FACTORS INFLUENCING PROMOTION AND OR APPOINTMENTS OF POLITICAL APPOINTEES IN TANZANIA

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ABSTRACT

The discourse of political promotion and or appointment in work places has been doubtful for many decades. Despite many literatures narrating on the various systems of promotion, yet the perception of workers on credentials used for promotion has not been reflecting what ought to be done in accordance to the management professionalism. The study entails to find out if competence based was among the credentials used for appointing or promoting workers in work places. It further seeks to find out if appointment of political appointees was perceived to be, competent based. Therefore, this paper provides findings on the perception of workers on factors perceived to be used for promoting or appointing political appointees in Tanzania. The study used a purposeful sampling of a focus group of workers pursuing MBA degree at the Tumaini University. The students are employees of different places in Tanzania ranging from public and private sectors. The respondents emanates from 19 regions of Tanzania. The total sample of students was 40. Interview and questionnaire were the leading data collection strategies. Excel was the tool used for data presentation. The findings reveal that most workers perceive that promotion and appointments is related to religion relationships, intimacy relationships, corruption and tribalism.

KEYWORDS: Appointments, Executives, Leaders, Promotion.

1.0 INTRODUCTION

Credentials used for appointing and promoting political leaders have been doubtful the world over, and specifically Africa. Some do link the appointments of the people in various places with the religion of appointing authority. Some relate with the competence of the appointees. Some relate the submissive nature of the appointee to the appointing authority. In addition, some relate the appointment of various leaders and workers in relation to intimacy relationships among the two- the appointing authority and the appointee. Before we indulge into enumerating to our discussions, it is worthy to define some key words used in the study. Norman (2010) provides that academic papers should be written in the language that could be understood by most people without need of being professional in that area. He adds that definition of terms should be provided to enable readers understand the context of the literatures.
In political arena, appointment refers to the nomination made by the respective authority through anonymous mode, of a person presupposed to be eligible to execute the desired post. Normally, there is no probation period for such post. However, most of these appointments are contractual in nature of a period prescribed by the rules, regulations or laws of the land. Some of these posts are executed in conformity to the tenure of the appointing authority, and this is more valid to the nominations made by the President for the Presidents’ lower echelon such as regional commissioners, district commissioner and ministers in Tanzania, Kenya, Uganda and Burundi, whose tenure expires pending the presidency expiry.

Promotion refers to the process of undertaking a higher level of job opportunity in the same organisation. However, in modern world people would use the word promotion to simply mean seconded to a higher post. The difference between promotion and appointments is that normally promotion can be done through application, while appointments are normally done without prior application. In addition, most promotions have awareness of the person promoted due to prior application, while appointments are anonymous. The processes for promotion are much similar to the selection as a process in human resource management (woodruffe, 1990; Furnham, 1990).

The term leadership can be defined as the ability to persuade others willingly to behave differently for achieving the task set for them with the help of the group (Armstrong, 2003: 199). Leaders in modern governments are source of vision, policy formulation and strategic developments. They can influence policy change and thus their abilities in expounding various issues are very important in determining the developments of their countries. Executives on the other hand include leaders of companies, government agencies, independent departments, and parastals. In most case, the term Chief Executive Officers ought to mean head of organisations that work for profit. However, currently the term literally mean head of organisation.

Most studies have covered a lot on the factors for recruitment, selection, and placement (Armstrong, 2003). However, few studies have covered the nature of appointment and the credentials used for the same in work places or political spheres. Hence, this study has attempted to find out factors perceived to be the cause for appointing and promoting political leaders in Tanzania. The essence of the study lies on the fact that if workers and in particular students would not link competence versus selection or recruitment or appointment, then the demise to studying hard will be jeopardised. The rest of the paper is organised as follows: Background to the study, literature review, methods and data, results, discussion of findings, and the conclusions.

2.0 BACKGROUND TO THE STUDY

The development of African countries is dependent on how well placement is made of various posts/vacancies (Norman, 1999: 26). A well placement mode justifies the utilisation of personnel available in the named country. African as a continent is endowed with most valuable minerals than most continents known in the world. Yet the pace of development does not suggest that the continent is well endowed with such valuable mineral. Norman
(1999) reveals that even some disparities observed in Africa suggest lack of utilisation of the work force found in the land, or suggest absence of the workers’ development and use in such countries. It is the fact that developing manpower/personnel is one thing and utilising them is another. Democratic Republic of Congo is a leading country in terms of gold, diamond and bauxite endowment in Africa. Yet it is not the first in terms of development. Some countries such as Mauritius and Kenya are ahead of countries like DRC and Tanzania despite the two being the first and third in various mineral endowments in Africa.

