

Analysis of the nexus between human resource strategies and performance of Tanzania's local government authorities

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ABSTRACT

This study sought to investigate the role of human resource strategies in the performance of local government authorities (LGAs) in Tanzania under the theories of human capital and contingency. The research concentrated on five categories of human resource strategies, namely training, communication, reward and recognition, staffing, and performance management strategies. The research concentrated on five categories of human resource strategies, namely training, communication, reward and recognition, staffing, and performance management strategies. A mixed research methodology was used, where the respondents included both employees and management personnel working within selected LGAs in the Northern and Southern Highlands zones. Multistage sampling in combination with stratified random sampling techniques yielded a sample size of 231 respondents. For the quantitative research design, structured questionnaires were used to collect data. Similarly, structured interview questionnaires were used to collect data in the qualitative research design. The regression analysis results show that training strategies ($\beta = 0.380$, $p < 0.001$), communication strategies ($\beta = 0.311$, $p < 0.001$), and performance management strategies ($\beta = 0.331$, $p < 0.001$) were statistically significant predictors of LGA performance. However, reward and recognition strategies and staffing strategies were not statistically significant predictors. Therefore, this study concludes that training strategies, communication strategies, and performance management strategies are the most critical HR strategies in improving LGA performance. This study also recommends that the reward system needs to be reformed to ensure transparency and strategic alignment with organizational objectives. Bureaucratic and structural challenges need to be addressed to enhance governance in Tanzanian LGAs.

Keywords: Communication, Human Resource Strategies, Local Government Authorities, Organizational Performance, Reward and Recognition, Staffing, Training

I. INTRODUCTION

Human resource strategies have over the years been acknowledged as an important aspect in ensuring the success of organizations across the globe (Azizi *et al.*, 2021; Nafari & Rezaei, 2022). In the public and private sectors, successful management of human resources is important in enhancing the performance of employees, which in turn ensures the realization of goals by organizations (Alolayyan *et al.*, 2021; Bullah, 2020). Across the globe, organizations have moved from the traditional personnel management to strategic human resource management, which focuses on the alignment of human resource activities with the goals of the organization. Important strategies in this aspect include recruitment, selection, training, appraisal, and compensation, which have been acknowledged as important in ensuring the realization of goals by organizations (Nafari & Rezaei, 2022; Roselyn, 2021). In developed countries, successful human resource management has been related to efficiency, innovation, and service delivery, mainly in the public sector where accountability is paramount.

At the regional level, particularly in Sub-Saharan Africa, the importance of human resource strategies in improving public sector performance has attracted considerable attention (Maulidza, 2023; Nasir, 2025). Several governments in Africa have adopted various reforms in the public sector with an objective of improving institutional capacity and service delivery. However, it is important to note that the effectiveness of these reforms in improving public sector performance in Africa has been affected by human resource management systems in which training needs are not fully addressed, institutions are understaffed, and employees are not properly motivated (Bullah, 2020; Kwizera, 2018; Shrouf *et al.*, 2020). In Africa, several institutions in the public sector are affected by inefficiency in service delivery and lack of accountability, which can be attributed to ineffective human resource strategies. Therefore, several

governments in Africa are focusing on adopting strategic human resource strategies to improve organizational performance in the public sector (Enock & Mwelwa, 2024; Ntirandekura & Ainebyoona, 2022).

In Tanzania, for instance, the role of the Local Government Authority (LGA) is critical in ensuring that local communities receive basic services that promote socio-economic development (Hokororo, 2020; Masanja, 2021). As a decentralized government institution, the main role of the LGAs is to implement government policies to the local communities. Despite various efforts to reform local governments in Tanzania through decentralization by devolution, LGAs still face a number of challenges that affect their performance (Ngatunga, 2020; Rugeiyamu, 2025; Suta, 2020). Some of these challenges include low employee productivity, inefficiencies in service delivery, and poor institutional performance. All these challenges have been attributed to limitations in human resource management strategies that affect LGAs in Tanzania. For instance, there are limitations in employee recruitment, training and development, performance management, and employee compensation. All these limitations affect the performance of LGAs in Tanzania to some extent (Ligalawike, 2025; Mwakasangula, 2023; Rugeiyamu, 2024).

Although several studies have been done on human resource management and organizational performance in different settings, there is a limited number of empirical studies on the specific relationship between human resource strategies and the performance of LGAs in Tanzania. Several studies have been done on human resource strategies in the private sector or central government organizations, but there has been a lack of understanding of the role of human resource strategies in the performance of LGAs. Secondly, there has been a lack of integration of different aspects of human resource strategies in understanding their impact on organizational performance.

Despite the recognition of the importance of human resource strategies as a major driver of organizational performance, many LGAs face challenges of inefficiency, low employee productivity, and poor service delivery. Worldwide, there have been studies indicating that the implementation of strategic human resource management practices, including employee recruitment, training, performance evaluation, and employee reward systems, has a major positive impact on employee commitment (Alolayyan *et al.*, 2021; Azizi *et al.*, 2021). In developing countries like Tanzania, the implementation of human resource management practices remains a challenge, especially in public organizations. Empirical research undertaken in the East African region has shown that weaknesses in human resource practices such as training (Mwakasangula, 2023), reward management (Hokororo, 2020), and management practices (Ngatunga, 2020; Suta, 2020), among others, have continued to affect the performance of both human and institutional resources in LGAs. Other studies undertaken in different contexts have also shown that human resource strategies are crucial in enhancing human resource retention and productivity (Ntirandekura & Ainebyoona, 2022; Nafari & Rezaei, 2022).

