

CAUSES AND IMPACT OF INADEQUATE WORKFORCE ON ORGANIZATIONAL
PERFORMANCE: A CASE STUDY OF BUKOBA URBAN DISTRICT
COUNCIL, TANZANIA



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DECLARATION

I hereby declare that this work is a result of my own effort and has never been submitted for any award in any university or institution of higher learning whatsoever.

Sign Emily Kamugisha

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Date 29/10/2008

APPROVAL

This work has been done under my supervision as a university supervisor, and submitted with my approval.

Sign. 

DR. BENJAMIN NYABOGA

Date 

DEDICATION

This Paper is dedicated to my wonderful Mum Christina Kokulamuka Banyenza
Who stood beside my footsteps in my struggle to reach this far in academic
circles and indeed she means a lot to me.

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Utmost appreciation goes to the Almighty God who has enabled me to reach this far in the field of academia.

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LIST OF ACRONYMS

BUDC	-	Bukoba Urban District Council
TANROADS	-	Tanzania National Road Agency Revenue
TRA	-	Tanzania Revenue Authority
TPSC	-	Tanzania Public Service College
TNBS	-	Tanzania National Bureau of Statistics
HRM	-	Human Resource Management
CCM	-	Chama Cha Mapinduzi
KIU	-	Kampala International University
HOD	-	Heads of Department
PSM	-	Public Service Management
TANESCO	-	Tanzania Electric Supply Company

ABSTRACT

This study carried out an investigation on the causes and impact of inadequate workforce on organizational performance in Bukoba Urban District Council found in Tanzania. The study was guided by the following specific objectives: to identify the causes of vacant positions in BUDC, examine the effect of inadequate workforce in BUDC, and to assess the measures put forward by BUDC in filling the vacant positions. This study employed Descriptive Research Design utilizing 114 respondents chosen randomly and purposively. Questionnaires, interview guides and documentary reviews were used to get the views and opinions from the respondents on the subject of investigation. Research findings revealed that staffing practices at BUDC faces several challenges and some of them include: rigid and bureaucratic procedures on acquiring staff, lack of a detailed assessment on human resources requirement, acute shortage of staff, poor remuneration which does not attract staff from private sectors, inadequate preparation of staff for open competition in filling up vacant promotional outlets among other challenges. On the other hand, it has been found out that it is significant to the organization to have all its established vacant posts filled as it improves performance by rationalizing the workload to required human resources strength. It was also noticed that different steps have been taken to curb the existing human resource requirement. Some of these include among others: spending extra hours to cover the pending assignment, rescheduling of the job description to the existing staff, collaborating with other staff from other institutions, contracting out certain assignment and forfeiture of employees' annual leave. Basing on the findings, the researcher put forward the following recommendations: shortening the recruitment process, selection and placement of qualified staff, waving out bureaucratic procedures in recruitment processes, improving staff salaries and benefits, developing training and development programmes for employees which will among other things restrict the trained staff from transferring to other district councils in Tanzania.

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CHAPTER ONE

INTRODUCTION

1.0 RATIONALE OF THE STUDY

Staffing is one of the managerial functions that refers to filling up of positions in the organizational structure through identifying work-force requirements, inventorying the people available, recruitment, selection, placement, promotion, appraisal, compensation and training of needed people. It is clear that staffing must be closely linked with organizing, that is, the setting up of intentional structure of roles and positions. On the other hand, Koontz and Weinhrich (1988) have separated staffing as managerial function for several reasons:

First, staffing of organizational roles includes knowledge and approaches not normally recognized by practicing managers, who often think of organizing as just setting up a structure of roles and give little attention to filling these roles.

Second, making staffing a separate function gives even greater emphasis to the human element in selection, appraisal and managerial development knowledge and experience has been developed in the areas of staffing.

The third, an important body of knowledge and experience has been developed in these areas of staffing.

The fourth reason is that managers often overlook the fact that staffing is their responsibility not that of personnel department. To be exact this department provides valuable assistance, but it is the job of managers to fill the positions in their Organizations and keep them filled with qualified people.

Staffing is more concerned with people. This aspect naturally introduces complexities that do not yield well to logic. Thus, uncertainties in the selection and direction of people may lead to frustration of managers who know the importance of staffing and at the same time, recognize the staffing and, at the same time, recognize the limitations of the tools available for carrying out this function effectively.

Some executives would argue with the fact that people are vital for the effective operation of an organization. Executives often say that people are their most important asset. Yet, the human assets are virtually never shown on the balance sheet as a distinct category, although a great deal of money is invested in the recruitment, selection, and training of people (Armstrong, 2006). In fact there is conflict among management experts, between the proponents of human resources accounting and the financial people who have to develop the system for measuring the human assets.

What is important here is the recognition that staffing is crucial function of managers and one that may well determine the success or failure of an enterprise. It is not surprise then that executives of companies become concerned and begins to face up on of their toughest challenges; human resource management

1.1 Background to the study

Bukoba urban district council is one of the eight councils of Kagera region. It is one of 125 total local government councils in Tanzania. It borders both the countries of Uganda, Rwanda and Burundi. It is 1450 km from Dar es Salaam and it is along Lake Victoria which connects the great lake countries.

BUD was established under Act Number 8 of 1984. It is among the earliest council in Tanzania. Like other councils it was entrusted by the central government to deliver social-economic services among which are health, education, water and sanitation, road development, agricultural extension, environmental development and conservation and settlement development. This wide range of services have been stipulated by the law establishing the local government authorities Act No.8 of 1984, section 111(1-104 and section 118 (1-3). These functions are categorized into mandatory as well as permissive ones.

However it is a long list of functions that require sufficient number of employees of different professional backgrounds. Regardless of this long list of responsibilities, the council is still manned by insufficient staff. Up to 2005/2006 the numbers of staff working in Bukoba Urban District Council were three hundred thirty five (335) out of the

required Five hundred fifty five (555). This means that up to July 2005/ 2006 District Council had vacant positions of two hundred and twenty (220) personnel (BUDC HR Annual Report 2005/2006). For the council to provide the above said services, it needs skilled and adequate manpower.

It is 28 years since the council establishment. Despite its long distance the council still has vacancies in its established posts. It is general concern that despite that long period of its establishment these vacancies still exist.

Again, it is alleged that the continued declining of services delivery in the council has been contributed by the fact that personnel to make such delivery are in adequate and it becomes a heavy burden for those few who are available and thus creating low morale, job dissatisfaction, and consequently labor turn over.

It has been of great concern that the criteria used to establish the number of staff required thus been vague and thus prolonging the existence of filling and keeping filled the established posts in the council.

Further more there have been different steps taken by the council to curb the situation though the attempts have been in the sense that the gap between the required staff and the existing one has not been bridged. The fore mentioned has necessitated the need for research to establish what is causing this undesirable situation with the view of addressing this problem.

1.2 Statement of the problem

Staffing in any organization plays a very important role in its productivity. It is important for every organization to have staff in sufficient numbers because it is a pre- requisite to high performance. If the reverse is the case, productivity is adversely affected. According to the District Council Human Resource Annual Report (2005/2006), 48.2 percent of established positions in Bukoba urban district were vacant. This undesirable situation. Bukoba urban district council is 28 years old. Each year, universities, colleges and other training institutions in Tanzania have been producing different professionals. Again, the district council has been advertising the job vacancies each year but the

efforts to bridge the gap between the actual and required staff has been negligible. This could lead to delay in decision making, delay in completion of work, heavy workload, long working hours, high rate of labor turn over and general loss of morale by workforce in BUDC. This could also impact negatively on the District Councils productivity. This has necessitated the need for the research to find out and evaluate the possible causes, effects and steps taken to alleviate the situation.

1.3 Purpose of Study

The purpose of the study is to assess the impact of staffing on the productivity of Bukoba Urban District Council and hence necessary recommendation for the future intervention.

1.4 Specific objectives

The study was guided by the following specific objectives:

- (i) To establish the causes of vacant positions in Bukoba Urban District Council.
- (ii) To examine the effects of insufficient workforce on the performance of Bukoba Urban District Council.
- (iii) To assess measures put by Bukoba Urban District Council in filling the established positions in its organization.