The extent of training personnel certainly suggests one of the fundamental aspects that need to be observed by African governments and private sectors. In the past, particularly during colonialism African under development was linked with few educated personnel, among others. Most findings reveal that African economic development has kept diminishing years over. Some propositions can be made in relation to the situation: 1) that educated African have not been able to be used effectively 2) the areas to which the education is oriented is not problem solving 3) that although educated personnel have acquired problem solving skills, yet they are not used by the authorities vested with power to do some appointments.

There can be many propositions in the same area. Propositions are line of logical thinking. These need to be substantiated with the scientific study to find out what people perceive to be the factors used for appointing and or promoting various cadres in public and private sectors in Africa. The perceptions can be solicited from people of various backgrounds. This study, however, has opted to observe the perception of the elite group of people. The group that holds a minimum of bachelor’s degree. We all know there can be different response among the perceptions of the people pending the background of respective sample.

The importance of the study stems on the fact that if the appointment of the political appointees are not based on viable credentials, then the underdevelopment of Africa should be obvious. We do not expect incompetent personnel to render development in any organisation, which that person works or heads but the reverse is true. On the other hand, if the incompetent personnel have presupposed to bring development on a certain organisation then it should be by accident and in other words that development cannot be justified.

These appointees serve as think tank of the government and private sectors in various decisions. While politicians make most of fundamental decisions in various countries, the origin of the same emanate from professional personnel. Hence, both professional personnel and politicians need to be appointed with observance of the credentials that suggest development. An attempt of pushing any of these cadres without articulating development credentials would mean killing the economy and hence development of the country. Therefore, it is proper political appointments and promotion of leaders in various places in the country governing regime that lead to good governance.
Therefore researches in this area is vital to set literatures that would held the appointees to first realise what is felt by those not in appointing cadre. Second, to utilise the study in the manner that will enhance an open, predetermined appointments.

We have served in various political, academic and other professional careers. In addition, we have noted at times, what people say regarding some appointments and promotion, which seem not to conform to the expectations of the people. It is therefore crucial that scientific studies would always be vital in helping humankind in attempting to solve societal problems using fact-findings obtained in researches.

The appointees are the policy makers, project planners, and strategic creators (Sisson, 1990; Hendry and Pettigrew, 1990). It can be reiterated that the weak policy makers the weak the planning and thus the dwarf the development hence underdevelopment.

3.0 LITERATURE REVIEW

Development requires proper utilisation of personnel among others (Norman, 1996:56; Todaro, 2004). The essence of proper utilisation of the personnel depends on the availability of the same. Hence, one of the challenges that face Africa is educating its people in areas that are problem solving. Education must be problem solving in its nature. Education that does not deal with equipping people with abilities to sustain the environment they work in is questionable (Norman, 2011; 2010; Andindile, 2009).

Many authors have set up criteria for boosting performance in work places. The criteria are meant to find competent people in doing the jobs. A person competent to do the same, having attained the prescribed credentials, should do each job. In this view, governments and other organisations obtain and retain the skilled, committed and well-motivated workforce it needs. In this line Becker et al (1997) asserts that the development of workers, which involve the development of high performance systems, which enhance flexibility and include rigorous recruitment and selection procedures, performance-contingent, incentive compensation systems, and management development and training activities linked to the needs of the organisation, which is development. Competent personnel are expected to start with good intentions including developing priorities, short-termist and so forth. Competent personnel should also identify bottlenecks such as lack of support from line managers or leaders of the same cerebra, inadequate infrastructure of supporting services, lack of resources, resistance to change, and climate in which employees do not trust management (Gratton et al.1999). Generally human resource management systems can be the source of organisational capabilities that allow firms to learn and capitalise on new opportunities (Ulrich and Lake, 1990).

3.1 SOME TIPS TO PROFESSIONAL PROMOTION

Generally, there is a consensus that a person that is promoted has proved to do a good job. However, some managers have come up with factors perceived to be considered for professional promotion. One of the key factors in getting a promotion is to be a stellar employee who is highly respected at the organisation (Norman, 1997).
The highly adept of the skills creates a reputation of the employee or a leader. Hence working with notable expertise demonstrated through hardworking can help secure a promotion or an appointment of higher job. Other factors accepted as the key for promotion and or appointments to new job include:

DO A GOOD JOB. How you perform in your current position is going to be important when you are considered for a promotion. Excellent performance reviews and your reputation as an above-average employee will carry a lot of weight when the organisation is making staffing decisions.