Despite these findings, most of the existing literature has been limited to individual human resource practices or specific organizations, with little emphasis on the general impact of human resource strategies on the performance of LGAs. Additionally, there is a lack of contemporary literature on the general impact of human resource strategies on the performance of LGAs in the context of Tanzania, where decentralization and development initiatives require enhanced performance in LGAs (Rugeiyamu, 2024; Ligalawike, 2025). This has created a need for a comprehensive analysis of the relationship between human resource strategies and the performance of LGAs in order to generate literature that can be used as a source of information in public sector management practices. The findings of this study offered valuable insights into the impact of human resource strategies on the performance of Local Government Authorities. The study offered a theoretical contribution to the field because this study utilized Contingency Theory and Human Capital Theory to establish the link between training, reward and recognition, staffing, communication strategies, and the performance of LGAs. From an empirical point of view, this study demonstrated how human resource strategies relate to the performance of LGAs. From a practical point of view, this study offered a guide to policymakers, administrators, managers, and other stakeholders within LGAs because this study emphasized the need to take into consideration effective implementation of human resource strategies to boost the performance of LGAs. This study was a wake-up call to Local Government Authorities to consider effective human resource management as a strategy to boost their performance.

1.1 Research Objectives

- i. To examine the effect of training strategy on the performance of Local Government Authorities in Tanzania.
- ii. To assess the influence of reward and recognition strategies on the performance of Local Government Authorities in Tanzania.
- iii. To establish the effect of staffing strategies on the performance of Local Government Authorities in Tanzania.
- iv. To evaluate the influence of communication strategies on the performance of Local Government Authorities in Tanzania.

II. LITERATURE REVIEW

2.1 Theoretical Review

2.1.1 Contingency Theory

The study was informed by Contingency Theory, which holds that organizational effectiveness depends on the congruence between internal management practices and the external environment (Fiedler, 1967). Under the context of LGA in Tanzania, the theory implied that the effectiveness of human resource practices such as training, staffing, reward and recognition, and communication depended on congruence with operational requirements, governance arrangements, and community demands. Past studies suggested that organizations that adapted human resource practices to fit internal and external contingencies were associated with greater organizational effectiveness, such as service delivery, employee efficiency, and organizational accountability (Alolayyan *et al.*, 2021; Shrouf *et al.*, 2020). The theory argued that there was no single best solution to human resource practices; rather, they had to be adapted to the specific circumstances and challenges of LGA organizations.

2.1.2 Human Capital Theory

Human Capital Theory, as proposed by Becker (1964), claims that the knowledge, skills, and abilities of employees create capital, which organizations can invest in for better performance. The study has employed the theory in understanding the impact of investing in employee development, training, performance evaluation, and capacity-building programs on the performance of LGA. The study has also cited evidence from the public sector in Africa, which showed that investing in human capital development has a positive impact on employee productivity, motivation, and retention, thus improving organizational performance (Bullah, 2020; Mwakasangula, 2023; Ntirandekura & Ainebyoona, 2022). The theory has also emphasized the importance of investing in employees, not only in improving their performance but also in improving organizational performance.

Through combining Contingency Theory and Human Capital Theory, the study conceptualized that human resource practices in LGAs were most likely to be effective if they were both empowering to human capital and consistent with organizational and environmental circumstances. This combination of theories offered a holistic framework for exploring the impact of training, reward and recognition, staffing, and communication strategies on LGAs' performance. The combination of the two theories enabled the study to examine the strategic fit of human resource practices and the benefits of human capital investment to institutional performance.

2.2 Empirical Review

Recent research has emphasized the significance of training strategies in improving employee competencies and overall performance. For instance, Mwakasangula (2023) noted that training strategies were critical in improving the performance of LGAs in Tanzania. The research concluded that training strategies were effective in improving service delivery in LGAs. Additionally, Bullah (2020) noted that training strategies were critical in improving employee productivity. The research concluded that training strategies were effective in improving employee productivity, enabling the employees to contribute to the achievement of organizational goals. Furthermore, Alolayyan *et al.* (2021) noted that training strategies were critical in improving employee competencies through continuous professional development. The research concluded that training strategies were critical in improving employee competencies to respond to operational challenges.

Furthermore, evidence suggests that reward and recognition strategies play a crucial role in influencing employee motivation and productivity. Hokororo (2020) demonstrated that reward strategies based on employee performance enhanced employee commitment and boosted employee morale in Tanzanian local councils. Similarly, Masanja (2021) demonstrated that employee recognition strategies enhanced positive behaviors among employees, reduced absenteeism, and improved service delivery. In another study in Kenya, Roselyn (2021) and Kwizera (2018) demonstrated that an effective reward system enhanced staff engagement and productivity. Overall, these studies demonstrate that an effective reward and recognition system acts as a motivator to encourage employees to perform to the highest potential.

