

# Heads of departments' managerial skills and performance of local government departments: Evidence from seventeen selected local government authorities in Tanzania

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## ABSTRACT

Local Government Authorities (LGAs) all over the world have experienced poor performance for many years. However, it has been confirmed that managerial skills are the bases for proper performance of Departments in the Local Government Authorities. What have been not clear are the influence of managerial skills on the performance of Local Government Departments in Tanzania. This study examined the influence of managerial skills on performance of selected Local Government Departments in Tanzania. The study used cross-sectional research design and purposive sampling techniques in selecting study areas and respondents. Data were collected through questionnaire (main instrument) from 290 Heads of Departments in selected Local Government Authorities in Tanzania. Descriptive statistics, factor analysis and Structural Equation Modelling was applied during data analysis. The study was guided by Management Competency Theory. The study found that managerial skills in terms of Administrative and technical skills had significant effect on the performance of selected Local Government departments in Tanzania. This study has also implications for practitioners (Heads of Departments). On the one hand, like previous research, study findings show that in order to achieve proper performance, LGAs should provide capacity building to their personnel (HoDs) in areas of financial management and technical skills. In addition, managerial skills significantly influence revenue target and service delivery to the community. Thus, in order to improve performance of LGAs, the study concludes by recommending that for someone to be appointed as a Head of Department of LGAs in Tanzania, they must have managerial and technical skills related to financial matters for proper implementation of departmental operations and programmes and this should be part and parcel of the LGAs strategy and policy. The study also recommends that, the Local Authorities Accounts Committee (LAAC) to abide by the existing legal frameworks to control financial irregularities in the Departments of LGA and promote service delivery to the community. This will also reduce audit queries and control leakage of public funds in the LGAs.

## KEYWORDS

Administrative skills; Technical skills; Human skills; Financial and Nonfinancial performance

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## Introduction

The state of local government administration in general and of public sector performance in particular in all parts of the world plays an increasingly important role in economic development and delivery of fundamental basic public services (Franzke, 2016; UN-Habitat, 2018). This has been a subject of concern for politicians, policy makers, academicians and public management practitioners for many decades (Krishnamohan, 2016). Studies by Geißler, Hammerschmid, and Raffer (2019) show that, performance of local government authorities (LGAs) in Austria, Denmark, UK and Finland has been seen as an important tool in revenue collection and providing most important social services such as healthcare and education closer to people.

However, despite its economic and social benefits to the society, it has been documented that, across the world, when developed and developing countries are compared both parties suffer from poor performance of LGAs (Franzke, 2018; Maj-Waśniowska & Jedynak, 2020). This poor performance is associated with fiscal factors, ageing population (Squire & Beazley, 2016; Welham, Hart, Mustapha, & Hadley, 2017), unsuitable skills (Agbonlahor, 2016), financial crises, Brexit (Barbera, Jones, Korac, Saliterer, & Stecollini, 2018) and inadequate internal control measures (Masanja, 2018). As a result, many developed countries such as the United Kingdom and USA are struggling to restore, stabilize and sustain their economic growth which was severely affected by the economic recession of 2008-2010 (Lodge & Hood, 2012). According to Barbera et al. (2017), such struggle can probably work if they include development of new tools and skills for operations and decision making.

Many sub-Saharan countries including Tanzania consider performance of Local Government authorities as the heart of the government for building more accountability in terms of revenue collection target and strengthening

public spending in service delivery (Fritz, Verhoeven, & Avenia, 2017), reducing poverty, providing healthcare, education and other public services (WHO, 2018) as well as building trust among investors and citizens (Ngomuo & Wang, 2015). To discharge these responsibilities, LGAs have internal and external sources of revenue that generated from different sources (Aramide & Bashir, 2015). This means that, it is the responsibility of local government management (Heads of Departments), to ensure that revenue are raised in providing infrastructural services to the community as well as fostering economic development at the grassroots level (Abubakar, Dibal, Amade, & Joyce, 2017). This cannot be possible without effective internal control in the financial dealings of the local governments departments (Vuai, 2014).