1.5 Research Questions

- (i) What are the causes of vacant positions in Bukoba Urban District Council?
- (ii) What is the impact of insufficient workforce on the performance of Bukoba Urban District Council staff?
- (iii) What are the measures that have been put by Bukoba Urban District Council in filling the established positions in its organization structure?

1.6 Scope of the study

Under this section the researcher looked at the geographical location of the study, the time frame between which the study is referred and the content scope.

1.6.1 Geographical scope

The study was conducted in BUDC. This council is extreme north east of part of Tanzania. The council borders the republic of Uganda in the southern and republic of Rwanda and Burundi in the southern east. BUDC was chosen because it is where the research is born and also employed and therefore it was easy to access relevant data for this research.

1.6.2 Time scope

The researcher's study will be limited to the data of 5 years that is, 2001 to 2006. This time frame is chosen so as to, be able to access enough information. Useful data before this time frame chosen could hardly be obtained because of poor record management prior computerization in the council.

1.6.3 Content scope

As staffing is a wide concept covering the whole of Human to Planning in the organization; this study will limit itself few aspects of staffing namely: recruitment, selection, promotion and transfers. Some other elements of staffing such as resignation and dismissal will be mentioned when emphasizing on the former aspects

1.7 Significance of the study

Few studies have been conducted in this area. What is believed in Bukoba Urban District Council is that there has been a long outstanding and increasing of unfilled positions in organization structure. What is known already in Bukoba is that from year to year the responsible authority has been grating the permission to the council to recruit new employees. Job advertisements have been out each year and various professionals have been graduating from different colleges, but still the problem has not ended.

This study therefore, intended to contribute to the knowledge in this area and its contribution would:

Help the management of Bukoba District Council to understand the importance of filling and keeping filled positions in the organization structure and therefore take appropriate step to fill these vacancies.

Help authorities responsible for making regulations on staffing in local governments to put in place regulations that are relevant and capture the requirement of specific geographical areas.

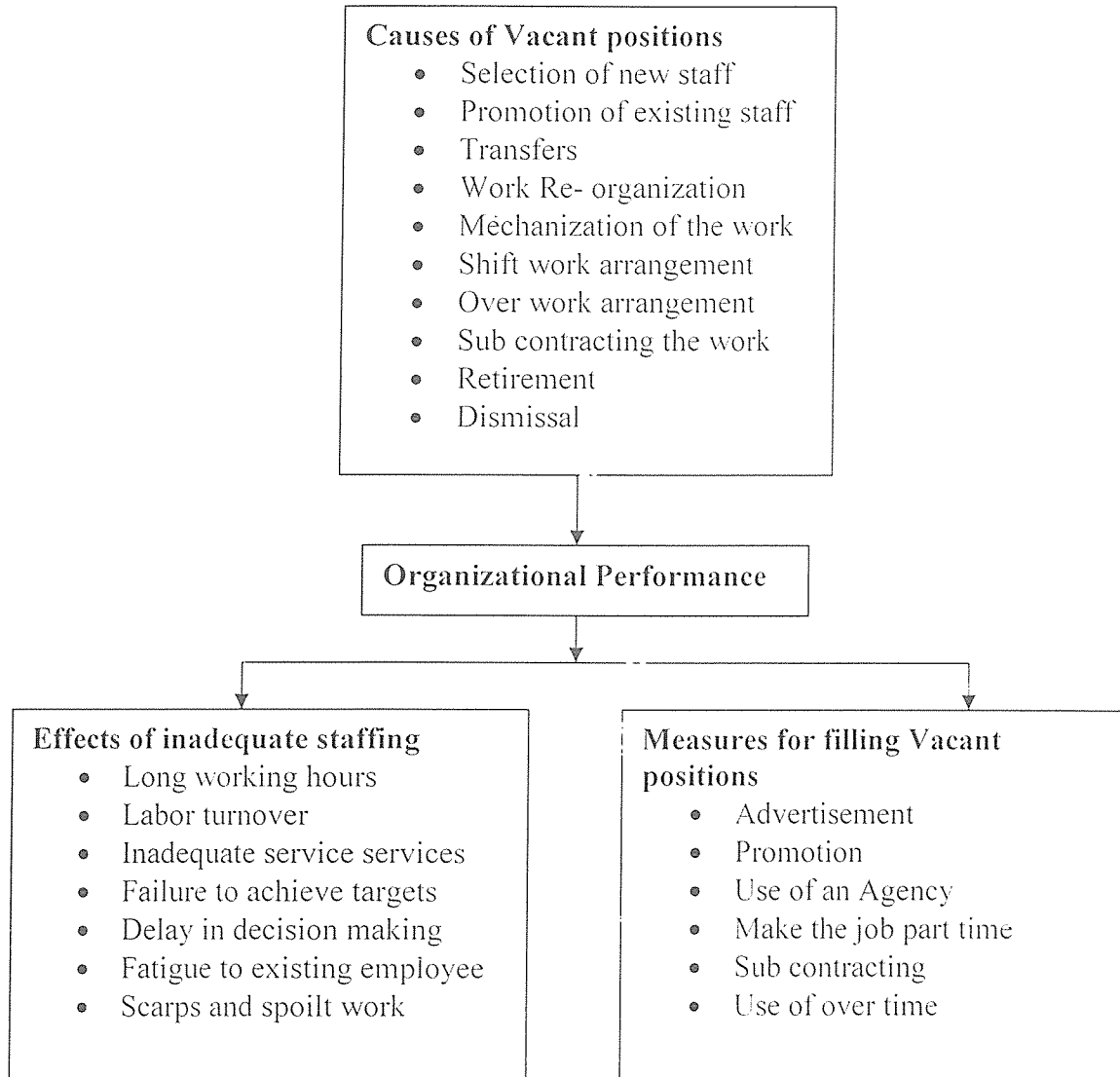
Help the District Council Authorities to introduce attractive retention scheme mechanisms so as to keep the existing staff for long and be able to attract the potential job applicants.

The study findings if found viable, may be replicated in other District Councils to address staffing issues.

CHAPTER TWO

LITERATURE REVIEW

2.0 Conceptual Framework



Staffing is a very important role in organizational performance. It is practiced through selection of new staff, promotion of existing staff, transfers, and work reorganization, mechanization of the work, shift work arrangement, overtime work arrangement and sub contracting the work. It is through this Human Resource Practice that productivity can be enhanced. Any organization that does not carry out its staffing properly is susceptible to low productivity that is manifested through working hours, labor turn over, inadequate

service delivery, failure to achieve targets, delay in decision making, fatigue to existing employee and scarps or spoilt work. Staffing if conducted properly will yield quality services, timely and error free services and efficiency to the organization.

2.1 Review of existing literature

This chapter reviews existing literature written by different authors about staffing in organizations. The literature has deeply dwelled on the criteria used in determining the number of staff required carrying out available tasks, the factors influencing staffing in organizations, impact of insufficient workforce and different measures put up by the organizations to curb the situation.

2.1.1 Causes that lead to vacant posts in Organizations

Potential vacancies occur either through someone leaving or as a result of expansion. When a person leaves, there is no more facie case for filling the vacancy thus caused (Torrington et al 1991:264). Graham and Bennett (1993: 188), say that, if the vacancy is an additional to the present workforce, that is, it has occurred because of some new or increased activity, then in all probability the need for a new employee has been established and hence the need for compiling the job specification and description.

Different writers have put forward different situations vacancies in organizations. Torrington et al (1991:380) have further mentioned termination of employment contracts as another cause. This may be due to contract coming to an end and if mutual satisfaction no longer holds. Other causes are emigration, career change, following a spouse to a different part of the country or abroad, dismissal and resignation.

In additional to the above causes, Graham and Bennet (1993: 211-214) have pointed out promotion, transfer, demotions, and retirement, as other causes of vacancies in organizations.

