

Effective human resource utilization for service delivery improvement: The need to re-balance organizational and an employee's objectives realization.

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Abstract- The paper presents an analysis on human resources utilization and the need to re-balance the realization of organizational and employee's objectives. A sample of 40 employees was drawn for the purpose of the study of which 10 respondents were drawn from Local Government Training Institute (LGTI) and 30 from Prime Minister's Office-Region Administration and Local Government (PMO-RALG).

Questionnaires and interview guides were employed in collecting primary data. Also, secondary data were collected from various sources with the aim of identifying the gaps to fill in. The data were analyzed through the use of SPSS version 11.0.

The findings in a great extent revealed ineffective human resource utilization in government offices, the drivers being the least utilized. The reasons include inter-alia:- assignment of inadequate works to employees, Perdiems allowance triggering employees to keep on soliciting for the same and truancy accompanied with lack of clear close follow up.

Moreover, it was learned that government offices do not balance the realization of organizational and employee's objectives. The organizations had not identified employees' needs; there were no clear and reliable incentive schemes. Furthermore, training which could have been perceived as an attempt to balance between the two, was affected by lack of transparency in selecting the candidates, hence, it was rather depending on dyadic relationship between the two.

In order to address the above situation, the following are among the recommended steps:- development of clear and reliable incentive schemes; undertake job descriptions reviews to widen the scope and identification of employees' objective and preparation of plans for its realization.

Index Terms- Effectiveness, human resource utilization, service delivery improvement, Re-balancing the organizational and employee's objectives.

I. INTRODUCTION

Employees are very important assets of an organization whose well management together with commitment and employment of other assets of the organization, facilitate to the realization of the organizational objectives. It is through their deliberate efforts other assets like machines can be used to produce the expected products. In other words, no matter how much is invested in technology and other modern assets, the achievement of organizational goals and realization of its objectives, highly depends on the effective utilization of

qualified and committed human resource as drivers of other resources.

In Tanzania the emphasis on the importance of human resources as a key source of development in the country was put forward by the first president of the country who pointed out that *"everybody wants development; but not everybody understands and accepts the basic requirements for development. The biggest requirement is hard work. Let us go to the villages and talk to our people and see whether or not it is possible to work hard.... It would be more appropriate for us to spend time in the village showing the people how to bring about development rather than going on so many long and expensive journeys abroad in search of development money"* (Nyerere, 1977:32).

On the basis of the above views, hard work, accompanied by increasing the number of working hours is among the indispensable requirements for development. The focus by then was to utilize the idle manpower in the search of development. However, despite the above fact, yet there are various problems hindering the effective utilization of an employee in the organization. This has been supported by David Hume, of the 18th century, as quoted by URT (2004), who declared that the main problem with the Africans is that they don't have what it takes to get organized.

In other words ineffective human resources utilization by various organizations results from inability to organize and sensitize the human resources for achievement of organizational goals.

Since independence, various government departments, agencies and institutions have been committing and spending enormous amount of money in training to improve human resource productivity which would in turn lead to service delivery improvement in particular and poverty alleviation in general, yet service delivery improvement has not been realized. This is supported by Maliyamkono and Manson (2006:372) who pointed out that a third of Tanzanians are living in absolute poverty, while some 20% in abject poverty.

In conjunction with the training, other deliberate efforts undertaken by various organizations in the world include among other things: - how to treat, perceive and manage employees of the organization.

In attempt to realize the above, management of employees in the organizations started in 19th and early 20th century by employers with paternalist outlook who appointed welfare officers to manage series of initiatives designed to make life less harsh for their employees through the designing and provision of

unemployment benefits, sick pay leave and subsidized housing (Torrington, 2008:11).

Other factors led into the need to manage employees in organizations included the need to increase labour productivity during the first world war; development and recognition of personnel management as a valuable discipline in 1960s and intense business competition which led to great dependence on technologies leading to the need of employing multi skilled labour to apply the said technology in the production of goods and services (Graham and Bennett, 1998:3). Generally, these led to development and recognition of personnel management as important discipline in managing organizations.