Nevertheless, previous studies indicate that there are some obstacles which hinder the performance of LGAs, thus resulting in leakage of public funds and inadequate service delivery to the community (Odigbo, Anuforo, & Edeoga, 2014). These obstacles may have contributed to a large number of failures of many LGAs to meet their revenue target and provide service to the community. However, compared to developed countries, developing countries suffer more. For instance, Barbera et al. (2018) indicates that approximately 57% of income generation of LGAs in UK depends on central grants transfer, with limited revenue raising ability. In China, only 59% of local governments authorities had managed to become financially independent (Qichun & Shufang, 2016), while in Ghana, statistical evidence shows that the LGAs internally generated revenue accounted for only 19.5% of total revenue target (Hawke, 2017; Scott, 2018). In Kenya, a study by Wang'ombe and Kibati (2016) showed that performance of LGAs was generally low. This low performance is also reflected in a study by Wagana (2017) that over 53% of citizens were dissatisfied with services delivery in Kenya LGAs, and this could be the case in other developing countries in Africa.

Tanzania, like many other countries in the world, faces various challenges regarding to performance of Local government departments. These challenges arise from dependent to central government transfer and other development partners in financing their operations (Ngomuo & Wang, 2015), corruption (Mbonera & Lwanga, 2020), spending out of budget (Twaweza, 2013), manual system (Yusuph & Guohua, 2017) and ability to achieve their targets for revenue collection for better public services delivery (AFNDD, 2016; Controller and Auditor General Tanzania [CAG], 2020; Mpaata, Lubogoyi, Okiria, 2017). As a result, most of LGAs perform below expected standards in service delivery (Danga, Chongela, & Katunzi, 2019). For instance, CAG-T (2020) indicate that approximately 70% of LGAs in Tanzania performed poorly in achieving their revenue targets for many years including 2015/16 to 2018/19 financial years and hence concluded that even the contribution of own sources revenues decreased from 28% to 11%. Consequently, many LGAs are experiencing poor financial performance to serve the increasing unlimited demands of public services to the people in their respective areas (Mbegu & Komba, 2017). Thus, the questions remain as to why there is variation in the performance of LGAs?

To address this problem, past studies have suggested that in order to optimize performance in term of revenue collection and effectively deliver services, LGAs should consider having proper financial control procedures that include effective internal control and compliance strategies (Abubakar et al., 2017; Maj-Waśniowska & Jedynak, 2020; Yao, Yusheng, & Bah, 2017). Yao et al. (2017) found out that there are significant relationships between financial control procedures and performance of selected local government departments. Similarly, Maj-Waśniowska and Jedynak (2020) who examined issues and challenges of Local Government Units in the Era of Population Ageing in Poland and UK found out that an aging population not only have a financial dimension, but also require a certain redefinition in the scope of the catalogue of tasks to be carried out. Their results were contrary to Abubakar et al. (2017) who examined the effect of internal control activity on financial accountability and transparency in local government departments of Borno State, Nigeria and concluded that internal control activity is ineffective in the studied local government departments areas.

Although Maj-Waśniowska and Jedynak (2020) and Yao et al. (2017) observed that LGAs in those countries have adopted internal control practices, they had different conclusions from ones given by Abubakar et al. (2017) against the fact that the adoption of such practices had fully led to improvement of performance in LGAs. A General Audit Report of Local Government Authorities in Tanzania highlighting experiences from LGAs for the financial years 2016/17-2019/20 showed that these LGAs extensively violated the general control procedures and laws provided and the violation not only led to audit queries but also to poor financial performance and service delivery (Cheruiyot, 2018; CAG-T, 2020; 2021).

Responding to this, the government of Tanzania, since the 1990s, has been undertaking a series of reforms aimed at improving the performance of Local Government Authorities in Tanzania (Yusuph & Guohua, 2017). The reforms have included Local Government Reform Programme (LGRP) and Legal Sector Reform (LSRP) which focused on political decentralisation, fiscal decentralisation, administrative decentralisation and public service decentralisation (Mbegu & Komba, 2017; Quak, 2020; United Republic of Tanzania [URT], 2017). Others are establishment of Local Authority Accounts Committees (Pelizzo & Kinyondo, 2014), Health Sector Reforms and Financial Sector Reform Programmes (Lufunyo, 2013). As a result, the reforms were mainly imposed to ensure that LGAs, through their departments, are able to deliver quality public services to the citizens (Lufunyo, 2017). Unfortunately, despite all these efforts, Yusuph and Guohua (2017) reveal that performance of LGAs has realized some progressive achievement with a very low pace and only few of them have managed to perform to expected standards. Even provision of social services in areas of education, healthcare, water and infrastructure is still inadequate among most of the local people (Yusuph & Guohua (2017). Consequently, it is claimed that these initiatives are too general to solve specific issues regarding performance of Local Government Authorities.

