

External Recruitment and Staff Retention Dilemma at Dar es Salaam University College of Education, Tanzania

Lilian L. Kimaro¹

¹kimarolilian09@icloud.com

¹Mzumbe University, Dar es salaam Campus College, Tanzania

ABSTRACT

This paper describes the scenario of external recruitment and staff retention dilemma at Dar es Salaam University College of Education (DUCE) as experienced between 2021 and 2023. In a similar period, a newly appointed Principal of the College, immediately started to analyze the issue with intention to sort it out by conveying regular meetings with the Head of Departments and senior staff. The case investigated the root causes behind the increased turnover rates among academic staff at DUCE, specifically the case explored the effectiveness of the institution's recruitment policy, weighing the advantages and disadvantages of hiring from external sources versus promoting employees internally. Using the Resource-Based View (RBV) and Equity Theory as guiding frameworks, the study examined the implications of both recruitment strategies on employee morale, satisfaction, and the institution's overall credibility. The business case adopted analytical approach in order to present the event or situation of external recruitment and staff retention dilemma in the College as well as the actions and decisions which were implemented against the problem. The qualitative data were collected by this business case through discussion with the protagonists and analyzed using qualitative methods of explanation and discussions. The research employed a decision-making case design and qualitative approach, involving interviews with 5 key administrative members at DUCE, documentation was used in reviewing the secondary information such as turnover rates statistics and recruitment policy. Findings indicate that external recruitment, while beneficial for bringing in top talent and enhancing the institution's credibility, has demoralized internal staff, leading to higher turnover rates. Conversely, internal promotions enhance employee satisfaction and commitment but may not always meet the qualifications required for senior positions. The study concludes that a dual recruitment strategy, which balances internal promotions to boost morale and external hiring for specialized expertise, could be an effective solution to address the turnover dilemma. Recommendations include developing a robust internal control system, investing in staff capacity building, and aligning recruitment practices with government policies to ensure the institution's long-term sustainability and growth. In view of this, the business case proposes that the management need to strike the balance between the external recruitment objectives and the internal staff promotion procedures while keeping the employee retention system in place.

Key words: Dar es Salaam University College of Education, External Recruitment, Internal Promotions, Staff Retention

I. INTRODUCTION

For the past decades the public education institutions have been facing the challenge of high turnover rates the thing which hinders the growth of the education industry in Tanzania. Higher Education Learning (HLE) Institutions in Tanzania have been regarded as the among of the key sources of professional labour in the country, thus these institutions have been focusing on hiring as well as retaining top talents so as maintain and protect their credibility. The increasing turnover rate among academic staff at the Dar es Salaam University College of Education (DUCE) has become a significant concern, particularly for the newly appointed Principal. Despite DUCE's favorable working environment and the incentives provided to employees, the institution has experienced a persistent rise in staff departures to other institutions. This trend has posed a substantial challenge to the College's productivity and its ability to achieve its vision, mission, and objectives.

Despite the fact the challenge of high turnover rate has been incapacitating the college for the past five years, the outgoing principal left the issue of staff turnover unaddressed, leaving the incoming Principal to confront the problem. The growing turnover has adversely affected DUCE's performance, as the loss of skilled personnel creates gaps that are difficult to fill through external recruitment. This has led to disruptions in the College's operations and a potential decline in academic standards. The situation is of particular urgency as the College's Governing Board awaits a comprehensive report from the management, addressing the causes of the staff turnover and proposing effective solutions. By examining the underlying causes of the turnover and evaluating the effectiveness of current recruitment and retention strategies, this study seeks to provide actionable recommendations for addressing the issue and enhancing the College's ability to retain top talent.

1.1 Case Background

The challenge of retaining staffs in the public institutions has forced organizations to look for the alternatives of covering the human resource gap, as the competition in the labour market for the experienced staffs is getting intense institutions have been forced to introduce strategies of handling the labour gap (Sirili & Simba, 2021). The high pace of turnover rate among the public institutions, have raised the demand for having the external recruitment policies which can intensify the ability of the institutions to cover the human resource gap (Frumence et al, 2018). External recruitment introduces new skills, perspectives, and innovations that can be critical for organizational growth and competitiveness. However, it can also lead to internal tension and dissatisfaction among current employees who may feel overlooked for promotions or new opportunities (Issaya, 2017).

Social service revolutions happened in Tanzania during the late 1980s led to the increase of private investors in the social services delivery industry. The increase of investors in the social delivery industry of Tanzania not only provided the employment opportunities but it also threatened the ability of the public institutions to retain their top talents. As the costs of retaining employees began to go higher, institutions started to review the other options including focusing on the external recruitment programmes (Mongi, 2019). This shift was aimed at filling critical roles with new talent that could bring fresh perspectives and skills, although it also introduced new complexities in managing and integrating these recruits into existing organizational structures (Ahmed & Hamza, 2019).

Among of the public service delivery industry which have been affected the high turnover rates of the staffs is the education sector, for the past decades Tanzania has experience the high increase of the private education institutions the thing which has unlocked employment opportunities for the education officers and administrative staffs. Even though the labour market is full of new talents, private education institutions have been preferring employees who have working in the public institutions due to their high level of experience (Kiko, 2011). Due to this challenge Higher Learning Education (HLE) institutions operating under the public sector umbrella started to face stiff competition from the private education institutions in retaining the star performers (Timotheo, 2019).