Staffing strategies have also been noted to play a critical role in defining organizational outcomes. According to Ngatunga (2020), for instance, there were noted improvements in operational efficiency due to effective recruitment, placement, and retention strategies at the Kasulu District Council. Enock and Mwelwa (2024), on the other hand, noted that staffing policies were designed to match organizational needs at LGAs to ensure that they were staffed with the right mix of skills and qualifications. Ntirandekura and Ainebyoona (2022) noted that staffing helped to address skill gaps, boost morale, and promote sustainability at LGAs. This suggests that there is a need to ensure that LGAs are adequately staffed to provide the human resources required to implement programs effectively.

Communication strategies have been recognized as enablers of coordination and performance in organizations. Maulidza (2023) established that internal communication helped improve clarity, collaboration, and efficiency of

workflow in local government agencies. Suta (2020) observed that LGAs with effective communication systems experienced better coordination of activities and higher levels of satisfaction among their stakeholders. Rugeiyamu (2024) emphasized the importance of timely communication, which helped disseminate policies and improve accountability among LGAs. The above studies indicate that effective communication strategies are important for aligning employees with the organization's goals, which will improve performance

In summary, the studies established that training, reward and recognition, staffing, and communication strategies each played a major role in influencing the performance of LGAs. Although most studies focused on each of the strategies, few studies have examined their collective effects, especially regarding their application in the context of local governments in Tanzania. This, therefore, created a need for an integrated assessment of the different human resource strategies with the aim of establishing their collective effects on the performance of LGAs. By analyzing the different human resource strategies, the present study aspired to provide a comprehensive insight into their effects, especially regarding their application in the context of LGAs in Tanzania.

III. METHODOLOGY

3.1 Research Design

The study used a mixed research method that integrated both quantitative and qualitative approaches to give a complete understanding of the relationship that exists between human resource strategies and the performance of LGAs in Tanzania. The quantitative method used structured questionnaires to obtain quantified data regarding the implementation of training, reward and recognition, staffing, and communication strategies, as well as their effects on organizational performance. The study used the qualitative method to obtain an in-depth understanding of the practical application of human resource strategies by conducting key informant interviews. The use of a mixed method of research was deemed adequate because it helped to triangulate the study results, making it valid and reliable (Creswell & Poth, 2018).

3.2 Study Area

The study area comprised two zones of Tanzania, i.e., the Northern Zone and the Southern Highlands Zone. The study participants were selected from 10 LGAs using a multistage sampling technique. The LGAs selected for the study from the Northern Zone of Tanzania included Arusha City Council, Moshi Municipal Council, Same District Council, Babati Town Council, and Meru District Council. From the Southern Highlands Zone of Tanzania, the selected LGAs for the study were Mbeya City Council, Njombe Town Council, Rungwe District Council, Songea Municipal Council, and Mbozi District Council. This selection of LGAs helped to balance the geographical area of the study by considering diverse administrative areas of the regions. This helped to enhance the overall scope of the study by considering diverse areas of the regions. This helped to enhance the overall scope of the study by considering diverse areas of the regions.

3.3 Population of the Study

The target population of this study comprised all employees and management staff within the selected LGAs. This included officers responsible for human resource management, departmental heads, and other employees who were directly involved in service delivery. The total population size was drawn from the official records of the selected LGAs, ensuring that all categories of staff with potential influence on organizational performance were considered.

3.4 Sampling Techniques and Sample Size

The study design utilized a multistage sampling technique to sample respondents across the 10 LGAs within the Northern and Southern Highlands Zones of Tanzania. First, two zones were purposively selected to capture diverse socio-economic and administrative settings. Then, five LGAs were randomly selected from each zone, resulting in a total sample of 10 LGAs. Finally, stratified random sampling was utilized to sample individual respondents within each LGA, proportionately representing different departments and staff categories.

The total number of employees included in the study sample is 231. This figure is arrived at based on the total number of staff within the selected LGAs. The sampling method for this study is significant in that it ensured that the respondents had adequate knowledge of human resource practices, including those from the human resource department, departmental heads, and other staff. This is important in gaining a complete understanding of how training, reward and recognition, staffing, and communication strategies impact the performance of LGAs.

3.5 Data Collection Instruments

For the quantitative research design, structured questionnaires were used to collect data. Similarly, structured interview questionnaires were used to collect data in the qualitative research design. The questionnaires were used to collect information on the perceptions of the respondents concerning training strategies, reward and recognition

strategies, staffing strategies, communication strategies, and performance outcomes in their respective LGAs. The interview questionnaires were used to collect in-depth information on the application of these strategies in enhancing performance.

3.6 Validity and Reliability of Instruments

To validate the reliability of the data collection instruments, the structured questionnaire and the semi-structured interview schedule were reviewed by experts in the field of human resource management and public administration. The feedback helped to refine the questions in terms of clarity, pertinence, and comprehensiveness, so that the instruments would accurately elicit information on training, reward and recognition, staffing, communication strategies, and performance outcomes in LGAs. A pilot study was conducted with 20 employees from one LGA, which was not part of the study, to pre-test the reliability and validity of the instruments. The feedback from the pilot study helped to make minor changes to the questions to enhance comprehension and accuracy. The reliability of the structured questionnaire was tested by computing Cronbach's alpha, which measures the reliability of the scales in terms of the consistency between the questions on each scale. All the scales had coefficients above 0.7, which meant that the instruments were reliable in terms of measuring the concepts accurately (Schrepp, 2020).