Nevertheless, most of these initiatives to make good performance of Local Government Authorities have been inclined to the supply side (external environment) and not specifically to individual perspectives within the organisations (demand side). This means that most of these efforts to make good environment for performance have been done from the supply side perspective i.e. from organizations supporting LGAs (Njiku & Nyamsogoro, 2019).

However, solving LGAs' problems from the supply perspective has resulted into skipping key factors from within organizations that might affect the Organizational performance. These factors might include attitude, skills, experience and knowledge of Local Government management that can be very important in organization operations. Therefore, under the given organization environment, the study on which this thesis is based was of the view that skills of the organization management might be a necessary input for control activities and organization performance (Elias & Mwakujonga, 2019).

Moreover, according to Lundell (2017) and Abubakar et al. (2017), control activities such financial control procedures (FCPs) can be effective if competence of implementers is associated. This is because implementation of FCPs related to IT policy, internal audit and set standards ensures that all assets are safeguarded and revenue is collected efficiently and used sustainably (Public Expenditure and Financial Accountability [PEFA], 2016). According to a study by Muhunyo (2018), organisations with better FCPs in terms of segregation of duties, reconciliation and compliance with laws and regulations perform better than organisations which have poorer FCPs. Ibrahim, Diibuzie, and Abubakari (2017) noted that the fundamental purposes of FCPs demonstrate how the government manages its financial resources in terms of revenues, expenditures as well as keeping track of assets and liabilities. An effective financial control procedure is therefore essential for improvement of organisation performance. Empirical studies from elsewhere support this view that improved organisational management with properly designed and enforced FCPs will normally lead to better organisational performance (Adagye, 2015). Financial control procedures therefore has a much broader purpose of control problems associated with lower revenues and provide an independent appraisal of the quality of managerial performance in carrying out assigned responsibilities for better revenue generation (Muhunyo, 2018). This has also been a driving force for policy makers, public management practitioners and governments (Nashwan, 2018 and international professional bodies (COSO Framework, 2013).

Other studies indicate further that financial control procedures such as compliance with strategic plan, approval and authorization of transactions have been adopted by the world of management as a tool for achieving performance in terms of revenue collection, LGAs in particular (Hanoon, Khalid, Rapani, Aljajawy, & Al-waeli, 2021; Ibrahim & Mustapha, 2019). Similarly, Odek (2019) indicate that success of any organisation depends largely on the measures it has put in place to support its operations and facilitate achievement of its objectives. Such measures, according to Eke (2018) and Yao et al. (2017), may include implementation of policies and established procedures, standards for record keeping, financial reporting, approval of transactions and internal auditing which can be built based on skills owned by managers of an organization. This means that, to a large extent, failure or success in performance of government's new and on-going projects would depend on skilled personnel and their competency on management of institutional resources (Aslan & Pamukcu, 2017; Kupczyk & Stor, 2017).

According to Management Competency Theory (MCT), it assumed that any effective implementation of organisation operations and strategies depends on practical, technical, human skills, professional skills, experience and commitment in the work place (Silva et al., 2014). It is further said that institutions with skilled personnel and competence in management are likely to offer basic managerial functions associated with planning, organising, budgeting, motivating, directing and controlling financial resources. This idea is supported by findings of studies by Ziebicki (2011), Bhardwaj and Punia(2013), Aslan and Pamukcu (2017) as well as Amin (2018) that institutions with highly skilled personnel in terms of administrative, technical (career skills) and human skills are better managed and are more likely to achieve high performance and better financial results than those with technically incompetent managers. In addition, management of an organization, heads of departments of LGAs' in particular, are responsible for specific technical activities within their areas of jurisdiction including the use of modern facilities and providing technical as well as managerial advice to their council directors (URT, 2015). Similarly, Yusuph and Guohua (2017) point that Heads of departments and units set and cascade objective, targets, and standards of performance of LGAs from the overall organizational frameworks, mission, vision and overall goals. These departments also serve as the secretariat responsible for implementing LGAs' plans, operations and overall objectives (Zakaria, 2014).

Therefore, operations such implementation of financial control procedures (FCPs) are expected to work effectively if managers are equipped with managerial skills. This implies that implementation of financial control procedures created by government depends on the ability of management, heads of departments in particular, to link with other important variables like managerial skills. Hence, managerial skills can also be considered as a fundamental aspect in relation to performance of local government departments. As such, in conceptualising performance of LGAs, it is important to take into account the relationship between implementation of FCPs and performance of Local Government departments in view of managerial skills.