Changes in the Public Servant Act of 2002 provided the public institutions with the opportunity of recruiting employees from the external source through the contract-based employment programmes, external recruitment programmes allowed the HLE institutions to recruit part time staffs to cover the human resource gap. These external recruitment programs were particularly advantageous for institutions facing challenges in retaining full-time employees, as they allowed for a more dynamic and adaptable workforce. By bringing in external expertise on a contractual basis, public institutions could fill critical roles while managing costs. New recruitment policies became the relief to the HLE institutions in handling the impact caused by the high pace of turnover rate as public institutions started to hire external staffs (Timotheo, 2019).

Allowing employees to live in search for greener pasture comes with the challenge of filling the void left after there exist, the fact that the required employees to cover the gap left needs to have the certain skills it forces institutions to hire employees from the external sources the thing which demoralize the available labour power (Kaur, 2017). While this approach is necessary to maintain operational efficiency and meet organizational goals, it can also have unintended consequences on the morale of the remaining staff. The perception that external candidates are being favored over internal promotions can lead to dissatisfaction, reduced motivation, and a sense of undervaluation among current employees (Mgaiwa, 2021).

HLE institutions have standards which employees must meet for the aim of being appointed to cover the open positions whether in the managerial roles or the teaching roles, the fact that in most cases employees resigning from their positions are the ones with high experience and well educated it makes hard for the existing employees to fit in the employees unless the management decides to hire from the external sources. These departures create significant gaps that are difficult for existing employees to fill, as the vacant roles often require a level of expertise and qualifications that many internal candidates may not yet possess (Amani & Komba, 2016).

Hiring staffs from the external sources is always very challenging considering the fact that it limits employees' growth and if not well managed it can exaggerate the chances of turnover for the existing employees. Reliance on the external recruitment in the HLE institutions helps the institutions in maintaining the education standards instead of relying on the existing staffs who do not have qualifications demanded in teaching the higher learning students. On the other hand, the perception that external candidates are being brought in to fill positions that internal employees aspired to can lead to feelings of undervaluation, reduced motivation, and even increased turnover (Al-suraihi & Siti, 2021).

Employee retention is among of the most crucial issue for organization growth specifically in the sectors where skilled labour is essential for maintaining as well promoting operational efficiency. Employee are more likely to stay in the institutions which they feel more valued and their efforts are recognized, among of the primary caused for the high rate of turnover is the poor recognition policies as well as the limited chances of growth. The constant need to

replace the most qualified employees through external recruitment not only disrupts the continuity of institutional operations but also adds to the challenges of maintaining a motivated workforce (Amani & Komba, 2016).

The industry of the Higher Learning Education (HLE) within which AKU belongs is the top layer of Tanzania's education sector. Tanzania's HLE institutions play four great roles namely; providing high level manpower needs of the society, providing new knowledge and diffusing it into the national economy and providing services to the community and providing employment to the community (Tanzania Commission for the Universities -TCU, 2023). These institutions are made of the tertiary institutions which offer the courses that lead the individuals becoming semi-skilled (holders of Technician certificates to Ordinary diplomas) and the University institutions which offer the courses that lead individuals to become fully skilled (holders of Bachelor degrees, Master degrees, and Doctoral degrees) (TCU, 2023). All tertiary institutions and courses they offer are registered, accredited, and supervised by the National Accreditation Council for Technical and Vocational Education (NACTVET). Meanwhile, the Universities are registered and supervised by the Tanzania Commission for Universities (TCU, 2023).

By June 2023, there were about 537 HLE institutions in Tanzania which comprised 483 tertiary institutions (equal to 89.9% of all institutions and 54 Universities (equal to 10.1% of all institutions). Among 54 Universities, 12 (22.2%) were full-fledged public University Institutions, 20 (37%) were full-fledged private University Institutions, 7 (13%) were public Colleges, 10 (18.5%) were private Colleges, 2 (3.7%) were public University Campuses, Centers or Institutes and the rest 3 (5.7%) were private University Campuses, Centers or Institutes (TCU, 2023). In terms of staffing level, it is estimated that in the 2023/24 academic year there were over 8,507 academic staff in all University Institutions as shown by Exhibit 1. Among them, 2,798 (32.9%) of all staff were employed in the public Universities and were subcategorized further into 852 (30.5%) male and 1,946 (69.5%) female academic staff. Meanwhile, the private Universities had the majority of the academic staff who was 5,709 in total across the country. Among them, 1,676 (29.4%) were male and the rest 4,033 (70.6%) were female academic staff.