However, personnel management faced the following weaknesses;- regarding organizational employees and categorizing them like any other factors of production and regarding employees' training as a cost, rather than investment. It did not recognize the importance of employees as sources of production, organizer and mover of factors of production.

As a result, human resources management concepts were introduced in 1990s with a focus to reverse the above situation. Armstrong (2005:23) points out that today, many pressures are demanding a broader, more comprehensive and more strategic perspective with regards to the organization's human resources. These pressures create a need for a longer term perspective in managing people and consideration of people as potential assets rather than merely variable costs; they are valued assets and are sources of competitive advantage, through their commitment, adaptability and high level skills, improved performance can be realized. It is a management function that helps managers to recruit, select, train, and develop members for an organization (Aswathapa, 2008:5).

Skipping the application of human resource management can lead into the following problems:- hiring wrong persons for vacant posts; experience higher turnover; employees not doing their best; waste time with useless interview; breach of laws; have some employees thinking their salaries are unfair and inequitable relative to others in the organization (Desler, 2008:3).

Human resource managers are first concerned with ensuring that the business is appropriately staffed and thus able to draw on human resources it needs. It involves designing organization structure, identifying under what types of contracts employees will work, before recruiting, selecting and developing the people required to fill the roles: the right people with the right skills to their services when needed (Torrington, 2005: 7).

However, human resource management is regarded by some personnel managers as just a set of initials or wine in new bottles. It could indeed be no more and no less than another name for personnel management; but as usually perceived, at least it has the virtue of emphasizing the virtue of treating people as key resources, the management of which is a direct concern of top management as a part of strategic planning process of the entire enterprise (Armstrong, 2006:18).

According to Torrington (2005: 4), managing resourceful human, requires a constant re-balancing between meeting the human aspiration of the people and meeting the strategic and financial needs of the business.

Walton as quoted by Armstrong (2005:25) points out that human resource management is composed of policies that

promote mutuality; mutual goals, mutual influence, mutual respect, mutual rewards and mutual responsibility. The theory is that policies of mutuality will elicit commitment which in turn will yield both greater economic performance and greater human development. Moreover, Graham and Bennett (1998:3) emphasized that resources should be used in such a way employer obtains the greatest possible benefits from their abilities and the employees obtain both materials and psychological rewards.

Organizations hire employees in order to tap their capabilities and potentialities for achievement of organizational goals and realization of the objectives. On the other hand, employees accept the offer of employment on the assumption that in due course of their employment, they will realize their objectives. It is the management role to ensure that they direct their employees to the realization of the organizational objectives while at the same time facilitating the realization of individual's objectives.

In other words, human resource management is not an end itself but rather only a means to assist the organization with its primary objective. On the other hand, there are individual employee objectives associated with the achievements of the organizational objectives. According to Aswathapa (2008:8), personal objectives are to be met if workers are to be maintained, retained and motivated. Otherwise, employees' performance and satisfaction may decline and employees may leave the organization.

Organization managers and supervisors have the major role of ensuring that there is a deliberate effort to balance the organizational with the individual employee objectives. It is through it that the organizer of other resources becomes committed and hence, strives to achieve the organizational objective. In this regards, Purcell (2003) as quoted by Armstrong (2005:5) points out that the enhancement of motivation and commitment of human resources has to be concerned with discretionary behaviour, which refers to the choices that people at work often have the way they do the job and the amount of effort, care, innovation and productive behaviour they display. Torrington (2008:20) defines psychological contract as the expectations that employees have about the roles that they play and what the employer is prepared to give in turn. It comprises broader but undocumented expectations.

In cases where management does not carefully manage human resources, notable divergence from organizational objective realization may occur. In such a situation, there is a likelihood that employees can concentrate towards realizing individual objectives, with little or no effort at all in realization of organizational objective. On other hand, in case employers focus and direct the employees towards realization of organizational objectives with little or no consideration to employees' objectives, employees' commitment is hard to realize. Therefore, there is a need for management to constantly manage their employees in a way that there is congruence between individual and organizational goal/objective.