Therefore, the study on which this thesis is based aimed to examine the influence of managerial skills on implementation of financial control procedures (FCPs) and performance of selected Local Government departments in Tanzania.

## Literature review

The characteristics of the Heads of Departments has been regarded as the most influential factors toward effective performance of an organization (Agut and Grau, 2002). Furthermore, Tarwirei (2015) define managerial skills (MS) as a collection pool of knowledge, attitudes and skills that contribute to individual and institutions' performance. In this study Managerial skills refer to administrative, technical and human skills those Local Government departments personnel who are responsible in the implementation of government projects and programmes should possess. Logose (2022) defines managerial skills as ability of manager to perform managerial tasks and roles effectively and efficiently.

### ***Administrative skills***

Nowadays, administrative skills have become key capital for enterprises, as well as their success factor for requirements of organization competitive advantage. Many studies have confirmed a positive correlation between administrative skills and organization performance (Kupczyk and Stor, 2017; Sonsaard & Darbavasu, 2019). Omem (2017) stressed that, those administrative skills such as ability to manage institution vision and mission, to manage the implementation of strategic plan and ability to manage the preparation of financial report. It is argued that, the reasons to why an administrator such as the head of departments need to possess sufficient skills in administration is to enable them achieve organizational goals as planned. According to Jayarathna and Weerakkody (2015) administrative skills can be described as a set of knowledge, skills, behaviours and attitudes that a person needs and develops to be effective in their profession and within the organisation. Similarly, to (Logose, 2022), conceptual skills involve the ability of a manager to see the enterprise as a whole and analyse the situation. In this study, administrative skills, was interpreted as the possession of required skills for the top management levels used for successful solutions of institutions.

### ***Technical skills***

Aslan and Pamukcu (2017) define technical skills as ability to use the tool, methods, processes, procedures and techniques of a specialized field to perform specific tasks. This implies that an understanding of, and proficiency in, a specific kind of activity, particularly one involving methods, processes, procedures, or techniques of the position that the manager holds. Also, Shaikh, Bisschoff, and Botha (2017) define technical skill involves specialized knowledge, analytical ability within that specialty, and facility in the use of the tools and techniques of the specific discipline. Alfred (2017) defines technical skill an understanding of and a proficiency in a specialized field liked a manager having technical-functional skills in accounting, finance, engineering and manufacturing or computer science. Astuti et al., (2019) define technical skills one's ability to understand the proficiency in a specific kind of activity, particularly one involving methods, processes, procedures, or techniques that involves specialized knowledge, analytical ability within that specialty, and ability in use of tools and techniques of a specific discipline. Technical skills include mastery of the methods, techniques and equipment involved in specific functions such as engineering, manufacturing or accounting and finance (Ikupolati et al., 2017). Technical Skills are significant component that Heads of Departments and units of LGAs should possess to perform the jobs associated with the technical field within a firm in an effective way (Elias& Mwakujonga,2019). In this study, technical skills, referred to the possession of required skills related to career competency to shape the performance of manager as technical staff. These skills, intellectual capability skills, analytic thinking skills, skills on financial and budgeting process (budget cycle) and ability to evaluate organization project performance.

### ***Human skills***

Human skills in general can be understood as the ability of an individual to activate, use and connect the acquired knowledge in the complex, diverse and unpredictable situations. Gallardo (2020) defined human skills as ability to work with people. This means that managers with human skills are more likely to adapt his own ideas with that of his people's ideas and tends to be more sensitive and cares about what can motivate his subordinates to be more productive and effective in their respective jobs. Some forms of human skills are cooperativeness, empathy, and respect (Logose, 2022). The human skills of Heads of Department is necessary for providing proper and quality services to the people (Purohit & Shah,2018). In this study, human skills, refers to self-management and interpersonal skills that that used to shape manager's personality and creating people's relationships with other workers and customers. These skills include listens and understands others' ideas and interests, awareness of personal values, ability to manage stress, apply self-confidence skills and building relationships.