These factors may influences vacancies in the following ways:

2.1.2 Promotion

Promotion is a move of an employee to a job within the company, which has greater importance and, normally higher pay. The purpose of promotion is to improve both the utilization and motivation of employees. Armstrong M. (2006) identifies two sources from which prospective candidates for promotion can be obtained which are internal and external sources. In related view, Graham and Bennett (1993) advocates that internal promotion can be done through management decisions based on the already existing information of an employees to apply for such promotional vacancy.

In the researcher's view, the former approach, that is, management decision, has got disadvantages over the latter because the management decisions may be highly vulnerable to bias or discrimination, given that the employee is well known to the management. In practice, the sense of favoritism, blood relationship, ethnicity, or tribalism overrules the consideration of vital elements such as ability, relevant skills and the length of service.

In addition, it is not necessary good practice to fill every promotional vacancy from internal source. Filling such vacancies from by outsiders brings in "new blood" in the organization (Maurice C. W 1980)

In related view, the researcher holds that new blood come in with different approach, various skills, different aggressiveness which may double the push towards the achievement of organizational objectives.

The researcher also concurs with the principle that promotion should be based on seniority and merit, the use of merit alone can cause problems.....seniority, however, can not be ignored although it is no substitute for competence in the job (ibid: 95-96)

Arguably, it is good practice to fill the vacancies of senior positions with internal staff but it is also important to have "new blood". Seniority and merit should be used in combination, but when things are equal, seniority should take an upper hand.

Armstrong M (2006) puts forward that when other factors are equal, seniority should overrule because senior staff understand better the organization policies, procedures and culture.

2.1.3 Transfer

Transfer is a move to a job within the company, which has approximately equal importance and pay to manage human resources in a constructive way. It is sometimes necessary to transfer employees to other jobs, because of changed work requirements and sometimes because an employee is unhappy or dissatisfied in his or her present job or because there has been a rise of need to train a worker into another job. Transfer can increase job satisfaction and improve utilization.

In some companies, it is the custom for the least satisfied employee to be transferred from one department to another with the reason that transfer is regarded as discreditable, particularly if it occurs at short notice and without explanation. In other companies transfers are used as a means of developing promising employees by giving them experience in several departments.

In the researcher's view, transfers create vacancies and it happens so because it is quicker way of filling the post although it also involves some financial implications such as removal costs, legal payments/ fees and sometimes refurnishing.

The researcher concurs with Graham HT & Bennett R 1993) that organizations should have the documented transfer policy to guide transfer practices against unfairness.

2.1.4 Demotion

A demotion is a move to a job within the organization that is lower in importance. It usually, though not always, accompanied by a reduction in pay. Reasons accompanied by demotion may be:

- (i) Employee's job may disappear or become less important through company re-organization.
- (ii) The worker may no longer be thought of as being capable of carrying out his or her present responsibilities efficiently.



2.1.5 Retirement

This refers to the established retirement age at which the worker will not continue working with the organization. In Tanzania the normal retirement age is sixty (60) years (Public Service Management and Employment Policy of 1999(URT, 1999:35).

According to Graham & Bennett (1993), there are two schools of thought about retirement age. Some advocate for fixed retirement age and others are for flexible age.

The researcher concurs with Armstrong M (2006) that fixed retirement age is favorable because it motivates workers to prepare for a plan their retirement life and gives room for junior staff to advance in their carrier paths.

Once an employee retires the vacancy is being created. For the purpose of Human Resources planning the researcher is of the opinion that personnel database are to be correctly kept for the organization to be able to anticipate the possible vacancies that will be created through retirement and put in place plans to fill such vacancies.

2.1.6 Resignation

A resignation occurs when an employee gives his or her employer notice to terminate the contract of employment. There is no legal requirement that a resigning employee should tell the employer why he/ she are leaving. During the period of notice the employee remains as before, under the control of the employer (Graham and Bennett, 1993: 217).

However, resignation is less experienced this scenario to stable and enough security of employment coupled with favorable pension schemes.

2.1.7 Dismissal

This is the termination of employment by:

- (i) The employer with or without notice
- (ii) The employee's resignation, with or without notice, when the employer behaves in a manner that demonstrates refusal to be bound by contract of employment (this is termed "constructive dismissal", meaning that the employer is behaving so unreasonably hat the worker has no alternative but to quit) and

(iii) The failure of the employer to renew a fixed- term contract (ibid: 218).

The Public service management and Employment Policy (1999) of the united republic of Tanzania show more about these factors and the way of execution. For example, promotion is obtained solely on merit through open competition for vacant post. Competition is normally open to both internal and external candidates. To consider an applicant for a post at higher level, the main criterion for selection is the applicant's suitability for the job in question, as demonstrated by his / her qualifications, skills, experience, and personal qualities(ibid:29).

Koontz et al (1988) has a broader view on this aspect and points out this phenomenon as situational factors affecting staffing. He explains that staffing is affected by many environmental factors. They are divided into external and internal factors.

External factors include:

(i) Many laws and regulations that directly affect staffing.

Pfeiffer (1994) asserts that industrial laws, regulation and policies that restrict employment to certain age, nationality, regionalism, race, sex, marital status, religion and those regulations that provide for long and cumbersome procedure before filling the vacancy are responsible for that particular organizations failure to fill up its established posts. It is true that globalization is bringing in common practices including human resource management practices around the whole world but there are societies that are lagging behind

(ii) Change in technology

Change in technology may require either the training of the existing staff to be able to use the new technology or may altogether require the recruitment of new staff possessing knowledge of the same technology. According to Armstrong (2006), new technology can present a threat to employees. Knowledge workers are employed in largely computerized offices, laboratories and technicians work in computer integrated manufacturing systems. Their effect is that, clerks and machine operators are displaced. In organizations where there is shortage of staff, technology can be used to mitigate workforce shortages (Joyce, 2003)

(iii) Reward system

Armstrong (2000) as cited by Maicibi 2003: 73), asserts that reward system consists of an organization's integrated policies, processes and practices of rewarding its employees in accordance with their contribution; skill and competence and their market worth. For the rewards to remain retention strategy of employees, should be audited regularly to assess their effectiveness, the extent to which they are adding value and their relevance to the present and future needs of the organization Armstrong (2006)

If an organization really determines to keep its positions filled and attract others to join it, it has to ensure that the said regular audit should look at both internal relativities that is, differentials that exist vertically within departments or between categories of employees and external relativities to track movement or market rates. If the reward system no longer reflects job values or is no longer felt fair, organization may experience high attrition or may fail the established position (Armstrong 2006). However, he (Armstrong, 2006) concurs with Rasher (2003) that, cost benefit analysis is a prerequisite towards making any review on reward system. Whether intrinsic or extrinsic, rewards play important role in attracting people to fill vacancies and retain employees in the organization.

(iv) Organizational goal

As the mission and vision of the organization change, readjustment in activities performed is done and thus needing staff of different caliber and qualification to take up those jobs:

(v) Organization structure

If for instance, the organization structure is changed from vertical to flatter it means that the type of people needed are those competent with high initiatives and who with little supervision. This creates vacancies and will be followed by the need to fill those posts.

(vi) Various kinds of policies.

Policies are expressions of an organization's values or beliefs about how people should be treated. Armstrong (2006) emphasizes that these values and beliefs are to be expressed explicitly or implicitly to refer to equity, consideration to individual circumstances, organizational learning, working life balance, quality of working life as well as the quality of working condition.

Organizational policies that do not take on board the equal employment opportunity practices, that do not take on board the equal opportunity practice, that do not address promotion practices, employee development, reward, grievances handling, discipline, employee relation etc are likely to have adverse effect on staffing problems (Armstrong 2006).

National policies within which the organization works have adverse effect on staffing. Restricting policies, such as those sanctioning on sex and nationality have adverse effect on staffing too.

2.2 The Impact of Inadequate staff on Organizational Performance

Measurement is an important concept in performance management. It is the base for providing and generating feedback, it identifies where things are going well to provide the foundation for building further success and it indicates where things are not going well so that corrective action can be taken (Armstrong 2006:506)

Measuring performance for those who are responsible for achieving quantifiable targets is easier than for those whose targets are not quantifiable. While output can be measured quantifiably, outcome is just a visible effect that does not necessarily need to be quantified (Beardwell and Holden, 1997)

Furthermore, Beardwell and Holden (1997) hold that it is necessary to measure performance basing on what outcomes have been attained against the expected ones; whereas in a related development, Armstrong (2006) expands that it is necessary to consider input in the shape of degree of knowledge, skill and behavior demonstrated.