Despite the fact that many authors are debating about getting employees' commitment, only few of them, including Nyerere, the father of Tanzania nation who discussed about the necessity of increasing working hours. He pointed out that *it would be appropriate to ask our farmers, especially the men, how many*

weeks a year they work. Many do not work even for half as many hours as the wage earner does (Nyerere, 1977:29).

1.1 Statement of the Problem and justification

Organizations hire employees in order to tap their capabilities and potentialities for achievement of organizational goals and realization of the objectives. On the other hand, employees accept the offer of employment on the assumption that in due course of their employment, they will realize their objectives. It is therefore, the management role to ensure that they direct their employees to the realization of the organizational objectives while at the same time facilitating the realization of individual’s objectives. However, so far there are no researches on the organization attempts to rebalance the realization of both individual employee objectives and those of an organization as a way of motivating the employees to work hard.

Therefore, the paper focused on assessing whether or not there was rebalancing between organizational and employee objectives realization.

II. MATERIALS AND METHODS

The study was conducted at LGTI and PMO-RALG in Dodoma. A total sample of 40 people was drawn, of which 10 respondents were from LGTI and 30 from PMO-RALG. Both random and purposive sampling techniques were used to get a sample for data collection. A sample 40 respondents was selected from both LGTI and PMO-RALG. Out of this sample, purposive sampling technique was applied to 12 respondents, which included the Rector of the Institute, two deputy rectors, registrar, Head of Departments and Sections of:- Local Government Administration and management, Local government Finance, Quality assurance, Short course, research and consultancy, Human Resource Management, Procurement and supplies unit, Registry and head driver.

On the other hand, random sampling technique was employed to collect data from 28 respondents including 10 members of academic staff and 6 non academic staff of the institute. Also, the technique used to collect data from 8 PMO-RALG officers and 4 supporting staffs.

This study relied on both primary and secondary data. Documentary reviews on human resources management was made from various literatures. Moreover, administered questionnaires and interviews were employed for collecting primary data on the effective human utilization and the need to re-balance between the organizational and individual objectives (Adapted from field data 2010).

The primary data were coded, entered, verified and cleaned before analyzing through the use of Statistical Package for Social Sciences (SPSS) 11.0. With the use descriptive statistics, computations were made to find distribution of responses among respondents including frequency and percentages.

III. RESULTS AND DISCUSSIONS

In order to examine whether there was effective human resources utilization in service delivery improvement or not and the need to re-balance between organizational and an employee’s objective realization, data were collected, presented and discussed as follows:-

3.1 Human resources utilization in service delivery

Table 1 provides a summary of responses on whether employees were fully engaged in service delivery or not. The data were collected through structured interviews and questionnaires from 40 respondents amongst being operational staffs (Drivers, Office attendants, Secretaries and security guards), academic staffs (Tutorial Assistants, Assistant Lecturers, Lecturers and Senior Lecturers) and Officers from both Local Government Training Institute and Prime Minister’s Office - Regional Administration and Local Government.

Table 1: Employees’ utilization in service delivery

Responses (n = 40)	Percentage
Yes	35.0
No	65.0
Total	100.0

Source: *Field data, 2010*

According to the findings summarized in table 1, in the basis of saying yes or no, it was noted that 65% of the total respondents said that they were not effectively engaged in service delivery in their respective areas of specialization. The findings tally with Kissick, W (1968) who pointed out that traditionally there has been underutilization of qualified manpower by “capital-poor institutions,” such as universities and hospitals, in the service. On the other hand, 35% of them confirmed that there was effective human resource utilization in the organization.

On the basis of the findings in table 1, majority of human resources in the organizations are not fully utilized in service delivery.

3.2 Reasons for ineffective Human resource utilization

Table 2 provides a summary of responses on reasons for ineffective human utilization in the organization. The data were collected through structured interviews and questionnaires from 40 respondents amongst being operational staffs (Drivers, Office attendants, Secretaries and security guards), academic staffs (Tutorial Assistants, Assistant Lecturers, Lecturers and Senior Lecturers) and Officers from both Local Government Training

Institute and Prime Minister’s Office - Regional Administration and Local Government.