Dar es Salaam University College of Education (DUCE) is a public HLE institution which was established in 2005 through the Government Notice number 202 which was published on 22nd July 2005. The establishment of the College was a priority response by the Government of Tanzania to address the problem of acute shortage of graduate teachers and experts in the education sector that had resulted from the rapid expansion of school enrolment. The expansion was due to the successes of the Primary Education Development Programme (PEDP) in 2002 - 2006 and the Secondary Education Development Programme (SEDP I) in 2004 - 2009, among other initiatives (DUCE, 2024). DUCE is located on Plot 324 and 325 Block 'T' Chang'ombe in Temeke Municipality, Dar es Salaam Region, adjacent to the new National Stadium and about 5 km from the City Centre via Kilwa Road. The College consists of 52.97 acres of land. The College also owns an area of 1.17 hectares located on Plot No. 964/1 Block 'V' Mbagala. This strategic location of the College provides opportunities in different areas of investment due to its proximity to City Centre (DUCE, 2024).

The problem of large number of staff leaving their jobs on different occasions and different reasons at DUCE was serious in the period of 2021 and 2022 as show in Table 1. The problem began just after obtaining permission from the Government of Tanzania to recruit large number of new staff externally through vacancy advertisement. As indicated in Table 1, the staff who left the College created a lot of unfilled job vacancies at DUCE which created high workloads to the remained staff which was not easy to bear and high pressure of making fresh recruitment to fill the vacancy posts (TCU, 2023).

Table 1
Total Staff Turnover at January 2021 – December 2022

Months	Left	Not Filled Vacancy
January	8	48
February	4	56
March	5	59
April	3	64
May	6	70
June	0	74
July	1	48
August	8	40
September	9	49
October	10	57
November	2	57
December	5	58
Total	61	

1.2 Statement of the Problem

A high turnover rate presents a significant threat to the academic institution as obtaining employees with the required qualifications is often, for the two 24 months from 2022 to 2024 DUCE has experienced high turnover rates compared to other periods with 58 employees resigning from their positions (DUCE). Even though the opportunity for growth plays a significant role in retaining employees, the integrity of the institutions must be protected by hiring employees with the required qualifications. When employees with high levels of qualifications resign, it puts the management in the dilemma of whether to promote the existing labour power or hire new employees from an external (Amani & Komba, 2016) The existing dilemma revolves around the college's recruitment and retention policies, which heavily favour external recruitment over promoting internal candidates.

As the college Principal is concerned with the root causes of the high turnover rates, the Head Human Resource Department insists on employing external employees to cover the top positions such as senior lecturing positions while the existing employees demand growth opportunities to demoralize employees and foster turnover rates within the institutions (DUCE Human Resource Department, 2024). On the other hand, other administrative members insisted that employees would be promoted only if they met qualifications. Instead of promoting the existing players with fewer qualifications the best option is to hire employees from external sources with a high level of expertise. There is an urgent need to resolve this dilemma, as continued reliance on external recruitment without addressing internal staff development could exacerbate turnover rates, leading to further disruptions and increased costs for the college.

The urgent need to resolve the dilemma is built on the ground that some of the positions in the institutions are yet to be filled as the management has not arrived upon whether to promote the existing staff to cover the positions of hiring from external sources. Even though, the majority of the board members believe that hiring from external sources promotes the credibility of the institutions as it is the methodology used by reputable universities in the globe. Failing to strike the balance between internal promotions and external hires could result in a perpetual cycle of staff departures, escalating recruitment expenses, and a decline in institutional performance, ultimately threatening the college's ability to fulfil its academic mission.

1.3 Initiatives to Tackle the Situation

Before the challenge turnover rate increased as the result of the employees' perceptions of feeling less valued due to the recruitment policy of hiring top talents from external sources, the college administration conducted meetings with the staff representative to explain why the institution had been opting to hire employees from the external sources. The college administration introduced capacity building and development programmes to enhance the capacity of the existing labour power to make them capable of handling positions which demand a high level of expertise. Despite all of these initiatives, staff have been reluctant to agree with the college recruitment policy of hiring from external sources as a result the rates of turnover in the institution have been increasing.

1.4 Research Objective

The objective of the case is to clarify the roots of the increased turnover rate among the academic staff at Dar es Salaam University College of Education. The case specifically aimed at uncovering the followings:

- i. To evaluate the recruitment policy used by the institutions by weighing the advantages and disadvantages of recruiting from external sources or promoting employees within the institution to cover the open position.
- ii. To weigh the costs and benefits of whether to hire from external sources or promote employees within the institution to cover the open position.
- iii. To identify the solution for the existing dilemma within the top manager on which recruitment option to pursue.

II. LITERATURE REVIEW

2.1 Theoretical Review

The case was guided by the two theories of Resource Based View (RBV which indicates the need of obtaining quality resources for the aim of achieving the strategic goals and Equity Theory which indicates the need for promoting fairness and equity in the institution.

2.1.1 Resource Based View

The Resource Based View was developed by Jay Barney in the early 1990s. as the managerial framework used in determining the strategic resources the firm can exploit for the aim of achieving the sustainable competitive advantages. The Resource Based View is the theory which indicated the need of having the proper way of obtaining, retaining as well as allocating resources in the areas which they are highly demanded with the primary goal of

achieving the strategic goals. RBV insists that to achieve the strategic goals of the organization, the management needs to search and retain resources which are valuable, rare and costly to imitate (Wernerfelt & Barney, 1984). In the academic industry specifically the HLE institutions, universities are struggling to hire experts capable of enhancing the institutions credibility and trust in the community.