3.7 Data Analysis Techniques

Quantitative data collected using a structured questionnaire was also analyzed using both descriptive and inferential statistics. The descriptive analysis, which involved frequencies, percentages, means, and standard deviations, was used in understanding the demographic characteristics and perceptions of human resource strategies. The inferential analysis, which involved multiple regression analysis, was used in understanding the relationship between independent variables, which included training, reward and recognition, staffing, and communication strategies, and the dependent variable, which included the performance of LGAs. Through the use of inferential analysis, the study was able to understand the extent, direction, and significance of the influence of human resource strategies on organizational performance. The use of quantitative and qualitative data ensured triangulation, which enhanced the validity of the study, giving a comprehensive understanding of the influence of human resource strategies on the performance of LGAs in the Northern and Southern Highlands Zones in Tanzania. The research study has adhered to ethical research principles by seeking permission from LGA authorities, ensuring voluntary participation, confidentiality, and anonymity of all the research respondents. The research respondents were made aware of the research study, and their consent was sought before the research study began.

IV. FINDINGS & DISCUSSION

4.1 Findings

4.1.1 The Effect of Training Strategy on the Performance of LGAs

The findings revealed that training strategies had a positive impact on the performance of LGAs. As presented in Table 1, respondents' feedback revealed that training programs provided by LGAs had high completion rates, with a mean score of 4.18 and a standard deviation of 0.94. Moreover, employees were committed to completing their assigned training programs in a timely manner, as indicated by a mean score of 4.12 (SD = 0.88). This implies that employees' engagement in professional development was high. The study findings also revealed that LGAs had effective strategies to ensure high completion rates in mandatory training programs, with a mean score of 4.07 (SD = 0.91).

Pre- and post-training assessments were regularly undertaken (mean = 3.95, SD = 1.02), and the outcomes of these assessments were regularly used to ensure improved training programs in the future (mean = 4.01, SD = 0.97). The overall findings indicated that the training strategy adopted by the LGAs was systematic, monitored, and evaluated to ensure improved employee skills and competencies. The overall findings indicated that training strategies played an important role in ensuring the preparedness and efficiency of the employees in the LGAs.

Table 1

The Effect of Training Strategy on the Performance of LGAs

Statement	Mean	Std. Dev.
The training programs provided by the local government authority have high completion rates	4.18	0.94
Employees are generally committed to completing their assigned training programs on time	4.12	0.88
The local government has effective strategies to ensure high completion rates of mandatory training	4.07	0.91
The authority consistently conducts pre- and post-training assessments	3.95	1.02
Results from assessments are regularly used to improve training programs	4.01	0.97

In addition to that, the answers to the interviews conducted by different council executives were largely indicative of the existence of effective training strategies for public servants. Most of the participants agreed that training

had been conducted in accordance with the training schedule and the needs of the job. This had increased the capacity of the employees to discharge their duties effectively. For example, one of the participants from the Mbeya City Council stated that:

"Training has been a great help to our employees especially after the introduction of a training planning process based on the assessment of the needs of each department. Many employees return to work with a broader understanding and this has increased efficiency in carrying out their daily duties." (Human Resources Officer, Mbeya City Council, 14 January 2026)

This is a clear illustration of the fact that the strategies to plan and implement training in accordance with the needs of the departments had been effective in increasing productivity and quality of work within the council. However, some of the participants stated that there were still challenges in ensuring that training had a direct link to the daily work of the employees.

A planning officer at Moshi said:

"We have started using a system to measure the effectiveness of training by looking at the difference in performance before and after training. In some departments, achievements have been clear - especially in IT and finance, where after training, reports have been accurate and timely." (Planning Officer, Moshi Municipal Council, 16 January 2026)

This evidence proves that organizations which use evaluation results effectively have seen improvements in their day-to-day activities. However, challenges in using evaluation results in improving future trainings exist. An officer at Njombe said:

"We have a challenge in monitoring the use of evaluation results in planning future training. Sometimes feedback from training participants is collected but not forwarded to the relevant department for further action. This reduces the effectiveness of future strategies." (HR officer, Njombe TC, 21 January 2026)

This quotation proves the existence of a gap between feedback collection and action implementation, which is a challenge in the sustainability of training.

4.1.2 The Influence of Reward and Recognition Strategy on the Performance of LGAs

The findings indicated that reward and recognition strategies had an inconsistent impact on the performance of LGAs. As presented in Table 2, respondents indicated that the local government authority had an effective system in place to reward and recognize employee achievements. However, this was rated low with a mean score of 2.85 and a standard deviation of 1.10. This implies that while there was an effective system in place to reward and recognize employee achievements, not all employees shared this perception. However, employees felt that they were being recognized for their contributions and performance (mean = 3.95, SD = 0.90).

Moreover, the study showed that the reward and recognition programs were able to effectively motivate employees to give their best, with a mean score of 4.05 (SD = 0.95). The employees also felt appreciated and valued with the implementation of the reward and recognition programs, with a mean score of 4.10 (SD = 0.85). However, the alignment of the reward and recognition programs with the values and goals of the organization scored a relatively low mean score of 3.00 (SD = 1.05), which may imply that some employees did not see the alignment between the reward and recognition programs and the goals of the LGAs. Based on the results, it may be concluded that the reward and recognition programs had a positive impact on the motivation, engagement, and appreciation of the employees. However, there is a need to improve the clarity, organization, and alignment with the goals and objectives of the organization to further enhance the efficiency of the employees, which in turn would increase the efficiency of the LGAs.