Table 2: Reasons for ineffective Human resource utilization

Responses (n = 40)	Percentage
Some employees cadre have few works	35.0
Due to high rate of Perdiems , workers like field work rather than office works	22.5
Truancy and presentism behaviour (Lack of monitoring system)	30.0
Professionalism is not observed	12.5
Total	100.0

Source: Field data, 2010

According to the findings on Reasons for ineffective Human resource utilization, 35% of the total respondents had a view that ineffective human resources utilization in the organization was caused by inadequate assignment of works to certain category of employees. In an interview with them to clarify the matter, it was pointed out that most of workers had no job descriptions and most of the time they were dealing with adhoc issues. Moreover, 30% of the respondents pointed out that truancy and presentism behaviour accompanied by lack of monitoring system led into ineffective human resources utilization. On top of it, 22.5% of them stated that high rate of per diem allowances triggered employees to constantly keep searching for field rather than office works.

Basing on the above findings, reasons for ineffective human resources utilization in government organizations include inter-alia:- few works to be undertaken by certain category of employees, truancy and presentism behaviour and high rate of per diem triggering workers to scramble for field rather than office works. Moreover, the findings seem to correspond with David Hume (2004) who declared that the main problem with the Africans is that they don’t have what it takes to get organized.

The findings in table 2 imply that there is ineffective Human Resource utilization; hence it is difficulty to realize the Organizational goals.

3.3 Numbers of hours spend by different categories of employees in service delivery

In order to identify human resource utilization, responses were sought on the number of hours each category of employees was fully engaged in service delivery. The focus was not the number of hours one was at workplace, but rather, the number of hours per day an employee is fully engaged in service delivery. Table 3 provides a summary of responses on the number of hours officers, office attendants and drivers were fully engaged in service delivery. The data were collected through structured interviews and questionnaires from 40 respondents amongst being operational staffs (Drivers, Office attendants, Secretaries and security guards), academic staffs (Tutorial Assistants, Assistant Lecturers, Lecturers and Senior Lecturers) and Officers from both Local Government Training Institute and Prime Minister’s Office - Regional Administration and Local Government.

Table 3: Numbers of hours spend by different categories of employees in service delivery

Responses (n = 40)	Officers	Office attendants	Drivers
	Percentage	Percentage	Percentage
1-2 hours	2.5	5.0	40.0
3-4 hours	15.0	65.0	27.5
5-6 hours	70.0	12.5	12.5
7-8 hours	12.5	17.5	10.0
Above 8	-	-	7.5
No response	-	-	2.5
Total	100.0	100.0	100.0

Source: Field data, 2010

The findings on Numbers of hours spend by different categories of employees in service delivery shows that 70% of the total respondents confirmed that officers of all levels were fully engaged in service delivery for an average of 5 to 6 hours per day. It was also explained that the remaining hours were spent in attending personal issues such as conversation with other employees, tea and lunch break. Also, 15% of the respondents were of the view that officers worked for average of 3 to 4 hours

per day. However, 12.5% of the respondents pointed that officers worked for an average of 7 to 8 hours.

Moreover, table 3 also shows that 65% of the total respondents asserted that office attendants worked effectively for an average of 3 to 4 hours per day. On the other hand, 12.5% respondents declared that office attendants in public office worked for about 5 to 6 hours per day.

Furthermore, the findings show that 40% of the respondents declared that drivers in government offices were effectively utilized in service delivery for about 1 to 2 hours per day. On the

other hand, 27.5% of them perceived that drivers were effectively utilized in service delivery for almost 3 to 4 hours per day. However, 10% of them asserted that drivers were fully engaged in service delivery for about 7 to 8 hours per day.

The research findings noted among other things that there was wastage of time due to poor management in some work category. The least effectively utilized work category include drivers, whose effective utilization could be enhanced by managers reviewing their job descriptions to include other works such as that of messenger and registry. The findings tally with Ashkenas, R. and Schaffer, R. (2011) who said that although managerial time wasting was recognized as enormous long before any one thought of quality circles. The problem remained unsolved due to the fact that managers attend long – meetings, unnecessary telephone calls and tasks that could be turned over to their subordinates or secretaries. As a result, managers failed to perform strategic decisions of the Organization.