According to the RBV the management of DUCE sees hiring the from the external sources provides the institution with the opportunity of having the best talents, valuable and rare to be obtained in the labour market. RBV indicates that by recruiting the experts from the external sources guarantees DUCE the opportunity of raising its credibility. RBV cements that Human resources are seen as a critical strategic asset. External recruitment can be a way to acquire unique skills and expertise that are not available within the organization. Hiring from outside can bring in individuals who possess rare or specialized knowledge that can help the institution maintain a competitive edge.

2.1.2 Equity Theory

Equity theory is the theory of motivation which cements that individual in the community are driven by the sense of fairness and equity in the daily social, economic and political activities, the theory was established by John Stacey Adams in 1963. The theory has been directly linked with the field of Human Resource Management as it indicates the need of promoting fairness and equity in the institution. According to the theory employees create a mental ledger of the inputs and outcomes of their job and then use this ledger to compare the ratio of their inputs and outputs to others. According to the theory employees are having the tendency of comparing their input-output ratio to that of others. Perceived inequity can lead to dissatisfaction and reduced motivation (Al-suraihi & Siti, 2021).

According to Equity Theory, the policy of recruiting from the external source demotivates the internal employees who have spent many years in the institution; internal employees feel their efforts in the organization are not well recognized. These employees feel that their long-term commitment and contributions are not adequately recognized or valued, leading to a sense of inequity and decreased morale. This perceived lack of appreciation eventually exacerbates the turnover rates at DUCE. DUCE employees feel that external recruits are receiving better opportunities and rewards than internal staff, leading to feelings of inequity. This perceived unfairness could drive higher turnover rates, as employees seek opportunities elsewhere where they feel more valued.

2.2 Empirical Review

The advancement of information technology has brought to Centre stage the importance of human resource, more than ever before. In a competitive scenario, the organizations who manage better their resources such as work force, they are destined to win. As the cost of making new employee rising every day, the aspect of maintaining the current employees is the strategic decision and implementation concept (Amani & Komba, 2016). Human resource management is the most challenging aspect of the management. The management are required to source and recruit the skilled and experienced staff in all the positions of the organization. The management of the staff is required to be in harmony with the long-term organization goals. The management is required to ensures they have the right person at right place at right time (Arnold et al, 2022)

The study conducted by Abraham and Kaliannan (2023) on the recruitment of employees revealed that, the internal employees become unmotivated and search for other places to work when the recruitments are made to fill the position by obtaining the external employees. As the employees perceive that they have the required attributes to be recruited for the position, then the management decide to opt for the outside option, the employee turnover becomes inevitable. The external recruitment acts as demoralizing agent to the skilled and qualified internal employees. This can also lead into poor compensation and benefits, negative work environment, frustration, constant friction with their superiors or other members, unfair treatment, lack of recognition; challenging job; job security; motivation; and opportunity for career development, and etc. are the main causes of leaving or quitting job by employees. Thus, organization should address these things in time to retain their key employees (Al Mamun & Hasan, 2017)

According to Cable and Furst-Holloway (2018) employees join the organization not only for employment contract. The study revealed that, the employees join the organization for psychological contract. This is the contract which is not written or signed between the management and the employees but needs to be respected. For the organization sustainability and growth, the employer needs to understand and respect the psychological part of the employee and the vice versa. The psychological contract comprises of individual belief regarding the terms and conditions between them and the employers. They emerge when individuals believe that their organization has promised them certain inducements in return for their contributions. These promises may be in terms of salary, promotion and other benefits (Ferdiana & Khoirunnisa, 2023).

The psychological contract is dynamic and changes time to time depending on the level of the and new expectations between the parties. The personality characteristics of those people who are changing their jobs frequently is the de-motivation of the previous job. The de-motivation results into periodic itch create the immediate

need of moving from one job to other job and from one place to another place. The movement of employees is not a systematic phenomenon, but rather it is haphazard. Every employee make movement basing on the situations in hand and the tolerance level (Kamaar, 2018). The staff turnover has become the challenge in majority of organization in current years. The employees move from one organization to the other for the search of green pasture and career advancement. The external recruitment of the respective organizations increases the staff turnover as the internal employees realize the restricted chances to grow in the respective organization (Kiko, 2011)

2.2.1 Technical and Professional Issues Underpinning this Business Case

According to Songa(2018) conducted a study on employee retention and turnover aspects. The study was undertaken in South Africa where four universities were used. The study examined the intrinsic and extrinsic motivational variables influenced the retention of the employees. The study went further by assessing the methods through which the universities could reduce the employee turnover in both public and private sector organizations. The research was aimed at achieving the following objectives: identify and establish the key intrinsic and extrinsic motivational variables being used by selected public and private sector organizations in retaining their employees. The research came with the findings that, the management needs to assess such internal and external reasons and devise the mechanism to eliminate them so as to retain the skilled and qualified employees.

The study conducted by Wassem and Baig (2020) which aimed to assess the effect of the voluntary external turnover in organization performance, where the research used knowledge from audit literature and voluntary employee turnover were it indicates that job dissatisfaction, organizational commitment and alternative job opportunities are relevant to voluntary turnover of employees. The result suggested that the voluntary turnover is accelerated by the availability of jobs in the labor market. People think of leaving their current jobs when they are confident that they could obtain the alternative job. As the result of these employees' attributes, the study recommended to the management of the organizations to assess their retention benefits continuously so as to update them basing to the current market situations. In doing so, the employees could see no need to vacate the job going somewhere else where they could be offered with the same benefits. As the result of this, the management would reduce the rate at which it could be losing its key personnel.