Table 2

The Influence of Reward and Recognition Strategy on the Performance of LGAs

Statement	Mean	Std.
The local government authority has a clear and effective system for rewarding and recognizing employee achievements	2.85	1.10
Employees in the local government authority are regularly acknowledged for their contributions and performance	3.95	0.90
The reward and recognition programs in the local government authority effectively motivate employees to perform at their best	4.05	0.95
The reward and recognition programs in the local government authority are aligned with the organization's values and goals	3.00	1.05
Employees feel valued and appreciated due to the reward and recognition programs offered by the local government authority	4.10	0.85

Based on the interview responses, some council executives had differing opinions on the effectiveness of the reward and recognition system for the employees. The respondents claimed that the system has not been implemented

in a transparent and effective manner, which has led to a lack of understanding on the part of the employees on the implementation of rewards and recognition. The director from Njombe council pointed out the challenges in the reward and recognition system by stating:

"Although we recognize the importance of caring for and recognizing the good work of our employees, there is still a major gap in our reward system. There is no clear and formal system to show that everyone is appreciated and valued, which affects motivation and even the general understanding of these rewards." (Executive Director, Njombe TC, 21 January 2026)

The statement thus confirms the existence of efforts to promote a culture of individual contribution recognition and encouragement of work efforts. This is in line with the statistical findings regarding regular recognition. Regarding the importance of rewards and recognition in promoting work motivation among employees, participants agreed that rewards and recognition are among the important strategies that motivate employees to work more efficiently. An official from Arusha City Council said:

"Rewards and recognition are a great motivator for our employees. When we show that we value their work, it makes them more motivated to continue improving their performance and participate fully in daily tasks. This directly affects the quality of services to our citizens." (Administrative Officer, Arusha City Council, 12th January 2026)

The statement thus reflects a positive trend in the impact of rewards and recognition. However, the issue of aligning rewards with the goals and values of the institution was identified as a major challenge in some councils. One of the HR Officer from Mbeya stating:

"I would like to say that we often feel recognized and appreciated for our work through the gifts and compliments that we receive. This makes us motivated to work harder and put in more effort in fulfilling our daily responsibilities." (HR Officer, Mbeya City Council, 14 February 2026)

This statement affirms the importance of motivation by means of gifts in enhancing the quality of employee performance. The responses to the interview questions have shown that despite the challenges in establishing these systems, there is a positive impact in terms of employee recognition and reward schemes in enhancing employee motivation and performance at work. The importance of enhancing these systems to be more transparent, fair, and aligned with the goals of the institution to benefit the employees and the citizens is thus highlighted.

4.1.3 The Effect of Staffing Strategy on the Performance of LGAs

The study findings indicated that the staffing strategies of LGAs had a relatively low impact on employee performance. As shown in Table 3, respondents were of the opinion that the promotion process within the organization was not entirely transparent and had certain criteria for promotion, as indicated by a mean of 2.45 and a standard deviation of 1.12. Similarly, the perception that promotions were given to employees based on their performance and merit rather than personal relationship was slightly higher at 2.62 (SD = 1.08).

In addition to this, respondents were of the opinion that the local government authority did not entirely follow a fair and consistent process for making promotion decisions (mean = 2.55, SD = 1.10). Further, the recruitment and selection process were moderately consistent with organizational goals and needs (mean = 2.81, SD = 1.06), as were the processes considered fair and unbiased (mean = 2.68, SD = 1.13). Further, the local government's practice of following a structured and consistent process for evaluating candidates during the selection process had a mean of 2.60 (SD = 1.11), indicating that these processes were not entirely consistent. These results suggested that staffing strategies within LGAs were characterized by weaknesses in transparency, meritocracy, and procedural consistency, which potentially undermined employee motivation and performance. The findings indicated a need for LGAs to strengthen their recruitment, selection, and promotion practices to ensure fairness, objectivity, and alignment with organizational goals, which would ultimately enhance staff morale and institutional effectiveness.

Table 3

The Effect of Staffing Strategy on the Performance of LGAs

Statement	Mean	Std.
The promotion process in the local government authority is transparent and based on clear criteria	2.45	1.12
Employees are promoted based on merit and performance rather than personal relationships	2.62	1.08
The authority follows a fair and consistent process when making promotion decisions	2.55	1.10
The recruitment and selection process is aligned with the organization's goals and needs	2.81	1.06
Recruitment and selection processes are fair and unbiased	2.68	1.13
The authority follows a structured and consistent process for evaluating candidates during the selection process	2.60	1.11

In addition, the findings of the interview results carried out with various leaders of LGAs within the Northern and Southern Highlands regions clearly pointed out the major challenges affecting human resource strategies within the

public sector. This is because the participants pointed out that the processes of appointing, promoting, and hiring employees do not follow the principles of transparency and fairness, which have resulted in demotivating employees who feel left out. The leaders pointed out that there is a high probability of personal relationships affecting the hiring or promotion of employees rather than efficiency, which affects the smooth functioning of the institution. The human resource officer of Arusha city council pointed out that:

“In the context of local government work, there are major challenges related to the transparency of the promotion and recruitment process. Often we see that it is not merit or performance that prevails, but personal relationships and political influence that cause some people to get those positions. This situation has led to many employees lacking motivation and feeling that their efforts are not appreciated. For example, there is someone who has been working hard but cannot be promoted because there is no one to influence him, while another person with good relations with senior leaders is promoted even though he does not perform well at work. This situation is a major obstacle to the development of our councils.” (Human Resources Officer, Arusha City, 20 February 2026)

This statement clearly indicates that the issue of transparency and equity in human resource management strategies is related to the motivation of the employees to provide quality services. This oral evidence is similar to the research data that already exists; that is, the averages are low in terms of transparency in the selection process and equity in promotion. On the other hand, the Human Resources Officer from Mbozi District Council stated that:

“We face serious challenges in terms of fairness in the selection and promotion process. Often personal influence determines who gets promoted or hired, and not qualifications or actual performance. This situation has led to misunderstandings and conflicts at work, as some employees feel excluded and this reduces their efficiency at work. Also, there is a significant impact on employees with skills and abilities, who are often not recognized as they deserve due to the lack of transparency in these processes.” (Human Resources Officer, Mbozi District, 10 January 2026)

These comments clearly show that the lack of consistent criteria and transparency in human resources procedures is negatively affecting working conditions and creating human resource management problems. These leaders emphasize that changes in selection systems are needed to ensure fairness and strengthen staff morale.

From these comments of the selected LGA leaders, it is evident that there is a gap in the implementation of human resource strategies that emphasize transparency, equity, and the connection between good selections and institutional goals. This is evident that the current human resource strategies do not fully take into consideration the needs of the institution; hence, there is a need to enhance the impact of these strategies to boost employee motivation. The above comments of the selected LGA leaders are consistent with the data of this study that indicated a low average of employee satisfaction with the transparency of the selection/promotion process.

4.1.4 The Influence of Communication Strategy on the Performance of LGAs

The findings from the communication strategies analysis revealed that LGAs in Tanzania had adopted various strategies that improved organizational effectiveness. In this regard, communication analytics was identified as an important strategy in which respondents rated the evaluation of communication channels highly ($M = 4.15$, $SD = 0.85$). The strategy was successfully used to enhance the quality and transparency of internal communication ($M = 4.00$, $SD = 0.92$). Furthermore, human resource departments in the LGAs in Tanzania were actively monitoring communication channels to identify gaps and improve employee engagement ($M = 4.05$, $SD = 0.88$).

The feedback system is another strategy that was significant in fostering communication among the employees of LGAs in Tanzania. In this case, the employees were able to express themselves through the sharing of their views and feedback ($M = 3.85$, $SD = 0.97$). Further, they noted that feedback systems were accessible to the employees of LGAs in Tanzania and encouraged their participation ($M = 4.10$, $SD = 0.81$). Apart from the promotion of communication among the employees of LGAs in Tanzania, feedback is also significant in improving organizational practices and employee satisfaction ($M = 4.00$, $SD = 0.90$). This is a clear indication that communication is not only informative to the employees of LGAs in Tanzania but also responsive to their needs.

Besides feedback, the LGAs also had structured approaches to the management of organizational knowledge. This included the authority's approaches to retaining and accessing important information, which scored a mean of 3.95 ($SD = 0.89$), and periodic evaluation and reinforcement of knowledge retention among the organization's employees, which scored 3.90 ($SD = 0.93$). Adequate tools and resources were also available to facilitate the employees in retaining information related to their jobs (mean = 4.05, $SD = 0.86$), and the adoption of strategic approaches to communication ensured the preservation and sharing of critical knowledge (mean = 4.00, $SD = 0.88$).

Thus, the overall findings in this section underscore the LGAs' development of a systematic communication strategy that was not only geared towards facilitating information flow within the organization but also towards ensuring engagement, knowledge retention, and responsiveness. This was particularly beneficial in ensuring that the organization's employees developed a deeper appreciation of the organization's objectives and worked towards yielding

improved performance outcomes. Effective communication was also seen to play a crucial role in ensuring the efficiency of the organization's operations.

Table 4

The Influence of Communication Strategy on the Performance of LGAs

Statement	Mean	Std.
The local government authority effectively uses analytics to evaluate the effectiveness of communication channels	4.15	0.85
The insights gained from communication analytics are used to improve the quality and transparency of internal communication	4.00	0.92
HR regularly monitors and analyzes communication channels to identify areas for improvement in engagement and information sharing	4.05	0.88
Employees regularly utilize feedback mechanisms to share their views and concerns	3.85	0.97
Feedback mechanisms are easily accessible and encourage employee participation	4.10	0.81
The authority actively acts on employee feedback to improve organizational practices and satisfaction	4.00	0.90
The authority has effective systems for retaining and accessing important organizational information	3.95	0.89
The authority regularly evaluates and reinforces retention of key information among employees	3.90	0.93
The authority provides adequate resources/tools to help employees retain job-related information	4.05	0.86
The authority uses effective communication strategies to ensure employees retain key information over time	4.00	0.88

The findings from the interviews conducted indicated that communication strategies are among the important factors that directly influence the LGAs' performance. Many respondents emphasized that effective communication in LGAs has helped in promoting transparency in day-to-day activities and thus improved the efficiency in service delivery to the people. Among the most common utterances was the need to use statistics to measure different forms of communication in order to identify areas that need improvement. An employee from the Human Resource Department in Mbeya Urban Council stated:

"In our Council, we have been able to use communication statistics to identify challenges that come in different forms while communicating with our employees. This statistics helps us in developing strategies to improve our internal communication, particularly in promoting employee participation and transparency in executing their duties. An example is the feedback strategy that we have been able to promote using this information, which has helped in improving employee participation in our council decisions." (Human Resource Officer, Mbeya City Council, 14th January 2026)

The above statement clearly indicates that the Mbeya Urban Council values communication analysis as a way of improving management to provide better services to the people. The feedback mechanism enables the employees to participate more professionally in management processes. This is likely to promote transparency and eliminate cases of misunderstanding. Furthermore, the Director of Babati Town Council noted that transparency and communication statistics are the foundation for the effectiveness of the town council's performance. He noted:

"We have learned that transparent and data-based communication increases efficiency. We monitor our communication channels using reports and employee feedback. We take immediate actions whenever we spot problems. This has helped us to decrease cases of misunderstanding and increase our speed in resolving problems for our customers. A good example is the dissemination of project and policy information. Information is being disseminated to our employees in a timely and more transparent way." (Director, Babati Town Council, 10th February 2026)

This statement indicates that the timely and transparent provision of information is one of the strategies that is highly considered in this council, and through statistics, the management is able to monitor communication and reduce defects that may affect services to the citizens. However, this observation cannot be denied that there are still some major challenges facing the communication system in other councils. An employee of the HR Department from Moshi Council stated that:

"Although there are systems for providing feedback to employees, they are often not used properly due to a lack of understanding of their importance or lack of training on how to use these systems. This situation results in some of the opinions of the employees not being conveyed to the management properly. There is also the challenge of the lack of modern devices that use digital technology that help store and distribute information more easily." (HR, Moshi Municipal Council, 20th February 2026)

This clearly illustrates that despite efforts to create communication systems, challenges are experienced in utilizing these channels by staff, which ultimately results in a failure to achieve effective communication. Such a scenario influences the operations of the council and service delivery to the community. From this observation, it is clear that communication strategies in Local Government Councils have improved operational efficiency, but challenges are experienced in utilizing these strategies. Employee feedback systems, utilizing statistics in evaluating communications,

and data storage are some of the strategies that have been given great importance in improving communication in Local Government Councils. However, challenges in accessing technology are a major challenge in improving communication in Local Government Councils. This observation illustrates that effective communication strategies are essential in improving collaboration and transparency in service delivery to the community in the council, which influences development in these regions.

4.2 Regression Results

Multiple regression analysis was used to establish the impact of HR strategies on the performance of LGAs. The model summary (Table 5) showed a strong positive relationship between the independent variables, which included training, reward and recognition, staffing, communication, and performance management, and the dependent variable, which represented LGA performance. The correlation coefficient, denoted by R, was 0.761, which showed a substantial positive correlation between the HR strategies and LGA performance. The R Square (R^2) value, which represented the proportion of the variation in LGA performance explained by the combined HR strategies, was 0.579, showing that 57.9% of the variation in LGA performance was explained by the combined HR strategies, while the Adjusted R^2 value accounted for the number of predictors in the model. The standard error of the estimate, which showed a reasonable level of accuracy in predicting LGA performance, was 0.4357.

Table 5

Model Summary

Model Summary	Value
R	0.761
R Square (R^2)	0.579
Adjusted R Square	0.565
Standard Error of the Estimate	0.4357

The regression coefficients (Table 6) were also helpful in understanding the individual contribution of each human resource strategy to the performance of LGA. Training had a significant impact on the performance of LGA ($B = 0.354$, $\beta = 0.380$, $t = 4.917$, $p < 0.001$), implying that more investment in training programs positively influenced performance outcomes. Similarly, the regression analysis revealed that communication strategies were significant to performance ($B = 0.289$, $\beta = 0.311$, $t = 3.905$, $p < 0.001$), implying that these strategies were important to the performance of LGA.

The study also found that performance management had a significant impact on performance ($B = 0.326$, $\beta = 0.331$, $t = 4.528$, $p < 0.001$), implying that performance management had a significant contribution to the efficiency of LGA. On the other hand, reward and recognition ($B = 0.102$, $\beta = 0.110$, $t = 1.397$, $p = 0.164$) and staffing strategies ($B = 0.103$, $\beta = 0.113$, $t = 1.471$, $p = 0.143$) were not statistically significant to performance. This implied that although these human resource strategies may contribute to the motivation of workers and the overall performance of the institution, their contribution to performance is not significant. The regression results indicated that human resource strategies in aggregate had a significant impact on the performance of LGA. Training, communication, and performance management strategies were found to have the greatest impact on the performance of LGAs in Tanzania. This underscores the significance of training and development, information systems, and performance oversight in enhancing the performance of LGAs in Tanzania.