Staffing affects leading and controlling. For instance well- trained creates an environment in which people, working together in groups can achieve enterprise objectives and at the same time accomplish personal goals. In other word proper staffing facilitates the function of leading. Similar selecting quality managers' influence controlling by, for example, preventing many undesirable deviations from becoming major problems.

Armstrong M. (2006) puts forward that staffing is concerned with matching human resource with business strategic resources. This implies that without right people and in fact, right number of people to perform work no business comes into being.

Graham H. T and Bennett R (1993) advances that filling up the position by promotion within the company is usually accompanied by higher pay, higher job status and improved fringe benefits and more privileges. This situation improves both utilization and motivation of employees and consequently committed performance by the employee.

For promotion to have positive impact to both the beneficiary, the rest of employees and to the organization at large it must be based on fairness, based on performance appraisal and must carry the salary that the job deserves(ibid:212).

According to Cumming (1980), transfer also increases job satisfaction if it is done to the employee who is unhappy or dissatisfied with his or her present job. Inadequate workforce has impact on job dissatisfaction and its related evils.

Armstrong M. (2006) asserts that insufficient work force expose the available employees to heavy work load and failure to meet the deadline. Cumming W. (1980) advances that prolonged fatigue brings boredom at work and creates reasons for scarp or spoilt work.

At the organizational level, the cost of inadequate number of employees may be high rate of labor turnover.

The researcher holds the view that inadequate number of employees is as well as not starting the organization because the targets will not be met as the result the image of the organization will be tarnished.

2.3 Different measures put by Organizations in filling the established positions in their organization structure.

There are many ways of filling up a gap occurring in an organization. The most used tactic is by recruitment of a new employee from outside. But as it is not necessary to do so, Torrington et al (1991: 264) explain other options that may be used instead of external recruitment.

These are as follows:

2.3.1 Advertisements

Advertising the vacancy is the most popular methods of recruitment and invites candidate to apply. Job advertisement should aim at procuring a small number of well-qualified candidates quickly and as cheaply as possible. The small amount of research that has been done in the field shows that information about the job contributes much more to the effectiveness of an advertisement than its style or size. Also, there is general agreement that including the word training in an advertisement increases the response.

Armstrong M contends that advertisements for jobs should be make with reasonable care such that the skills required are not overstated in a desire to get quality candidates or understated with the reason of attracting more candidates.

Overstated required qualification does not only put the organization at losing the potential candidates it wanted but also expose it to the risk of labor turnover where the overqualified employee obtained through those exaggerating adverts finds the work bore some because of under utilization of his skills. By understating job professional requirement the organization may end up getting the candidates of undesirable caliber, find it wasteful to re- advertise and consequently opt to select under qualified personnel.(ibid: 567)

The researcher holds the view that whether the understatement of job requirement was done intentionally or unintentionally, where the faulty is discovered before employment is affected, it should be rectified and re-advertisement made to seek for the appropriate skilled personnel.

Reorganizing the work

Job may be rearranged so that the total amount of work to be done in a section is given to the remaining employees without replacement of the leaver.

Use of overtime

Extra output can be achieved by using overtime, although there is always the possibility that the work to be done is simply expanded to fill the greater amount of time available for completion.

Mechanization of Work

These are all sorts of ways in which the work of a departing member of staff can be mechanized, though it is seldom feasible to mechanize on the basis of a single, casual vacancy. However, the non- replacement of departing member of staff is often used to justify the expenses of introducing a computer or word processor.

Stagger the hours

It involves introducing shifts or trying flexible working hour's methods. It is mostly practicable when there are several vacancies.

Make the job part-time

Replacing full-time with part-time jobs has obviously become a widespread practice and has the attraction of making marginal reductions more possible. It also provides the possibility of marginally increasing the amount of staff time available in the future by redefining the job as full-time. Furthermore it provides potential flexibility by making it possible to turn one full time job into two part-time posts located in two separate places.

Subcontracting the work

This employer avoids ongoing costs and obligations of employing people by transferring those obligations to another employer. For example, in Tanzanian context to-date, most of the public security service have been contracted the private security firms for security proposes. These firms include the Night Watch (Tanzania) Limited, Ultimate security

company limited, Gema security company limited, Coin security services limited, Full time security services, just to mention a few. Also, on the side of office hygiene private firms have been contracted to clean offices and surrounding premises.

Use of an agency

It involves the provision of temporary personnel, who do not come onto the organization payroll. Some examples in the Tanzania context which reflect the use of agencies include;

- (i) Tanzania National Road Agency (TANROADS)
 - (ii) Tanzania Revenue Authority (TRA)
 - (iii) Tanzania Public Service College (TPSC)
 - (iv) Tanzania National Bureau of Statistics (TBS) just to mention a few
- Cuming (1980: 93-97) explains that transfers, job rotations and promotions are other ways of filling up positions in an organization. Job rotation is also a form of transfer that is commonly used for training purposes. Its success is partly due to the fact that the need to learn is obvious when the trainee is deliberately put into unfamiliar situation

2.3.2 Promotion

Promotion provides opportunities for personal advancement. Hence, it is the role of the management to promote subordinates, as it is one of the inducements for people to stay with the employer.

According to Waweru (1996) promotion usually means several things to the person concerned. Such things include ; higher status, both at work and in the community outside, more pay and other fringe benefits and more senior positions, from he/she should be able to render a better return to his/her organization.

Graham and Bennet (1993) have categorized promotions into external and internal ways of filling up positions. He further makes an explanation on the advantages of external ways. Some of these advantages include: better motivation of employees because their capabilities are considered and opportunities offered for promotion, better utilization of employees- because the company can often make better use of their

abilities in a different job; it is more reliable than external recruitment because a present employee is known more thoroughly than an external candidate and internal recruitment is quicker and cheaper.

He further explains that, external methods have the following disadvantages: time consuming in the sense that more time is needed for advertisement, short listing interviewing, selection, placement and induction, expensive and uncertain in the sense that the process requires funds and the recruited person may quit at any time if not satisfied with the employment package in the new organization.

A study conducted by Maganga (2002) discovered that staff shortage in the government rural health units is a function of several variables, however, only two were considered in the study. These are; mal- distribution of manpower, and poor career development for rural workers.

The results of the study showed that rural health is still far from being sufficiently staffed by the right caliber of staff due to unsystematic distribution of the available manpower creating over concentration of the manpower in urban, semi urban and developed villages while the rural health units suffer.

The study further revealed that mal – distribution of manpower is also a function of the un- conducive working environment in the rural areas forcing some workers to resign or not report at their rural stations.

Also study conducted by Njema (2001) revealed that there are some factors which influence promotion as one way of filling up vacancies, that is when there are vacant positions the promotions can be affected and vice versa;

Promotion, be it from within or from without is said to be influenced by the economic position of the corporation

Another study conducted by Mwanjotile (2003) at TANESCO Iringa branch revealed that promotion, as a method of filling up vacancies is a function of the followings: an

employee should complete three years of services from the first promotion or from one's first appointment, the worker should be hard working, should be competent and should possess the principal professional qualification.

On the other hand the study showed that poor promotion practice in the company was caused by; lack of training, poor performance appraisal system and biased management practices and this is stated clear to the intensive study done in the parastatal organizations in Tanzania namely TANESCO and TPC, although no of this literature has talked about the staffing system in the districts in Tanzania and thus the researcher see that it worthy carry out this study being BUDC has a case study.



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CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research design

The study was a cross-sectional survey that used both qualitative and quantitative approaches. Again the study was of case study design where by specific information about specific district council (BUDC) were collected from two hundred sixty eight was gathered by interviewing a few representative stakeholders.