In contrast, other researchers suggested that employee turnover could improve performance. One probable advantage of turnover was the exclusion of poor performing employees (Urme, 2023)On the other hand, Timotheo (2019) proposed that turnover might enhance performance if most of the turnover was by employees with longer or very short tenure. In their study conducted by Sirili and Simba (2021) where the researchers assessed the costs which the organization is ready to sacrifice. These costs are then measured in terms of the return obtained by the organization in terms of profit or cost cutting. If the costs incurred to obtain the employees are lower than the return on such the investments, the management is likely to invest in the respective recruitment and development costs. In cases where the costs outweigh the returns, the organization may hesitate to invest in such staff development.

When the management utilizes the information compiled through the exit interview system, positively it would result in a controlled turnover and develop an effective retention strategy (Gray, 2017). The organizations need to assess their typical patterns of turnover pertaining to their own circumstances. However, there are some general policies that should be considered so as to improve employee job satisfaction. Employees' job satisfaction is positively correlated with employees' retention. The employees who are satisfied with the work environment and compensation they are likely to be loyal to the organization. The management of the organization need to assess the reasons of the employee turnover. This will help them to improve the areas where the employees are not satisfied with. If the cause is related to the recruitment policy of the organization, the management need to revise the policy and accommodate the internal staff requirements in relation to the recruitment and retention aspects (Shao, 2013)

The organizational commitment is positively correlated with age, job experience and duration of service in the actual institution. As the result of this, turnover intentions have represented a reliable indicator of actual turnover and were heavily influenced by job satisfaction. The employees decide to leave their organization when they become dissatisfied with their jobs. When employees were dissatisfied with their jobs, their desire to remain in their organization started to erode. The employee turnover can be the long-term challenge to the organization. Without proper and strategic management decisions, the challenge could be accumulating and becomes unattainable. In fact, initial consequences of these negative effects, in the form of low job satisfaction were turnover cognitions (Narayanan & Rajithakumar, 2018).Although scholars initially argued that promotions were triggered by the need to fill a previously defined vacancy, more recent studies show that promotions often occur when individuals are judged to have the skills needed for the higher rank, regardless of whether there is a vacancy (Rosita & Tialonawarmi, 2023)

III. METHODOLOGY

3.1 Case Design and Approach

The study utilized a decision-making case design, which culminates when one or more protagonists, typically a manager or institutional leader, must decide on the situation or issue presented in the case. The decision-making case design is a qualitative research method that involves analyzing real-life scenarios to understand how decisions are made within a specific context. In this case, the DUCE management is considering the solutions suggested by the Human Resource Managers on stopping recruiting external employees as the means of eradicating the challenge of high turnover rates. On the other hand, the Deputy Vice Councilor of Academic Affairs (DVCAA) is against the solution proposed by the HRO. The case adopted the analytical approach, to present the event or situation of external recruitment and staff retention dilemma in the DUCE also actions and decisions implemented against the problem from 2020 to 2023.

3.2 Sample size and sampling technique

The case entailed the sample size of 5 respondents who were the administrative members of DUCE who were the administrative members of the institution, the case entailed the DUCE DVCAA, HRO, Dean of Students, Head of Administrative Studies and One Leader from the DUCE Workers Union. These respondents were divided into two sides one proposing using internal recruitment system to reduce the employees' turnover rates and the second side proposing external recruitment systems to promote the college credibility. The study employed purposive sampling technique to obtain the respondents from both the protagonist and the antagonist side. The major criteria behind selection of the respondents were an adequate information and experience with the institution, prevalence of the problem and actions undertaken against it over the study period.

3.3 Data Collection and Analysis

The scholar employed interview as the primary source of data collection, the scholar conducted interview section with 5 respondents who were involved in the study regarding the challenge of high turnover rates in the institution and possible solutions of eradicating the challenge without causing harm to the growth of the institution. The scholar also employed documentation as the means of getting statistical data concerning the turnover rates and qualifications of the existing internal employees to cover the open senior positions in the institution. The case used qualitative analysis of the field findings, employing narrative analysis and content analysis techniques to scrutinize the qualitative data.

IV. FINDINGS & DISCUSSION

4.1 The Roots of the Increased Turnover Rate among the Academic Staff at Dar es Salaam University College of Education

The case has found out that the primary causative for the increase of turnover rates at DUCE is due to the employees' perceptions of being undermined by the institution decision of hiring top talents from the external sources to cover the crucial institution positions. Employee's feels that they are having sufficient capacity of covering the open positions left by the high-ranking officials, on the other hand some of the administrative members of the institutions believes that the existing labour power lacks sufficient capacity to cover the positions left by the high-ranking officers. This divide has created tension within the institution, fuelling the turnover issue. The documentary review made by the case has found out that, for the past two years high open ranking positions were filled by the personnels employed from the external sources.