## **Methods**

### ***Research approach and design***

This study examines the influence of managerial skills on the performance of selected Local Government Departments in Tanzania by using the quantitative approach. Besides, Njiku (2019) depicted that quantitative techniques can only measure particular characteristics through structured data collection procedure from a large representative sample so that the results can be anticipated to the entire population. Since this is a population-based survey, the study used cross sectional design to collect data on the study population. The choice of cross-sectional design was also based on the nature of the research objective (Creswell, 2018).

### ***Study location and justification***

The study was conducted in seventeen selected Local Government Authorities (LGAs) out of 185 LGAs and their departments, namely Longido, Nyang'hwale, Kigoma Ujiji, Ukerewe, Ulanga, Makete, Chalinze Town Council, Magu, Mkalama, Tabora, Songea Municipal Council (MC), Songea District Council (DC), Rungwe DC, Dodoma City,

Morogoro MC, Mbeya City and Arusha City. The selection of these LGAs was guided by Performance Audit Report on Revenue Collection from Own Sources in Local Government Authorities (CAG-T, 2020) and Controller and Auditor General Reports on Audit of the Local Government Authorities for the Financial Years of 2016/17-2019/2020. Eleven (11) Local Government Authorities were chosen purposively because available information showed that they had frequent occurrence of problems of not performing well in revenues collected from their own sources to develop and supply adequate services to the local people and the growing nature of irregularities associated with management of public funds (Danga *et al.*, 2019; Ngomuo & Wang, 2015). As a result, poor social services in the areas of education, health, water and infrastructure are prevalent. Further, poverty is still a challenge among most of the local people (Yusuph & Guohua, 2017). Six of the Local Government Authorities; namely, Arusha City, Chalinze, Magu, Morogoro MC, Mbeya City and Dodoma City Council; were also added because, according to the Controller and Auditor General (CAG) reports, they had recorded significant improvements in performance in terms of revenue collection to provide core services to the local people as well as in the quality of financial reporting i.e. from having a number of qualified and adverse audit reports in the LGAs to unqualified reports (CAG-T, 2017; 2018; 2019, 2020; 2021).

### Sampling

Sampling is the process used in statistical analysis for selecting proportionate units from a population for studying a topic (Zikmund *et al.*, 2013). In selecting a sample, either probability or non-probability or both methods may be used. For this study non-probability sampling was employed. Under non-probability method, this study utilized purposive sampling method in selecting its sample (Heads of Department). The selection of HoDs was based on the ground that they are the ones who are involved in preparation of local government departments strategic plans and implementation of the budget through adherence to applicable laws and regulations that guide Local government departments operations and programmes. Therefore, the study involved data collected from for 290 respondents from the seventeen selected LGAs.

### Survey method

The questionnaire survey is the most frequently employed data-gathering tool among social scientists (De Munck, 2009). The questionnaire survey is generally utilised to measure phenomena at the group rather than the individual level (Ciciriello *et al.*, 2014) and tends to be employed for explanatory or descriptive research (Adeoye, 2015); that is, to investigate and explain the links (particularly cause and effect) between variables, or to identify and describe the variability within a phenomenon (Saunders *et al.*, 2009). Therefore, in this study, the survey method was used to collect primary data from HoDs using questionnaire instrument. This survey method was employed by the use of structured questionnaires.

### Model specification

The objective of the study was to examine the influence of managerial skills on the performance of selected Local Government Departments in Tanzania. Basing on the nature of the study variable, specifically on the nature of independent variable the structural equation modeling (SEM) was found to be appropriate for data analysis of this research. SEM has been used since it has the ability to model the relationship that has the latent variables. Furthermore, it has the advantage of examining complex patterns of relationship among the construct in an integrative way. Structural Equation Modeling (SEM) was performed through the Statistical Package for Social Sciences (SPSS) software version 25 and Confirmatory factor analysis using AMOS was used in this study for analysis. SEM is the technique that combines confirmatory factor analysis (CFA) and regression analysis. CFA is the process of validating latent (unobserved) construct. Since the study objectives include the latent variable (managerial skills) the researcher performed CFA for the latent constructs in the study before modeling their inter-relationship in SEM by using regression analysis.