BE A TEAM PLAYER. Volunteer to help with new projects in the office. Volunteer for committees or task forces. Offer to help the leader and co-workers whenever time permits. You will be known as a team player and an individual that colleagues want to work with. You need to utilise all your abilities as if you are working for last day. Let your presence be felt by your colleagues because of hardworking and or efficient work you render on the day-to-day basis (King, 2005). Some authors have provided some factors or credentials perceived important for promotion and or appointments. The list includes (Norman, 1999; Atwood, 1994; Armstrong, 2003).

DO NOT MISS WORK. Norman (2009) alerts that the management of time is the key in ensuring utilisation of the hours made for our jobs. Be on time for work and do not take more time off than you are allocated. Normally, behaviour is shaped. The more you become keen in time observance in tender years of your employment the better will be your future. If you are known as a slouch and someone who misses more work than is appropriate, it will be held against you.

IMPROVE YOUR LEVEL OF EDUCATION. This is fundamental in most places and in particular Tanzania, where a head of department is expected to have a master degree qualification. If the organisation offers opportunities for professional development, classes take advantage of as many as you can. If your skills need updating or advancing, take continuing education or college classes. This way, your technical skills will be top level.

NETWORK. Networking literally means be linked to people, create friends, be good in good things and traits to many people as possible. Attend company parties and gatherings. The more connected and engaged you are with your colleagues, the more they will know about you and the more you will stand out when it comes time to consider you for promotion. Managers are more likely to promote an employee they know well than a random applicant they do not know much about. A mere being good in academic credentials may not necessarily give you a valuable advantage if you are not known (Norman, 1996).

FOLLOW THE APPLICATION PROCESS. Do not presume you are going to be promoted or get the job. The company may be considering external candidates as well as other employees for the job. Also, do not presume that the hiring manager or department
manager reviewing your qualifications will know your background. Take the time to update your resume and to write a targeted cover letter for the job you are interested in. Follow the application process, if there is a formal procedure for applying for internal job postings.

COMMUNICATE YOUR PERFORMANCE. If you are a politician or political appointee, keep on updating the appointing authority on your progress. Present reports and achievements. Do not take for granted that they know what you are doing. Governments work through papers. It is reports formally presented that will alert the appointing authority on the performance. You may do it for fun if laws do not stipulate it, but it will finally help in decisions related to promotion and new placements.

DISCUSS WITH YOUR BOSS. Be sure to let your boss know that you are vying for a new position. You will want him or her on your team, because your references will be checked. Do offer to help with the transition if you are selected for promotion.

Generally, promotion and appointment to new jobs within or without the organisation is considered to observe competency related human resource management, which echoes efficiency and effectiveness of the worker rather than whims, hearsay or speculation (Armstrong, 2001).

Boyatzis (1982) developed a concept of competency through research where he argued that there was no single factor but range of factors that differentiated successful from less successful managers/leaders. The concept is summarised as competency as a capacity that exists in a person that leads to behaviour that meets the job demand within the parameters of the organisational environment and that, in turn, brings about desired results. In support of this Smith and Lee (2007) considers that evaluation of employees performance should prevail for realising workers for promotion and appointments, among others.

There a number of authors, that have come of with articles relating to promotion and appointments. At best, both indicate that there is a set of credentials for appointing and promoting workers. The credentials show that among the factors for consideration are interviews, application blanks, resumes, oral examinations, written examinations, situational judgment tests, assessment centers, personality tests, evaluation of prior experience and biodata (Ash and Levine, 1985; Cole, Rubin, et. al., 2007; Eleftheriou and Roberson, 1999; Gatewood and Field, 1998; Hunter and Hunter, 1984; Lievens, Buyse, and Sackett, 2005; McDaniel, Bruhn-Finnegan, et. al., 2001; McDaniel, Whetzel, et al., 1994; Morgeson, Campion, et al., 2007; Rothstein, Schmidt, et. al., 1990; Sackett, 1998; Schmidt and unter, 1998; Stokes and Cooper, 2001). While the focus of literature on promotion systems is their validity in predicting performance, another factor to consider is the length of time that a system will continue to be used.