During the interview section with the HR manager of the institution it was found out that DUCE employees believes that they are sufficient enough to cover the open positions which demand highly qualified personnel, hiring from the external sources demoralize them and forces them to quit their employment contracts as they feel not recognized. During the interview section the respondent said that:

"Our staff feels overlooked and undervalued when external candidates are hired for senior positions, which leads to decreased morale and a sense of disillusionment. This situation often results in increased turnover, as employees may feel their skills and contributions are not adequately recognized or rewarded within the institution." (Interview 1, 2024)

These findings correlate with the suggestions raised by Soomro and Hussain (2021) who insisted that who emphasized that neglecting the potential and aspirations of internal candidates when filling key positions can lead to decreased morale and increased turnover, as employees may feel overlooked and underappreciated. On the other Al-suraihi and Siti (2021) cemented that organizations that fail to promote from within risk alienating their existing

workforce, leading to dissatisfaction and turnover. On the other some of the top management officers of DUCE insists that that, the institutions should not only focus on retaining the employees but there is the need of searching for the top talents and high-profile employees to cover the senior positions of the institution.

"It is true that hiring from the external sources is having direct correlation with low morale and satisfaction of the internal employees something which stimulates the turnover rates, but instead of stopping recruiting the external sources the institution must look at the other strategies of lowering the turnover rate. We can afford to lose the opportunity of acquiring top talents and high-profile employees from the external environment for the aim of satisfying the demands of internal employees" (Interview 4, 2024)

Results from the field indicates that respondents who supports and promote the recruitment policy of hiring from the external sources agrees that the policy could harm the commitment and satisfaction of the existing internal labour power, but for the benefit and growth of the institution the management must continue to hire the high profile and top talents from the external labour market including labour acquisition from the other institution. Arnold et al, (2022) suggests that acquisition of employees from other institutions is very beneficial as it brings new skills, innovative ideas, and diverse perspectives that can drive institutional success and competitive advantage. This external talent acquisition can rejuvenate the workforce and address gaps in expertise that internal candidates may not fully cover, ensuring the institution remains at the forefront of excellence.

4.2 To weigh the costs and benefits of whether to hire from external sources or promote employees within the institution to cover the open position

During the interview section with both the antagonist and the protagonist sides it was revealed that respondents were having mixed opinions on the which is the best option between hiring from the external sources or promote employees within the institution to cover the open positions. The HRO of DUCE who supports internal promotion believe that by allowing employees to compete for the senior positions it motivates them to put the best performance in their daily responsibilities. During the interview section the respondent said that:

"By allowing employees to compete for senior positions, they are encouraged to consistently strive for excellence in their daily responsibilities, as it creates a sense of opportunity and recognition, driving them to perform at their best to advance within the organization." (interview 1, 2024)

On the other hand, the representative of the labour union at DUCE cemented that internal promotion as the means of covering open senior position in the institutions enhances employees' satisfaction and commitment. This I having significant impact to both the employees and the institution.

"Promoting from within significantly enhances employee satisfaction and commitment. This approach not only benefits the employees by recognizing their efforts but also strengthens the institution by fostering loyalty and dedication" (interview 3, 2024).

Opinions of the respondents who opposes the recruitment policy of hiring from the external sources indicates that by using the internal recruitment mechanism through promoting employees to cover the open senior position is more advantageous in enhancing the employee's commitment as well as satisfaction the thing which eventually lower the turnover rates in the institution. This perspective aligns with previous scholars' findings, such as Ahmed and Hamza (2019) who emphasized that internal promotions foster a sense of loyalty and belonging, ultimately reducing turnover rates and contributing to organizational stability. On the other hand, Amani and Komba (2016) cements that organization which promotes succession plan becomes in the best position of retaining the institution's top talents.

On the other the interview sections with the antagonist side which is against the idea of internal recruitment to cover the senior open positions in the institution insisted that there are positions in the institution which must be advertised and covered through the competitive selection from both the internal and the external candidates. During the interviews section with the Deputy Vice Chancellor of Academic Affairs at DUCE the respondent cemented that:

"There are certain key positions within the institution that demand a comprehensive search beyond our existing staff. By opening these roles to both internal and external candidates, we ensure that we attract the best talent, thereby fostering diversity and innovation, which are crucial for the institution's growth and academic excellence." (interview 3, 2024)

On the other hand, the hand of Administrative studies Department insisted that majority of the existing labour powers are not having the required qualification to cover the top positions, top positions such as Senior Lectures and Head of Departments are recruited according to the guidelines and qualifications suggested by the TCU. During the interview section the respondent mentioned that:

"The majority of our current staff lack the qualifications needed for senior roles. Positions like Senior Lecturers and Heads of Departments must be filled according to TCU's rigorous guidelines to ensure that we maintain the high standards expected of our academic institution." (Interview 4, 2024)

According to the respondents' opinions it is vital clear that hiring from the external source guarantees the institution with the chance of obtaining top talents to cover the senior positions which requires the high-profile employees. Despite the fact that internal recruitment is advantageous in retaining employees, to help the institutions maintaining credibility, the hiring from the external sources is not an option. Scholars such as Anderson (2022) argue that external recruitment is essential in bringing new perspectives, diverse experiences, and innovative ideas that may not be present internally, which is crucial for an institution's growth and adaptability.