On the basis of the above explanations, hours in which employees were fully engaged in service delivery are as follows:- drivers were ineffectively utilized (1 to 2 hours) followed by office attendants 3 to 4 hours per day and officers of all level (5

to 6 hours per day). The findings confirm with the Nyerere’s views who pointed out that *it would be appropriate to ask our farmers, especially the men, how many weeks a year they work; many do not work even for half as many hours as the wage earner does* (Nyerere, 1977:29). Furthermore, the findings show that not only farmers, but also government employees fall in the same trap.

3.4 Limited scope of job descriptions influencing working hours

Table 5 provides a summary of responses on whether or not limited scope of job descriptions influences the number of hours employees spend at workplaces. The data were collected through structured interviews and questionnaires from 40 respondents amongst being operational staffs (Drivers, Office attendants, Secretaries and security guards), academic staffs (Tutorial Assistants, Assistant Lecturers, Lecturers and Senior Lecturers) and Officers from both Local Government Training Institute and Prime Minister’s Office - Regional Administration and Local Government.

Table 5: Limited scope of job descriptions influencing working hours

Responses (n = 40)	Percentage
Yes	50.0
No	10.0
Not known	40.0
Total	100.0

Source: Field data, 2010

The findings on limited scope of job descriptions influencing working hours show that 50% of the respondents confirmed that limited scope of job descriptions were among the factors influencing few working hour. This was supplemented by examining the job description of a driver which was found to include the following task: - driving the government vehicle; ensuring the security of the vehicle; undertaking minor maintenance and keeping proper records on the use of vehicle by filling in the logbook. On the basis of it, there is adequate evidence that drivers’ job description is among the cause for spending few hours at workplace. On the other hand, 40% of the respondents were unaware on whether or not limited scope of job description influenced the number of hours an employee spends at workplace.

From the above analysis, it is concluded that limited scope of job descriptions hinders effective utilization of certain work category of employees including drivers. The findings tally with the study of McNemar, T. (2011) who concluded that effectively

developed job descriptions are communication tools that are significant in any Organization’s success. Poorly written employee job descriptions, on the other hand, add to work place confusion and make people feel as if they don’t know what is expected from them.

3.5 Suggestions on soliciting employees' commitment

Table 6 summarizes respondents’ suggestions on ways through which employees’ commitment to expand working hours in particular and service delivery improvement in general. The data were collected through structured interviews and questionnaires from 40 respondents amongst being operational staffs (Drivers, Office attendants, Secretaries and security guards), academic staffs (Tutorial Assistants, Assistant Lecturers, Lecturers and Senior Lecturers) and Officers from both Local Government Training Institute and Prime Minister’s Office - Regional Administration and Local Government.

Table 6: Suggestions on soliciting employees' commitment

Responses (n = 40)	Percentage
Increase of salary and allowances	15.0
Appreciation and other rewards	17.5
creating good working environment	22.5
Enhance job satisfaction	27.5
Frequent training	17.5

Total	100.0
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Source: *Field data, 2010*

According to the findings on suggestions on soliciting employees' commitment 27.5% of the total respondents reveals that job enhancement among the employees would contribute to soliciting employees' commitment towards expanding their working hours and service delivery improvements. Also, 22.5% of the total respondents mentioned good working environment is among the conditions for imploring employees' commitment in an organization. Moreover, 17.5% of them state that appreciation, recognition and rewards would influence workers commitment in job performance. On top of it, the other 17.5% mentioned frequent training as a factor for improving employees' commitment. On the other hand, 15% of them were of the views that salary and other allowance increase would lead to the attainment of the same.

The findings tally with Armstrong, M. (2005:25) who pointed out that human resource management is composed of policies that promote mutuality; mutual goals, mutual influence, mutual

respect, mutual rewards and mutual responsibilities. The theory is that policies of mutuality will elicit commitment which in turn will yield both greater economic performance and greater human development.