3.2 Area of study

The research was conducted in Bukoba Urban district council. Bukoba district council is one of 125 district councils in the United Republic of Tanzania. It borders Uganda, Rwanda and Burundi. It is 1800 km from Dar es Salaam and it is along Lake Victoria which connects the great lakes countries. Its area is approximately 450 square kilometers.

Data were collected from the council's office headquarters as well as from extension workers in different areas of the district. Respondents were from different council departments namely community department, water agriculture and livestock, natural resources, finance, planning human resources management, health, education and works. The research was a case study and it was preferred to other designs because it allows intensive investigation and refutes s universal organization. It has also been selected because of limited time and other resources constraints. It is difficult to carry out the study that would give valid conclusion for all district councils in the whole of Tanzania. There are 125 District Councils in Tanzania.

3.3 Study population

The study population of this research was 268 people this was comprised of twenty – three (23) councilors, ten (10) Head of Departments and two hundred thirty five (235) of other council employees.

3.4 Sample size

The sample size was 114 respondents, which is 42.5% of the total population. This sample size is adequate for the study of 268 people. (Krejcie and Morgan (1970) as cited in Ahuja (2005)

Table 3. 1

S/ n	Categories of respondents	Population	Sample size	Response s Received
1	Councilors	23	10	10
2	Heads of department	10	10	10
3	Other employees	235	94	77
	Total	268	114(42.5%)	97

3.5 Sampling technique

The researcher used, purposive sampling, proportionate stratified sampling together with simple random sampling. The population was stratified into three categories, categories of councilors, heads of departments and other employees from their different departments. This stratification was done because of the heterogeneity of the population.

In random sampling, Lottery method was used to obtain the ninety- four (94) sample sizes for the employees from ten departments. Simple random sampling was used to obtain ten (10) respondents from twenty –three (23) councilors.

Purposive sampling was used for ten (10) respondents from ten departments. This technique was used so as to consciously get robust clarification and supplementary information from key officials of Bukoba Urban District Council.

These technique above, guaranteed the representation of each group and accuracy in the generation of the results.

3.6 Data collection methods

Both primary and secondary data were used.

Primary data were collected from the field and thus provided first hand information that produced input in both chapter four and five. Primary data was collected using the following instruments of data collection.

3.6.1 Questionnaire

Open – ended questionnaire (unstructured) was used to collect data from selected respondents. This type of questionnaire was preferred to closed- ended because the population that was dealt with is literate and could express the ideas thoroughly in writing. Again questionnaires and not interview schedules were used because the respondents were scattered in a large geographical areas such that they could not be reached easily. As the questionnaires were self administered, the wording of the questions in the questionnaires was designed in simple language to be easily understood by respondents themselves. The instrument saved time and gave participants free atmosphere to promptly respond to questions.

3.6.2 Interview Guide

This was intended to stimulate and obtain responses from Councilors.

A discussion guide (annex III of this report) was used to direct the oral interaction. This method is deemed suitable for adult respondents. Reliable information was obtained as these councilors complemented each during the discussion.

3.6.3 Documentary Review

Critical documentary analysis was used to access secondary data. The following documents were thoroughly scrutinized: training plan and implementation reports for year 2001 up to 2005? Local Government Act No 8 of 1982, public service regulation of 2003, the constitutions of the United Republic of Tanzania(1977) as amended in 2000), council committees standing orders of 2000, reports on manning levels and Approved Employees estimates for the years 2001 up to 2006.

3.6.4 Sampling Units

The sampling units were councilors, heads of departments and other employees. The wide coverage of units of enquiry was used in the study so as to obtain adequate and reliable data.

3.7 Data Processing and Analysis

The processing of data started with coding under which data were arranged in their themes. After coding, tallies, tabulations, frequencies and graphs were used to present findings statistical descriptions were used to interpret the findings

3.8 Limitation of the Study

There was a language barrier for respondents who were not well versed with English language. This problem was encountered when dealing with councils.

The researcher had to translate the interview guide to Swahili language (language known to councilors) and then translate back responses to English.

This might have also brought another problem of the research's prejudice or losing the meaning of responses altogether, which could have effect to the findings presented.

While holding a meeting with some respondents to get responses using discussion guide, some participants were silent listeners, not contributing any things as the results the discussion was dominated by few discussants but this was some how rectified by researcher through meeting privately with some councilors who were silent listeners so as to get more information.

Some respondents did not give back the questionnaires administered to them by the researcher. This was contributed by their own negligence and lack of commitment on their part. This affected the validity and reliability of the findings since the sample used does not represent the target population.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

For purposes of analysis, percentages and frequency distribution tables were used in such a way that the research findings were presented in line with the objectives of the study as well as the set research questions.

4.1: Causes of Vacant Positions in BUDC

Table 4.1: Causes of Vacant Positions in BUDC

S/N	Factors	Frequency	Percentage (%)
1	Lack of commitment by responsible officers	5	5.2
2	Little involvement of heads of depart in identifying the vacancy posts	2	2.1
3	Absence of training policy	4	4.1
4	Lack of staff quarters	10	10.3
5	Insecure working environment due to unstable secure of neighbor countries	8	8.2
6	Remoteness of BUDC from capital city of Tanzania	5	5.2
7	Lack of qualified people in the BUDC environment	5	5.2
8	Little initiatives employed in the process of recruitment	10	10.3
9	Bureaucratic procedures followed on acquiring new staff and affect. Posits	17	17.5
10	Lack of funds to opt for overtime arrangement for some critical positions	10	10.3
11	Heavy workload	1	1.0
12	Unfriendly altitude of indigenous pep to those coming outside of BUDC	3	3.1
13	Lack of initiatives devices additional retention schemes	17	17.5
	TOTAL	97	100

Source: Primary Data

Research findings in the above table show that, lack of initiatives by the council to effect various retention schemes and bureaucratic procedures followed especially in acquiring new staff and effecting promotion are the most blamed causes for inadequate staff in BUDC, as revealed by 17. 5% of the respondents respectively.

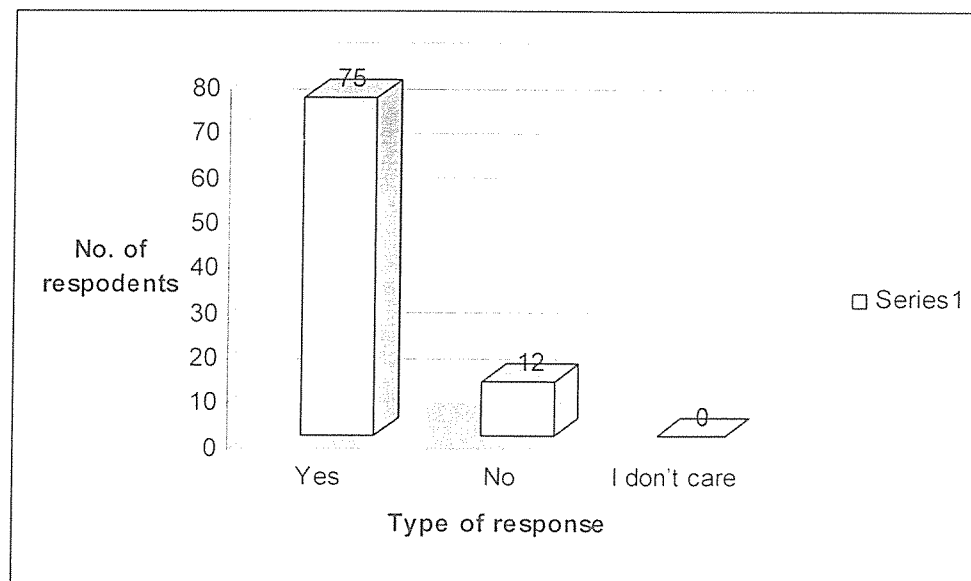
Heavy work load that causes a wide range of activities to be performed by a staff also leads to staff turnover as indicated by 1% of the respondents who participated in the study.

The findings mean that the procedures of acquiring new staff as well as promoting them pose an obstacle to filling the vacant positions in BUDC.