4.0 METHODS AND DATA

The study employed a case study design where a focus group strategy was opted. The group consisted of 40 employees of various organisations in Tanzania studying master
degree program at Tumaini University. The use of Excel was vivid in presenting and analysing the data, coding and interpreting. The use of figures, percentiles and charts has been possible in summarising the data. The study was descriptive in nature and used mixed methodologies of data collection. The interview and questionnaire were the leading data collection strategies.

RESULTS AND DISCUSSION

The results have indicated that most employees perceive that promotion and or appointments to various vacancies by the political regime are solely dependent on religion, intimacy, partisanship, tribalism and corruption. The percentages indicate that all 40 employees indicated that the four items were the leading influences. The ranking indicate that most workers feel that appointment to the political positions was based on the religion, followed by intimacy, partisanship, corruption and tribalism. (see table 1).

### TABLE 1: NUMBER OF RESPONSES ON FACTORS INFLUENCING PROMOTION/APPOINTMENTS TO POLITICAL POSITION IN TANZANIA

<table>
<thead>
<tr>
<th>S/NO</th>
<th>Influencing factors</th>
<th>Responses for</th>
<th>Percentage for</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Religion</td>
<td>40</td>
<td>100.00</td>
</tr>
<tr>
<td>2.</td>
<td>Intimacy</td>
<td>40</td>
<td>100.00</td>
</tr>
<tr>
<td>3.</td>
<td>Partisanship</td>
<td>34</td>
<td>75.00</td>
</tr>
<tr>
<td>4.</td>
<td>corruption</td>
<td>29</td>
<td>72.50</td>
</tr>
<tr>
<td>5.</td>
<td>Tribalism</td>
<td>3</td>
<td>7.50</td>
</tr>
</tbody>
</table>

Source: Field data, indicating the factors perceived to influence the appointment or promotion to political position in Tanzania. The data indicate that tribalism is minimal in Tanzania compared to the influence of religion, and intimacy.

### CHART 1: THE EXTENT OF INFLUENCE OF FACTORS IN THE POLITICAL APPOINTMENTS
In Tanzania, it has been learnt that elites group consider that the appointment to political position is based on the intimacy and or religion of the appointing authority or those seconding the name to the appointing authority. The study had 40 respondents drawn from 19 regions out of 25 found in Tanzania during the year 2009. The responses indicate that 100 percent were in the opinion that intimacy and religion affiliation are perceived the leading factors. The females were 16 among the population sample. On the analysis of data of females alone, they opined that women can be linked to a certain man in relation to the promotion or appointment. On these two factors further study need to be done to incorporate women politician seconded into various posts and assess what are the opinion regarding the promotion and appointments.

The study further revealed that other factors perceived to influence promotion/appointments to the political position are partisanship and corruption. The factors were opined by 34 and 29 respondents’ equivalent to 85% and 72.5% respectively. The respondents indicated that positions such as Regional and District Commissioners were highly verdict of ruling political party affiliation. The opinion seem to be backed also by opposition political parties in Tanzania who during the process of Constitution change they several times indicated that they were not comfortable with Regional Commissioners and District Commissioners organising meetings for the Constitution as were the ruling party political cadres.

In addition, it was noted that three respondents mentioned tribalism. The response is equivalent to 7.5% of the total respondents. This suggests that in Tanzania tribalism is minimal.

Source: Data analysed through cluster indicating the percentages of influence perceived to alter the appointment or promotion of political appointees in Tanzania. In Tanzania, intimacy and religion are perceived to be the leading factors considered for to appointment of political position.
5.0 CONCLUSION

The appointments or promotion to political positions in Tanzania is perceived to be influenced by religion affiliation, intimacy relationships, corruption and partisanship. We have noted also that tribalism has no room in Tanzania. Certainly, it is important that appointing authorities in Africa could develop credentials for appointing political appointees, which will be observed by any person wishing to do so. The credentials for appointing political leaders are crucial because leaders of this nature are the cornerstone to policy development, planning, resource utilisation, strategic development and thus alleviation of poverty. Even when they do not write policies directly, the final decision on the way forward comes from the political appointees. Developments are crucial, and can easily be attained through proper utilisation of readily available resources. To achieve this, competency based promotion and appointment is vital. We therefore recommend that further study need to be conducted to find out what are the factors considered for appointing political appointees by the appointing authorities in Tanzania. The thrust of the study should be seeking responses from the appointing authorities. In addition, the study could link the factors considered for the appointment of political leaders with development of the nation. The study such as this would be the key in realising the factors from the mouth of the horse rather than perception of people who do not do the appointing.

6.0 REFERENCES


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