Table 1. Measurement of the study variables

S/No	Independent Variable	Related variables (indicators)
1.	Administrative skills	<ul style="list-style-type: none"> <li>• Ability to manage the preparation and implement strategic plan</li> <li>• Knowledge to read and manage the preparation of financial report</li> </ul>
2.	Technical skills/career skills	<ul style="list-style-type: none"> <li>• Ability to implement CAG and LAAC recommendations</li> <li>• Ability to prepare and implement strategy plan</li> <li>• Ability to implement financial control procedures</li> </ul>
3.	Human skills	<ul style="list-style-type: none"> <li>▪ To listens and understands others' ideas and interests</li> <li>▪ Awareness of ethics relevance in the institution Understands the</li> <li>▪ Ability to consider others' views.</li> </ul>

## Results

### *Descriptive results*

The objective of the study aimed to determine the the influence of Managerial skills (MS) on performance of Local Government Departments in Tanzania. Prior to inferential analysis, descriptive statistics were considered to make an initial analysis as supporting evidence on the results from the model. The descriptive statistics results shown in Table 1 indicate that; that 70.69% (n = 205) of the respondents in the surveyed local government departments were males, while 29.31% (n = 85) were females. This implies that there was unfair distribution of male and female in the managerial positions in the Local Government departments. The shortage of females in the local government departments' managerial positions might be attributed to gender stereotypes in the society whereby women are considered ineffective in decision making.

On the aspect of age, the majority of the respondents were in the 40 to 45 years group, which comprised 57.24% (n = 166) of the total respondents, while 25.52% (n = 76) of the participants were aged between 35 to 40 years and 17.24% (n = 50) of the participants were above 45 years. These statistics imply that, for a person to be given a managerial position especially the position of Head of Department in local government Authorities, they must have served for some years. Also, since the majority of the respondents were in the 40 to 45 age group, they had more time to serve the government in various managerial positions in the future.

As reported in Table 1, the findings show that 4.8% (n = 13) of the respondents in the surveyed local government departments had less than 1 year of working experience; 36.55% (n = 106) of them had between 1 and 5 years; 40.34% (n = 117) of them had between 6 and 10 years; and 18.62% (n = 54) of them had more than 10 years of working experience. This may indicate that the respondents had adequate working experience with the Local Government Departments and therefore had necessary knowledge and information which was considered useful for the study. This further suggests that the Heads of Departments in the studied areas were knowledgeable on the core activities of the local government departments. In turn, this justifies that the study actually used the right respondents whose opinions fairly represented others in the target population.

In terms of education distribution, the results indicate that 35.52% (n = 103) of the respondents held University degrees; 63.45% (n = 184) of the respondents held Master's degrees; 0.69% (n = 2) of the respondent held CPA, which is accounting professional qualifications and one respondent (0.34%) held a PhD degree. The fact that the findings show that the majority of the Heads of Department had Master's Degrees implies that senior management level requires someone with skills, knowledge and experience in decision making. This is reflected at the local government departments where education qualifications and experience are considered for employees. This finding, further, shows that in all the surveyed departments, only 0.69% had CPA (T), meaning that 94.11% had different qualification apart from the accounting profession. This low rate of respondents in having CPA (T) may be one of the reasons that led to poor performance of local government departments in Tanzania.

**Table 2.** Descriptive Analysis of Respondents Profile (n=290)

Variables	Category	Frequency	Percent
Sex	Male	205	70.69
	Female	85	29.31
	Total	290	100
Age	35-40Years	74	25.52
	40-45 Years	166	57.24
	45+ Years	50	17.24
	Total	290	100
Working experience	Less than one year	13	4.48
	1 to 5 years	106	36.55
	6 to 10 years	117	40.34
	Over 10 years	54	18.63
	Total	290	100
Education level	University degree	103	35.52
	Master degree	184	63.45
	PhD	1	0.34
	Others (CPA T)	2	0.69
	Total	290	100

### *Confirmatory Factor Analysis*

To examine the influence of managerial skills on the performance of selected Local Government Departments in Tanzania. The study first run confirmatory factor analysis among the managerial skills (administrative, technical and human skills) constructs. Confirmatory factor analysis was meant to test whether the measures of these construct are consistent with the researcher's understanding of the nature of that construction. Likewise, all measurement models must be validated and accepted prior to modeling the structural model.

**Table 3.** The CFA Report for every construct in the Model

Variable related to managerial skills	CR	AVE	MSV
Administrative skills	0.960	0.728	0.228
Human Skills	0.979	0.798	0.184
Technical skills	0.954	0.775	0.228

Source: Field data (2020)

**Table 4.** The Fit statistics of the Structural model for managerial skills

Fit statistic	Recommended	Obtained
$\chi^2$	-	797.798
Df	-	321
$\chi^2/df$	<5	2.485
GFI	>0.90	0.918
CFI	>0.90	0.952
RMSEA	<0.05	0.033

Source: Field data (2020)

## Discussion

The study aimed to examine the influence of managerial skills (MS) on the performance of selected Local Government Departments in Tanzania. Table 4 shows the parameter estimates, standard error and the associated p-value of the fitted SEM for the influence of managerial skills on the performance (financial and non-financial performance).