4.3 The Best Option Recruiting from External Sources or Promoting Employees within the Institution to Cover the Open Position

According to the opinions delivered by the respondents obtained from the case it has been discovered that both strategies of covering the senior open positions through hiring employees from the external sources and promoting the exiting labour power works can guarantee the positive results to the institution but on different circumstances. There are types of positions which can be covered by through the internal recruitment systems such as promotions, but there are other positions which only employees from the external sources can meet the required qualifications. During the interview section with the key antagonist of the case it was discovered that, some positions such as senior lecturing positions and heads departments demands at least a PhD to meet the desired qualifications.

"For positions like senior lecturers and department heads, advanced qualifications such as a PhD are essential. These roles often require expertise that only external candidates can provide, ensuring we meet the highest standards for these critical positions." (interview 2, 2024)

The review of requirement policy of DUCE has indicated that recruitment of the senior positions must follow the public service regulations which insists on advertising the job positions in the government newspaper. The study has also found out that majority of the existing labour power meet the qualifications which allows them to be hired in the low and middle administrative and teaching positions such as the assistant lectures, tutorials and assistant tutorials as well as the head of departments such as library and Information and Communication Technology (ICT). The findings obtained from the field correlate with the argument raised by (Kafyeta, 2019) who insisted that some of the positions in the organization cannot be covered through the internal recruitment, there are types of talents which must be obtained from external organization environment, not every time succession plan can give you the star performer.

According to the findings obtained from the field, the institution can opt for the dual recruitment procedures so as to avoid demoralizing the existing labour by search for talents outside the institution and also by hiring the special experienced talents from the external institution environment so as to promote the institution integrity and credibility. Both internal promotions and external hiring can yield positive outcomes depending on the specific circumstances (Soomro & Hussain, 2021). This dual approach aligns with the broader literature on recruitment, which suggests that while internal recruitment supports employee retention and organizational stability, external recruitment is critical for infusing new ideas, skills, and perspectives into the institution (Hanai, 2021)

V. CONCLUSIONS & RECOMMENDATIONS

5.1 Conclusions

While the organization would be motivating the current employees, the internal hiring policy has the positive impact on the organization sustainability. Through the use of the internal staff to fill the higher gaps, the obtaining and retaining cost of the respective employee is minimum. Despite the benefits of internal recruitment, there are reasons need not to be ignored in respect with the external recruitment. The external recruitment offers the advantages such as new skills and inputs, better work competition, welcoming creative ideas, lesser internal politics, and the improvement competitive spirit in the organization. Another smart factor that can be observed from candidates recruited from external recruitment is that they offer unique and new ways that are followed in the competitor or other companies they worked for. In view of this, the business case recommends that the management should strike on the balance between the external recruitment objectives and the internal staff promotion procedures while keeping the employee retention system in place. Implementing a dual recruitment strategy promoting from within to boost morale and hiring externally for specific expertise—can effectively balance these needs. This approach helps maintain internal satisfaction while ensuring the institution remains competitive and well-equipped to meet its strategic goals.

5.2 Recommendations

Based on the data collected regarding the effect of external recruitment to internal employee retention, the study came with the recommendations to the institution to improve their staff retention level as well strike the balance between internal and external recruitment.

Developing a proper internal control system: The institution is required to develop an effective internal control system that will enhance competition during recruitment and staff development. On the other hand, the controls need to make sure all the stages from the need identification to employee development to be in harmony with legal and regulatory requirements.

Capacity building: The institution is required to employ competent and skilled personnel. After employment, the authorities are required to invest in the respective personnel in terms of training and development.

Mentorship programs:

Liaise with Government authority requirements: When the institution is in need of recruiting from internal or external are required to follow the employment, policies developed by the government as the main employer. In doing so, the key government objective in line with employment would be realised.