4.1.1 Reaction of Employees to Transfer Out of BUDC

Furthermore, causes of inadequate work force were looked at from a different angle. Respondents were asked to show their reaction if they were transferred out of BUDC. Ninety seven (97) responses were received and the results were as follows in the table below:

Figure 2: Response of respondents on transfer Out of BUDC



Source: Primary Data

Research findings in figure 1 above indicates that 75% of the respondents would be happy if they were transferred to any other district from BUDC whereas only 12% were complacent about working with BUDC.

This means that employees are not satisfied to work at BUDC. Dissatisfaction has a negative impact on employee's productivity at work place. This results show that they would rather go anywhere else they don't know than staying at BUDC.

Furthermore, other respondents who did not prefer to be transferred argued that they had established their economic base in BUDC (10%) were of old age and thus reluctant to be transferred to unfamiliar places (40%) and they are nationals of this area (50%). The responses mean that the majority of employees who want to remain in BUDC are indigenous people of the area. This may not merely be based on work but it may be based on social reasons like the need to stay around the relatives, neighbors and friends;

4.2 Effects of Inadequate Workforce on the Performance of BUDC

Inadequate workforce proved to have impact on work performance at individual department as well as at organizational level. The local Government Act No. 8 of 1984 shows a wide range of mandatory as well as permissive functions of the district council; yet there are 236 vacant posts in its establishment. This means that the council is understaffed by 49%. It further means that some of the stated goals and objectives are not achieved, as the human capacity to perform various tasks is impaired.

Documentary review made on annual implementation report of years 2001/2006 shows that the maximum level of project implementation attained was 75% and the reasons given for not attaining 100% include inadequate workforce in the council.

In the Audit unit for example, it was observed that for the year 2005/2006 the council failed to qualify for the grant of Tshs 603million because the auditing unit had not completed its duties for the year 2004/2005 (Annual projects implementation report,

2005: p 5). It was found that one staff runs the unit. Failure to complete these duties is attributed to inadequate workforce in audit department. There are twenty six operating accounts in BUDC and all of them have to be audited currently by one staff. This justifies that an organization is a system where by the failure or break down of its subsystems brings the failure or break down of the whole system.

Further more it was found that the district council health center was denied hospital status because it had no assistant medical doctors to help the only one doctor available (Annual Health Report, 2005: 8). Acquiring hospital status would enable the council to qualify for a bigger grant from the central government. This also means that services delivered are sub standard because of less qualified professionals and inadequate funds provided. It also implies that since the inputs (skills and funds) are inadequate, efficiency is less and consequently low productivity.

Ninety- seven (97) responses were received from respondents on whether there is any impact of inadequate workforce on work performance at individual, departmental and organizational levels.

Table 4. 2: Effects of Inadequate Workforce in BUDC

S/N	Argument	Frequencies	Frequencies in %
1	The existing employees are overstrained. They work during holidays, weekends and work beyond the normal working hours	27	27.8
2	There is too much of unscheduled tasks	8	8.2
3	There is a failure of attending and participating in some important occasions such as sectoral meetings, workshops and field work outside NDC	13	13.4
4	There is a delay in accomplishing tasks where some of the existing few staff travels. Some file works pile up till when they are back. This leads to delays in decision making	10	10.3
5	Team spirit and work focus is impaired	11	11.3
6	There is a tendency for one working for several positions and acting for long time before the vacant post is filled.	9	9.3
7	There is lack of due attention and irregularities when making decisions	3	3.1
8	There is poor exposure to subordinates as they stay mostly attending routine issue while their superiors are attending not delegated meetings workshops and seminars.	3	3.1
9	It is difficult for junior staff to attend further studies, as the shortage of staff is among the major obstacles for them to attend further studies leaving the office vacant.	2	2.1
10	Loss of morale for some of the existing employees is inevitable as there is much to do regardless of the lower salary package	8	8.2
11	That, due to work pressure and continuous tension some employees may develop stress related disease which may lead to poor performance in the organization	3	3.1
TOTAL		97	100

Source: Primary Data

From the findings above it is evident that working beyond normal work hours/days is most rampant to BUDC employees as revealed by 27.8% of the respondents. It can be said that the work done does not provide the scope for employees to balance what they

do at work with the responsibilities and interests they have outside work. This also means that employees fail to reconcile the competing claims of work and home by meeting their own needs as well as those of the employer.

Further more, 9.3% of the respondents indicated that it is common for one employee to work in several positions and acting in a particular position for a long time before the post is filled. This does not only compromise professionalism but it also discourages career development. One performing a job that is not in their area of specialization brings about less productivity and effect on performance.

Tension and stress related diseases have been reported by small number of respondents. This may be due to the reasons that such diseases do not erupt instantly. It takes years for the victim to start experiencing health problem due to such conditions that he/she has been exposed to.

4.3 Measures taken by BUDC in filling up vacant Positions in its Organization

The local Government Regulation of 1983, which was enacted by the public service regulation of 2003, provide for the filling up of the position through both internal and external sources. External sources were only for obtaining the entry point staff that is, the officer of the lowest grade in a given specialization.

Public service regulation of 2003 made under the Public services Act No 8 of 2002 provides under the regulation 11 (2) that, the selection of candidates in different posts in the public service shall be based on merit through an open competition by conducting interviews. Both external and internal applicants are considered for any level within the organizational hierarchy. In practice what is seen is that, promotional outlets are filled through engagement based on open competition.

Table 4. 3: Measures used to fill Vacant Positions in BUDC

S/N	Measures	Frequency	Percentage
	Spending extra hours to cover the remaining assignment (e.g. Overtime)	32	33.0
	Rescheduling of the job descriptions to the existing staff when A post falls vacant	23	23.7
	Collaboration with other employees from other departments And institutions	13	13.4
	Some of the assignments are being contracted out to be Undertaken by other firms or institutions	3	3.1
	Internal transfers	6	6.2
	Temporary employment	4	4.1
	for forfeiture of annual leave	16	16.5
	Total	97	100

Source: Primary Data

The findings in the table above shows that working extra hours is the main way used to compensate for the phenomenon of inadequate staff in BUDC. This is reveals the extent to which work-life balance is compromised.

The findings further revealed that the use of contracting out some work is very minimal. Given inadequate workforce with less practice of contracting out some work, it endangers the physical and mental health of the existing employees.

4.3.1 Staff preparedness for filling Posts through Open Competition

Response got on whether staffs at BUDC are for or against open competition policy of filling vacant posts, revealed that few heads of departments had reservation that the

ability of their subordinate to stage effective competition is weak. The reasons advanced were that, despite the existence of training, little efforts have been made to enable it function to its full swing; funds to support its implementation have been limited and as a result most employees have failed to qualify for higher posts regardless of the number of years they have stayed in public/civil service.

Despite these shortcomings, it has been revealed that BUDC is taking step to prepare employees for filling up promotional outlets through planning and implementation of its training programmes and this is evidenced by a total of 61 employees who have joined learning institutions during the period of 5 years under study.

Table 4. 4: Kind of Retention Schemes Mentioned by Respondents

S/N	Kind of Retention Scheme	Frequency	Percentage (%)
1	Training opportunities funded by the council	35	36.1
2	Car/motorcycle loans	10	10.3
3	Transport allowance	10	10.3
4	Hardship allowance	35	36.1
5	House loans	7	7.2
	TOTAL	97	100

Source: Primary Data

From the table above, hardship allowance and training opportunities are given the first priority towards retaining employees as revealed by 36.1% of the respondents respectively. In addition, transport allowance and car/motorcycle allowance rank second as indicated by 10.3% of the respondents. However, House loans are the least strategy since only 7. 2% respondents singled it out.

The above findings mean that potential employees are reluctant to seek employment at BUDC because it does not guarantee the provision of training opportunities.

House loans and thus houses may be or is one of the indicators that show one's willingness to stay in a certain place permanently. The findings above show that house loans were given least importance. This confirms unwillingness of employees to stay in BUDC permanently.