**Table 5.** Results for the influence of MS on Performance of LG Departments

Dependent variables		Independent variables	Estimate	S.E.	CR	P-Value	R-square
Revenue target	<---	Administrative skills	22.888	16.996	1.347	<0.001	0.554
	<---	Human skill	-44.578	16.665	-2.675	0.178	
	<---	Technical skills	47.702	17.538	2.72	0.007	
Service delivery	<---	Technical skills	0.184	0.034	5.357	<0.001	0.725
	<---	Human skills	0.474	0.034	14.1	<0.001	
	<---	Administrative skills	0.197	0.035	5.558	<0.001	

Source: Field data (2020)

Managerial skills that include administrative, technical and human skills are intended primarily to enhance proper Performance of Local Government Departments. The findings therefore confirmed that administrative and technical skills are determinant of performance of selected Local Government Departments in terms of revenue collection target and for service delivery. On the basis of Nyang'hwale Council Strategic Plan, URT (2017) stressed that ability to prepare and implement its strategic plan can improve performance and increase levels of departmental resources in the form of revenue collection in the departments of the LGAs. This relates with an observation by Zvavahera's (2014) that administrative skills are key to service delivery at the University of Namibia and all its campuses throughout the country. This finding further concurs with findings of a study by Scott (2019) that staff quality in terms of administrative skills has serious implications for community service delivery.

## Conclusion

Based on the conclusions of this study, several implications can be articulated. Local government authorities Management might be able to improve performance by improving skills of Heads of Departments in terms of administrative and technical. Another important implication indicated that Heads of Departments' managerial skills can influence performance of LGAs by ensuring that departments have HoDs with technical skills with financial matters and a sound LGAs policy that will ensure all HoDs' self-management skill through guidance. From the findings, the study concluded that the performance of LGAs in terms of revenue collection and services delivery will increase if Heads of Departments of such LGAs are competent enough in terms of technical and administrative skills in financial matters. The findings therefore confirmed that administrative and technical skills are determinant of performance of selected Local Government Departments in terms of revenue collection target and for service delivery. In this study, the survey respondents and interviewees generally supported Management Competency theory in seeing the role of HoDs as being to raise revenue and provision of services to the clients (community). They agreed that HoDs' managerial skills are more likely to perform effectively if competencies in terms of skills are associated.

Although the findings of this research are promising, there are some limitations. The first limitation is that, obtaining data from the HoDs and from other LGAs officials was complicated because they felt that, the information that was being collected was highly classified and would unnecessarily expose them to unauthorized scrutiny especially by the general public and other stakeholders. In response, the researcher assured them that the data collected would wholly be confidential and would be used exclusively for academic purposes; hence the exercise went on well. The study was also faced with financial constraints. This happened during COV-D19 especially during data collection. This cost was associated with buying face masks which were out of the research budget. During interviews, the researcher was compelled to buy a number of face masks for wearing and hence easing the exercise of data collection, which then went on smoothly. Certainly, this limited the scope of the study from investigating other factors that influence performance in the local government departments. It is, therefore, suggested that further studies be conducted in the public sectors so as to establish other factors that influence performance in terms of non-financial performance. Also, the use of cross-sectional data does not allow the study to examine changes in HoDs' managerial skills and their performance of the LGAs. Future studies can, therefore, rely on longitudinal research approach.

The study recommends that, the government should provide appropriate and adequate training related to managerial skills including technical skills to employees about the implementation of financial control procedures as a means to improve performance of Local Government Departments. This will create awareness and adequate knowledge and skills for Heads of Departments to implement appropriate financial control procedures to maximize the performance and operation in the LGAs. This can be achieved through skills up-grading courses, seminars, workshops and conferences. Consequently, the local government departments should seek enhanced autonomy, acquisition of skilled staff, increased integrity, ethical code of conduct and effective use of automated systems for revenue collection.

By doing all the above recommendations, it is expected that, audit queries will be reduced, leakage of public funds will be controlled and hence increase revenue collection as well as provision of quality services to the community.

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