3.6 Balancing organizational and employee's objective realization

Table 7 provides a summary of responses on whether the organizations balance the realization of organizational and employee objectives. The data were collected through structured interviews and questionnaires from 40 respondents amongst being operational staffs (Drivers, Office attendants, Secretaries and security guards), academic staffs (Tutorial Assistants, Assistant Lecturers, Lecturers and Senior Lecturers) and Officers from both Local Government Training Institute and Prime Minister's Office - Regional Administration and Local Government.

Table 7: Balancing organizational and employee's objective realization

Responses (n = 40)	Percentage
Yes	40.0
No	60.0
Total	100.0

Source: *Field data, 2010*

The findings on balancing organizational and employee's objective realization depicts that 60% of the total respondents said the public organizations did not make attempts to balance between organizational and employee objective realization. However, 40% of them were of the views that the organizations made attempts to rebalance between organizational and employees' objectives realization.

Basing on table 7, although there seems to be an attempt to balance the two, majority of the respondents didn't visualize it. Thus, this contends also that there were no attempts made by employers' to balance the realization of Organization and individual goals, hence this lead to conflict of interest in goals realization.

The findings of the study does not tally with Torrington, D. e tal (2005:25) who emphasized the need to constantly re-balance

between meeting human aspiration of the people and meeting the strategic and financial needs of the Organization.

3.7 Organizational attempts to balance objectives realization

Figure 2 summarizes the responses concerning organizational attempt to balance between organizational and individual objectives realization. The data were collected through structured interviews and questionnaires from 40 respondents amongst being operational staffs (Drivers, Office attendants, Secretaries and security guards), academic staffs (Tutorial Assistants, Assistant Lecturers, Lecturers and Senior Lecturers) and Officers from both Local Government Training Institute and Prime Minister's Office - Regional Administration and Local Government.

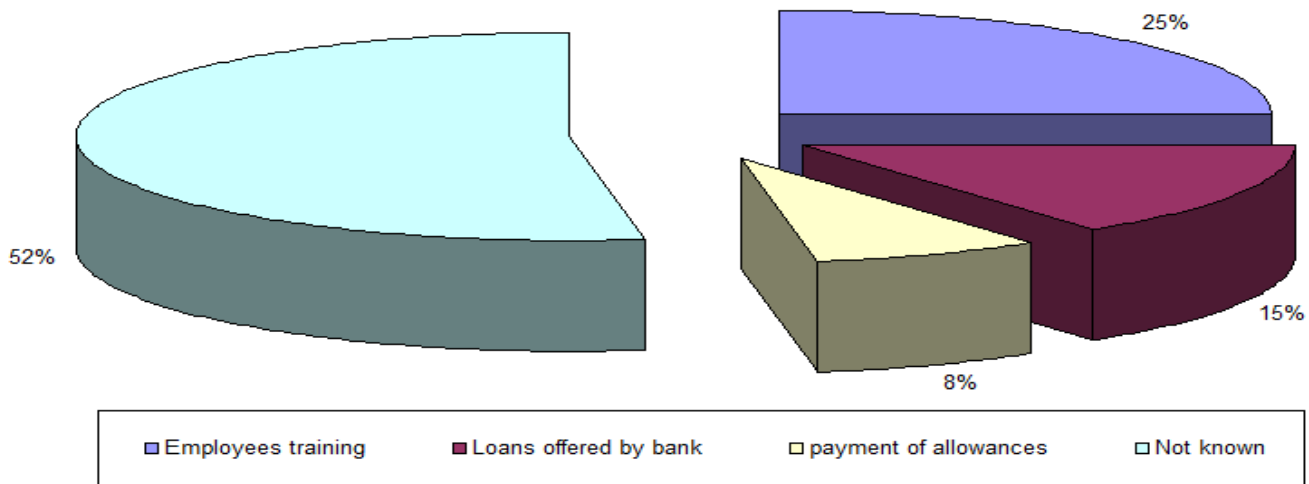


Figure 2: Organizations' attempts to balance objective realization

Source: Field data, 2010

Quarter (25%) of the total respondents pointed out that employees' training supported by the organizations is among the attempts made by the Organization to balance between the two (organizational and individual objectives realization). The main argument was although training leads to the achievement of organizational goals, but at the same time knowledge, skills and attitude acquired in the training are useful to an individual employee in terms of promotion and search for greener pastures. On the other hand, 15% mentioned loans offered by financial institutions guaranteed by organizations as another obvious attempt by the institutions to balance between the two. However, 52.5% of the total respondents were not aware of any attempt made by the institutions in its effort to balance between the organizational and employee objectives realization.