4.3.2 General Comment on Staffing Practice in BUDC

The general comments given by 97 respondents on staffing practices of BUDC were recoded as shown in the table below:-

Table 4. 5: Responses on General Staffing Practice

S/n	Responses	Frequency	Percentage
1	Uneven distribution of staff members in rural areas	27	27.8
2	Little efforts by responsible officers to fill gap	19	19.6
3	Laxity in creating promotional posts	19	19.6
4	Too bureaucratic procedures of recruitment	19	19.6
5	Favoritism	13	13.4
	TOTAL	97	100

Source: Primary Data

The findings on this question gives the picture that in average, it is the management's irresponsibility that is aggravating the problem.

CHAPTER FIVE

DISCUSSION OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Discussion of Findings

It was found that BUDC experiences a shortage of staff at varying magnitude according to professional qualifications. This affects to a great extent the performance of BUDC. The Local Government Authority Act No. 8 of 1984 that establishes District Council provides for along list of mandatory and permissive functions to the council that needs qualified and sufficient number of staff. Within the current number of existing staff in BUDC, it is impossible to achieve the optimum productivity in the services provided.

Although it is stated clearly in the Public Service Regulations of 2003, that the district councils are given authority to determine the number of staff required, in executing this, determination of staff requirement in BUDC is done by few line managers that is Head of departments and only few line managers in the process are involved in the process and this is contrary since it is expected that each line manager need to be involved in the determination of staff because they know the details of activities to be done and shortage within hi/her department.

The involvement of few line managers in determination of staff requirement is not in line with what is asserted by Armstrong (2006) that, it is not the duty of Human Resource Personnel alone to determine the staff required by the organization but it is a responsibility of all line managers of the organization as well.

It is clear from the findings that too much bureaucratic procedures followed in filling vacancies have hampered BUDC measures of filling vacant positions. The procedures followed to acquire staff take long time before the permanent secretary grants the approval for employment. Employment process starts by undertaking an analysis of the present and future need of staff. A request for employment approval and funding for approved posts is submitted to the public service management and minister of finance

respectively. Regarding the distance from BUDC to Dar es Salaam where the offices of the permanent secretary to PSM are based is very far (1550km) and the means of communication used is posting mails. Time taken during this communication is too long.

Also it has been found that the geographical location of BUDC is another contributing factor to staffing problems in the council. Being far away from the capital city Dodoma, which is 1500km and from Dar es Salaam, 1800km the commercial city these adds to the living costs yet the salary package given to the employees of the same job in those cities is the same salary given to the fellow employee doing a similar job in the district.

Furthermore the government of the Republic of Tanzania has poor salary structure but also poor remunerations and as a result employees prefer to work in areas where extra income generating activities are likely to exist. This is in line with equity theory of motivation advanced by J. Stacy Adams which states that employees compare their pay with the efforts that they put in the organization as well as what other employees receive for performing similar tasks elsewhere. It is from this notion that one can relate the existence of vacant positions in BUDC due to poor remuneration packages.

Inadequate workforce in BUDC has led performance to lag behind the expected average standards. The findings revealed that there has been prolonged fatigue to the existing staff, delay in accomplishing the tasks and work- life imbalance. This is evidenced by 27.8% of respondents who revealed that employees in the process work beyond normal work hours/days in BUDC. It can be said that the work done does not provide an opportunity for employees to balance what they do at work with the responsibilities and interest they have outside work. This also means that employees fail to reconcile the competing claims of work and home by meeting their own needs as well as those of the employer. As the job becomes unfamiliar, unfriendly, it is perceived that it creates stress, absenteeism, job dissatisfaction and consequently reducing the organization's productivity. The finding concurs with what was advanced by Armstrong (2006) that fatigue, as a result of work- life imbalance is unhealthy and unfavorable to the efficiency and effectiveness of an organization.

Further more, research findings indicated that there are seventeen drivers that have been employed on temporary basis and five security guards on the same employment terms to fill such vacancies that were available. These have been used to fill posts that have not been getting approval from central establishment for permanent employment. This is not acceptable under the Public service Regulations (2003). The regulation requires temporary employment to cease immediately after three months, and thus, holding such employment for a long period of time is unlawful.

Although various ways are being used in BUDC to fill vacancies and thus enable service delivery process to continue as put forward by Armstrong (2006) on flexible working arrangement, it is has been difficult to establish whether these alternative means have the comparative advantage over permanent employment because of unavailability of relevant data.

All in all the management of BUDC is doing their best so as to reduce the gap between the number of staff required and the actual existing staff. Armstrong (2006) advanced that it is the responsibility of the line managers to ensure that the number of staff required is identified and coordinated by human resource personnel. BUDC does not involve all line managers in this exercise. It is therefore clear that staffing problem is partly due to lack of full involvement of key officials in determination of staff requirement. But again there have not been enough initiatives to attract potential applicants from universities, colleges and training institutions to apply and take up jobs.

5.2 Conclusion

The determination of staff requirement in BUDC is defective as it is not in line with what is documented by Human Resource Scholars and Specialists on Human Resource Planning. For instance few line managers of BUDC convene to determine staff requirement instead of all line managers.

The findings are strait forward in concluding that BUDC has no final authority to determine and finally fill vacant positions but only the Central Government through

Principal Secretary to the Public service management controls staffing in BUDC. Both ways of filling up vacant positions used by BUDC are not suitable for filling the vacancy which is permanent in nature. The use of flexible time work arrangement and temporary employment provide short- term remedy; but again it is illegal to subjecting an employee to work for more than eight hours. It is also against Tanzania Labor Law to hold an employee on temporary basis for more than three months. However, the geographical position of the district which is so remote especially in making communication with the other regions in Tanzania renders the living costs high and expensive for the council employees. This is partly due to poor Government remuneration as well as poor salary structure.

It is also concluded that the management of BUDC is not doing its best in filling up vacant positions in BUDC. The traditional way of recruiting new employees through advertising in newspapers cannot be taken to be the best and relevant way of attracting staff to work in BUDC thus, there is the need of using other ways such as use of office employment agencies, headhunting, and use of professional bodies to supplement on the currently used procedures.

5.3 Recommendations

For proper execution of the staffing practice and particularly the process of filling up vacant posts, it is recommended that BUDC as well as the Republic of Tanzania at large should work on the following recommendations:

The management of BUDC should develop employees' database that will enable the responsible officers to keep informed of labor turnover. This will be useful for the planning of staff replacement. It has also to analyze thoroughly the organization structure of BUDC so that the present and future needs of staff are matched with the increasing roles and responsibilities. The management of BUDC should either use other ways of selection of new staff such as headhunting use of professional bodies and office employment agencies or decide to locate the interview area to be in big towns or near by centers so as to avoid the risk of getting few candidates for interview due to

endanger people's lives. This to a big extent would encourage the nationals to seek employment in this part of the world.

Further more, the Government of the Republic of Tanzania should restructure the systems of operations especially on the issues of management not only in Bukoba Urban District Council but to all districts since the present system is that councilors are involved and they have 85% in determining the vacancies and all process of getting staff that is, from recruitment, selection and employment, this has a big effect on first employing somebody under political influence even if they are not qualified and secondly, councilors' interests cannot be avoided during the process.

Although the district has few workers as a result experiencing understaffing for a long time, government through its authority and structures should put forward a good strategy that can make use of few workers that have to do better and efficient services through giving them regular training, seminars, workshops that will make workers being updated with the new technology of doing tasks in the shortest possible time with efficiency and effectiveness while utilizing the least possible personnel.

5.4 Suggestions for Further Research

Staffing if not conducted properly can adversely affect performance of any organization. The researcher found out that there is a great shortage of staff in BUDC as a result of improper recruitment procedures as well as the remoteness of the district that does not attract personnel to work in the district. Therefore, it is suggested here that the following research titles should be researched on to give a better understanding of the personnel situation in BUDC in particular and the Republic of Tanzania in general.

1. The impact of Qualified professional staffs on organizational productivity in BUDC in Tanzania
2. The relationship between staff training programme to Employees performance in BUDC.
3. The impact of Public Service Regulation (2003) to Staffing Process in Local Government Authorities in Tanzania.