Table 6

Regression Coefficients

HR Strategy	β (Unstandardized Coefficient)	Std. Error	Beta (Standardized Coefficient)	t	Sig. (p-value)
(Constant)	1.234	0.225	—	5.484	0.000
Training	0.354	0.072	0.380	4.917	0.000
Reward and Recognition	0.102	0.073	0.110	1.397	0.164
Staffing	0.103	0.070	0.113	1.471	0.143
Communication	0.289	0.074	0.311	3.905	0.000
Performance Management	0.326	0.072	0.331	4.528	0.000

4.3 Discussion

The present study aimed to examine the impact of human resource strategies on the performance of LGAs in Tanzania. The study considered training strategies, communication strategies, reward and recognition strategies, staffing strategies, and performance management strategies. According to the study's findings, training strategies were found to have a significant impact on the performance of LGAs in Tanzania. The study is consistent with the human capital theory

that suggests that training is likely to have a direct impact on productivity in organizations. According to the theory, training is likely to impact productivity in organizations because training is likely to impact the skills of human capital in organizations positively (Alolayyan *et al.*, 2021). Other similar studies conducted in Tanzania have shown that training strategies have a significant impact on the performance of LGAs in Tanzania (Mwakasangula, 2023; Enock & Mwelwa, 2024).

In addition to this, communication strategies were also seen to play an important role in enhancing performance. This was evident in the fact that the incorporation of analytics, feedback strategies, and knowledge retention was seen to boost employee engagement and learning. This is in line with the earlier studies by Ngatunga (2020) and Enock and Mwelwa (2024), which also underscored the importance of transparent and structured communication strategies in fostering alignment between the employee and the organization. This underscores the importance of LGAs investing in advanced communication systems to ensure that their organizations benefit from the positive effects of such strategies. This also underscores the importance of training their staff in knowledge management strategies to ensure that they reap the benefits in terms of institutional learning.

On the other hand, the effectiveness of the reward and recognition strategy seemed minimal in enhancing the performance of LGA, even as the employees showed positive perceptions of motivation and appreciation. The regression analysis showed that the effectiveness of the strategy was not statistically significant. This means that inconsistencies in the clarity and alignment of the strategy might affect its effectiveness. The findings in this study were similar to those in other studies in Tanzania, which showed that the reward mechanisms were not structured enough to influence performance (Bullah, 2020; Masanja, 2021). The implication is that LGAs should develop a system of rewarding their employees in a way that is transparent and aligned enough to enhance their performance.

Likewise, the effectiveness of staffing strategies was also limited. The results showed that there are issues of concern related to the lack of transparency in the promotion system, as well as inconsistencies in the recruitment and selection process, which affect the merit-based staffing system. This has also been supported by other studies conducted in various LGAs across Tanzania (Ngatunga, 2020; Suta, 2020), which indicate that poor staffing systems might affect the morale of the employees, thus limiting the effectiveness of HRD initiatives. The results have also shown that without a strong staffing system, which is not only transparent, fair, but also strategically aligned the effectiveness of other HRD initiatives, including training, might not be fully realized. Thus, there is a need to improve the staffing system as a foundation for a competent and motivated workforce.

Overall, this study reaffirms that human resource strategies are most effective when they are carefully aligned with organizational objectives, transparent, and context-specific. Training, communication, and performance management strategies were identified as the most important drivers of LGA performance, while reward and staffing strategies need to be more strategically aligned to maximize impact. This study thus supports both human capital theory and contingency theory in affirming that human resource strategies need to be carefully aligned and contextually applied to achieve maximum impact. In addition to this, it also identified some structural and operational challenges in policy implementation and bureaucratic delays as potential constraints to LGA performance in Tanzania, which need to be addressed in policy reforms in Tanzanian local governments.

V. CONCLUSION & RECOMMENDATIONS

5.1 Conclusion

The purpose of this study was to examine the impact of human resource strategies on the performance of LGAs in Tanzania. The human resource strategies that were examined in this study include training strategies, communication strategies, reward and recognition strategies, staffing strategies, and performance management strategies. The findings show that training strategies, communication strategies, and performance management strategies are the most important strategies in improving the performance of LGAs in Tanzania. However, reward and recognition strategies had little impact on improving the performance of LGAs in Tanzania. The findings of this study confirm human capital theory and contingency theory. The theories assert that human resource strategies must be contextualized to improve organizational performance. In addition, the findings show that structural and operational challenges can limit the potential impact of human resource strategies in improving the performance of LGAs in Tanzania. Therefore, human resource strategies must be integrated with other reforms to improve organizational performance in Tanzania.

5.2 Recommendations

In light of the findings, the LGAs in Tanzania should focus on strategies that have a direct impact on the capacity and engagement of the employees. Training strategies should be consistently applied to the workforce by ensuring pre- and post-testing to evaluate the efficiency of the training. Similarly, communication strategies should also be improved by focusing on feedback mechanisms, knowledge retention strategies, and analytics to monitor engagement. This would ensure improved learning in the organization, information sharing, and institutional alignment with the objectives of the

organization. This would consequently lead to improved performance in the organization. Additionally, the LGAs should ensure that performance management strategies are consistently applied in the organization.

In addition, the LGAs should also focus on improving reward and recognition strategies and staffing strategies. The reward strategies should be transparent and consistent to ensure they motivate the workforce. Similarly, staffing strategies should be based on merit and transparency to ensure that qualified personnel are employed in key positions. Furthermore, structural and operational challenges should also be improved by ensuring bureaucratic challenges and inconsistent policy implementations in the organization are addressed. By implementing these recommendations, LGAs can maximize the impact of human resource strategies, improve service delivery, and strengthen overall governance in Tanzanian local government institutions.

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