3.8 Suggestions on striking the balance

Table 8 recaps the responses on the suggestions to strike the balance between the organizational and an employee objectives realization. The data were collected through structured interviews and questionnaires from 40 respondents amongst being operational staffs (Drivers, Office attendants, Secretaries and security guards), academic staffs (Tutorial Assistants, Assistant Lecturers, Lecturers and Senior Lecturers) and Officers from both Local Government Training Institute and Prime Minister's Office - Regional Administration and Local Government.

Table 8: Suggestions on striking the balance

Responses (n = 40)	Percentage
Development of clear and reliable incentive schemes reflecting employees needs	15
Review JDs, identify employees objective and prepare plans for implementing it	62.5
Establish effective two ways communication	17.5
Those who did not answer	5
Total	100.0

Source: Field data, 2010

According to the findings on suggestions on striking the balance in table 8, 62.5% of the total respondents pointed out that reviews of job descriptions, identification of objectives or needs and preparation of plans to accomplish the same as among the ways of striking the balance between organizational and an employee objective realization. Moreover, 17.5% of them mentioned establishment of effective two ways communication to be among the suggestions for striking the balance between the two. Also, 15% of the total respondents cited development of clear and reliable incentive scheme reflecting employees' needs as a means of striking the balance between the two.

On the basis of data in table 8, review of job descriptions, identification of objectives or needs and preparation of plans for accomplishment, establishment of effective two ways communication and clear and reliable incentive scheme reflecting employees' needs are among the ways through which a balance between the two can be realized.

IV. CONCLUSIONS AND RECOMMENDATIONS

4.1 Conclusions

On the basis of the above findings, it was learned that human resources in the public organizations are not fully utilized in service delivery. The reasons for it include inter-alia: - few tasks assigned to certain category of employees, truancy and presentism behaviour, limited scope of job descriptions and Perdiems allowance triggering workers to scramble for field rather than office works. Such allowance is in most cases discriminative, leaving majority demoralized.

The ineffective human resource utilization is reflected but not limited to among other things, the number of hours employees do spend in actual service delivery. The findings show that officers are fully engaged in service delivery for an average of 5 to 6 hours and office attendant work for average of 3 to 4 hours per day. Furthermore, assuming they are not on safari and only engaged government activities, drivers are fully engaged in service delivery for an average of 1 to 2 hours per day.

Moreover, it was noted that although organizations provide training to their employees, guarantee bank loans and pay allowances to the employee as a way of contributing to the objective realization, yet majority of respondents did not conceive them as attempts to balance between the two. It was explained that the organizations neither carried out survey to identify employees' needs/objectives nor established reliable incentive schemes for the employees.

4.2 Recommendations

In order to address the above situation, the paper recommends that the employers (especially human resource officers) should review employees' job descriptions so as to widen their respective scope. In case of drivers, their job descriptions should include extra driving activities such as: - driver-cum messenger, clerical activities and receptionist. Failure to abide to it, implies that public organizations will continue to have a large number of employees who are paid only for attending at their respective workplaces rather than for their performance.

Also, per diem allowances should reasonably be reduced to cater only for necessary payments such as hotel accommodation, daily traveling and meal allowance. Such, will discourage unnecessary scrambling for traveling and leave enough resources for other organizational activities.

Moreover, in order to motivate, retain and contribute to the realization of organizational objectives, there should be a balance between the two. To achieve it, respondents suggested the following: - clear and reliable incentive schemes reflecting employees needs should be developed; job descriptions be reviewed; employees objective identified and plans for implementing be prepared and establishment of effective two ways communication.

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