REFERENCES

- Abraham, M., & Kaliannan, M. (2023). Reframing talent acquisition, retention practices for organisational commitment in Malaysian SMEs: A managerial perspective. *Journal of General Management*, 6(3) 16-33.
- Ahmed, S. M., & Hamza, S. M. (2019). *Analysis of Recruitment Practices in Tanzania: A case of ministry responsible for recruitment in Zanzibar public sector*. Zanzibar: Annual International Conference of Business and Public Administration (AICoBPA 2018).
- Al Mamun, C. A., & Hasan, N. (2017). Factors affecting employee turnover and sound retention strategies in business organization: a conceptual view. *Problems and Perspectives in Management*, 15(1) 32-55.
- Al-suraihi, W. A., & Siti, A. (2021). Employee Turnover: Causes, Importance and Retention Strategies. *European Journal of Business Management and Research*, 6(3), 10-27. <https://doi.org/10.24018/ejbr.2021.6.3.893>.
- Amani, J., & Komba, A. (2016). Relationship between Job Satisfaction and Turnover Intention Among Lecturers in Tanzanian Public Universities. *Annal Modern Education*, 8(1), 1-15.
- Anderson, L. (2022). *Addressing youth unemployment: what role for social work? Policy responses to youth unemployment in Sweden and Europe*. Stockholm: Stockholm Studies in Social Work.
- Arnold, M., Fernando, D., Wickramanayake, K., & Karunapema, P. (2022). Work-related factors affecting the retention of medical officers in the preventive health sector in Sri Lanka. *Human Resources for Health*, 3(1), 11-24. <https://doi.org/10.1186/s12960-022-00753-w>.
- Cable, D. M., & Furst-Holloway, S. (2018). Employee Resistance to Organizational Change: Managerial Influence Tactics and Leader-Member Exchange. *Journal of Applied Psychology*, 93(2), 453-62. <https://doi.org/10.1037/0021-9010.93.2.453>
- Ferdiana, S., & Khoirunnisa, R. M. (2023). Investigating the Impact of Career Development, Organizational Commitment, and Organizational Support on Employee Retention. *Journal of Management Studies and Development*, 2(02), 117-128.
- Frumence, G., Sirili, N., Kiwara, A., & Mwangi, M. (2018). Retention of medical doctors at the district level: A qualitative study of experiences from Tanzania. *BMC Health Services Research*, 18(260), 3-17.
- Hanai, A. (2021). The Influence of Work Environment on Employee Retention: Empirical Evidence from Banking Institutions in Dar Es Salaam, Tanzania. *International Journal of Managerial Studies and Research (IJMSR)*, 9(1) 42-54.
- Issaya, H. (2017). *Determinants of Human Resource Retention for Healthcare in Tanzania's Public Health facilities*. Morogoro Tanzania: Mzumbe University.
- Kafyeta, S. (2019). *Factors Influencing A Case of Employees' Job Satisfaction In Public Organizations In Tanzania: A Case of Tanzania Electric Supply Company (TANESCO) Limited in Dar es Salaam* (Dissertation, Open University of Tanzania, Dar es Salaam).
- Kamaar, S. N. (2018). *Determinants of retention strategies for health care practitioners in public health facilities in Kenya: a case of County hospitals in Nairobi Kenya* (Thesis, Strathmore University).
- Kaur, R. (2017). Employee Retention Models and Factors Affecting Employees Retention in IT Companies. *International Journal of Business Administration and Management*, 7(1), 7-17.
- Kiko, M. (2011). *Factors influencing academic staff turnover in Tanzania higher learning institutions* (Masters Dissertation, University of Dar es Salaam, Tanzania).
- Mgaiwa, S. J. (2021). Academics' job satisfaction in Tanzania's higher education: The role of perceived work environment. *Social Sciences & Humanities Open*, 4(1), 7-21.
- Mongi, J. (2019). Splintered Recruitment and Selection Activities in Local Governments in Tanzania. *International Journal of Scientific and Research Publications*, 10(8), 178-186.

- Narayanan, A., & Rajithakumar, S. (2018). Talent Management and Employee Retention: An Integrative Research Framework. *Sage Journal Human Resource Development Review*, 18 (2) <https://doi.org/10.1177/1534484318812159>
- Rosita, S., & Tialonawarmi, F. (2023). The impact of leader power on organizational development: a strategic approach to decision-making. *Business Theory and Practice*, 24 (2) 557–570. <https://doi.org/10.3846/btp.2023.19324>.
- Shao, L. S. (2013). *Factors Influencing Employee Retention: The Case study of Mwanza Regional Secretariat*. Morogoro, Tanzania (Dissertation, Mzumbe University, Tanzania).
- Sirili, N., & Simba, D. (2021). It is beyond remuneration: Bottom-up health workers' retention strategies at the primary health care system in Tanzania. *Journal of Health Management in Rural Areas*, 4(2), 72-89. <https://doi.org/10.1371/journal.pone.0246262>
- Songa, F. J. (2018). Factors Influencing Retention of Health Workers in Primary Health Care Facilities (A Case Study of Kakamega County, Kenya). *Texila International Journal of Public Health*, 6(3), 34-42.
- Soomro, M. A., & Hussain, N. (2021). Motivation And Compensation As Predictors Of Employees Retention: An Empirical Study Of A Public Sector Organization. *Journal of Contemporary Issues in Business and Government*, 4(2), 43 - 62.
- Taderera, B. H., Hendricks, S., & Pillay, Y. (2016). Health personnel retention strategies in a peri-urban community: an exploratory study on Epworth, Zimbabwe. *Human Resources for Health*, 5(3), 111-124. <https://doi.org/10.1186/s12960-016-0113-z>
- Timotheo, R. M. (2019). *Causes of employee turnover in private higher learning institutions of Tanzania: A case of Mount Meru University*. Dar es Salaam: University of Dar es Salaam.
- Urme, U. N. (2023). The Impact of Talent Management Strategies on Employee Retention. *International Journal of Science and Business*, 28(1), 81-94. <https://doi.org/10.58970/IJSB.2209>
- Wassem, M., & Baig, A. S. (2020). Impact of Capacity Building and Managerial Support on Employees' Performance: The Moderating Role of Employees' Retention. *Sage Journals of Financial Management*, 9(3), 34-46. <https://doi.org/10.1177/21582440198599>
- Wernerfelt, B., & Barney, J. (1984). A Resource-Based View of the Firm. *Strategic Management Journal*, 2(1), 20-29.