, pay and incentives and retention on the performance of Local Government Authorities in Tanzania with 0.699 of correlation value and 0.489 value of R-square implying that 48.9% of variation in the performance of LGAs is explained by the studied variables. The performance of Tanzania's LGAs was measured on the dimensions of timely decision making, improved service delivery, employee commitment and improved competencies.

The study recommends that, Local Government officials should be capacitated on the technicalities of Training Needs Analysis to equip them with relevant knowledge regarding the identification of training gaps compatible to strategic plans and overall objectives of LGAs instead of adopting short courses proposed by Higher Learning Institutions which may sometimes lead to imparting irrelevant knowledge and skills. Secondly, the Government should think of permitting LGAs to recruit employees with respect to the cadres of their interest instead of relying on priority sectors of health and education only. Thirdly, LGAs should invest more in internal motivation packages by using their own source revenue to widen the categories of beneficiaries. Fourthly, decision makers should maintain statutory rights such as promotions to eligible employees in order to boost commitment of employees towards improving performance.

Acknowledgements

The author would like to thank Human Resource officers in ten (10) district Councils where the data were collected and for their support during the research work.

Disclosure

The author declare that he has no competing interests in this study

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