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Appendix I: Questionnaire Category A

HEADS OF DEPARTMENTS

Instructions to Respondents

- This research is conducted for academic purposes.
- The researcher shall keep all information given with strict confidentiality.
- The focus of the study is to make an assessment on the factors affecting staffing in Bukoba Urban District council.
- Please, you are therefore requested to give information freely and without any reservation.
- After filling this questionnaire submit it to the research assistant.

Questions

A. General information

1. Please, complete the following blanks.

- a) Name of your department.....
.....
- b) The date you were employed in the civil service
.....
- c) The date you were appointed Head of Department
.....

B. Factors that have influenced vacancies in Bukoba Urban District Council (BUDU)

- 2. How many members of staff does your department have.....
- 3. What is the staff requirement in your department (in terms of numbers).....
- 4. Since you were appointed Head of department, how many vacant posts exist to-date in your area of responsibility? Mention them (Titles and Grades)
 - i.
 - ii.
 - iii.
 - ...

5. Who are involved in determining the number of the staff required in your department?.....
.....
.....
6. Who else do you think should be determining the number of staff required in your department?.....
.....
.....
7. In the process of determining the number of staff required in your department is there any final authority that can change your proposal?
Tick please: Yes ☐ No ☐
8. If the answer above is "Yes", what reasons does that authority consider?
i.
ii.
iii.
9. What do you think are the internal causes that have had effects on staffing in your department?
i.
ii.
iii.
iv.
10. What do you think are external causes that have had effects on staffing in your department?
i.
ii.
iii.
iv.
11. What is your opinion about the acquisition of staff to fill the existing vacancies in relation to the geographical location of Bukoba Urban district council?
.....
.....
.....
12. Are there any in transfer problems that are related to the location problems? Yes or No (Circle one). If the answer is Yes what are those problem?
.....
.....
.....
13. How long does it take to fill a vacant position?
 - Weeks
 - Months
 - Year

- More than one year
- Tick whatever is appropriate

14. Are there delays in filling these vacancies? Circle one if it is YES ☐ or NO ☐

15. If "Yes" what do you think are reasons for this delay?

-
-
-
-

C. The impact of insufficient work force on organization productivity

18. How do vacant positions affect your performance in your department?

-
-
-
-

19. How do vacant positions affect performance of employees under this department?

-
-
-

20. How do vacant positions affect BUDC at large?

-
-
-
-

21. What do you think is the significance of keeping filled the established positions in the BUDC structure?

-
-
-
-

D. Different effort put by BUDC in filling established positions in its organization structure

22. Filling up of positions in the organization may be made from within or without the organization. What has been the common practice in BUDC and why?

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.....

.....

23. If the practice is filling positions from within how are the employers prepared/ being prepared to fill these positions?

.....

.....

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

24. If the practice is form outside how is it done?

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

25. What do you think should be done in order to make sure that positions in BUDC are kept filed?

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.....
.....

26. Can you give a general comment about staffing practice in Bukoba Urban District Council?

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.....
.....

Thank you for your cooperation

Appendix II: Questionnaire Category B

Kampala International University
School of Post- Graduate Studies

PROFESSIONAL STAFF

Instruction to Respondents

- The research is conducted for academic purposes
- The researcher shall keep all information given with strict confidentiality
- The focus of the study is to make an assessment on the factor affecting staffing in organizations
- Please, give your information freely and without any reservation
- After filling this questionnaire submit it to the research assistant

Questions

A. General information

1. Please, complete the following blanks

- a) Name of your department.....
- b) The date you were employed in the civil
service.....
- c) Post/Title.....
- d) Terms of employment.....

B. Factors that have influenced vacancies in BUDC

2. Is the workforce adequate to manage the tasks available in your department?

(Tick please) Yes ☐ No ☐

3. Who are involved in determining the number of required staff in your
department?.....

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

4. Are you involved in determining the number of the staff required in your department?.....
.....
5. who else do you think should be involved in determining the number of staff required in your department?.....
.....
.....
6. In the process of determining the number of staff required in your department is there any final authority that can change your proposal?

Tick please: Yes ☐ No ☐

If the answer above is "Yes" what reasons does the authority give?

- i.
- ii.
- iii.
- iv.
- v.
7. Since you were appointed / posted a member of staff in this department, are you aware of the number of vacant posts that exist to – date? Yes or No, if the answer is Yes, mention them (Titles and Grades)
 - i.
 - ii.
 - iii.
 - iv.
8. What do you think the internal causes of inadequate workforce in your department?
 - i.
 - ii.
 - iii.
 - iv.
9. What do you think are the external causes of inadequate workforce in your department?
 - i.
 - ii.
 - iii.
 - iv.
10. What would be your reaction if you are transferred to go out of Bukoba District Council

- (i) Negative
- (ii) Positive

Give reasons for your reaction

- i.
- ii.
- iii.
- iv.
- v.

11. What is your opinion about the acquisition of staff to fill the existing vacancies in relation to the geographical location of Bukoba Urban District council?

.....

.....

.....

12. Are there any transfer problems that are related to the location problem? Yes or No? (Circle one). If the answer is Yes what are those problems?

.....

.....

.....

13. Are there delays in filling these vacancies? Circle one if it is Yes or No

14. How long does it take to fill vacant position?

- Weeks
- Months
- Year
- More than one year

Tick whatever is appropriate.

15. What do you think are reasons for this delay?

- i.
- ii.
- iii.

C. The impact of insufficient workforce on organization productivity

16. Are there vacant positions in your department? Please tick the relevant

Yes ☐ No ☐

17. If the answer is "Yes" how do they affect your performance in your department?

- i.
- ii.
- iii.
- iv.

18. How do they affect the performance of the department?

- i.

- ii.
- iii.
- iv.

19. How do vacant positions affect BUDC at large?

- i.
- ii.
- iii.
- iv.

20. What do think is significance of keeping filled the established positions in BUDC structure?

- i.
- ii.
- iii.
- iv.

D. Different efforts put by BUDC in filling the established positions in its organization structure

21. Filling up of positions in the organization may be made from within or without the organization. What has been the common practice in BUDC and why?

.....

.....

.....

22. If the practice is filling positions from within how are you prepared to fill these positions?

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23. If the practice is from outside how is it done?

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24. What do you think should be done in order to make sure that positions in BUDC are kept filled?

.....

.....

.....

25. Can you give a general comment about staffing practice in Bukoba Urban District Council?

Appendix III: Discussion guide for Councilors

Kampala International
School of Post- Graduate Studies

Verbatim instructions

- The discussion is about the assessment on factors affecting staffing in Bukoba Urban District Council
- You are required to contribute effectively and participate in the discussion.
- Your honest answers will help in revealing useful knowledge for the study.
- All responses from you are right.
- You are free to use local language.

Guide questions

1. Is the number of staff available in the council sufficient to carry out all duties required?
2. What do you consider when you say that the staff available is enough / less than the required?
3. For how long do you think this problem of understaffing has persisted?
4. Why have been delays in filling up these positions?
5. On your view what are the causes for vacancies in BUDC?
6. Filling up of positions in the organization may be made from within or without the organization. What has been the common practice and why?
7. How is your staff prepared / preparing for open competition in filling up positions that exist/ may exist in the future.
8. Has there been any impact on work performance for not filling up some positions?
Yes
No (Tick one)
9. If the answer above is Yes, mention those impacts



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**OFFICE OF THE DIRECTOR
SCHOOL OF POST-GRADUATE STUDIES**

18th December 2007

To:
The Director
Bukoba Urban District Council
P.O Box
Bukoba
TANZANIA

Dear Sir/Madam,

RE: INTRODUCTION FOR MR. ISHENGOMA EMILY

The above named is our registered student in the School of Post Graduate Studies pursuing a Master of Arts in Human Resource Management (MA HRM)

He wishes to carry out a research in your organization on **"The impact of Staffing on Organization Productivity: A case Study of Bukoba Urban District Council"**.

Any assistance accorded to him regarding research will be highly appreciated.

Yours faithfully,

Prof. Owolabi O. Samuel

DIRECTOR-SCHOOL OF POSTGRADUATE STUDIES

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