



Recruitment, Appointment and Promotion as Important Values to Sustainable Development: Responses of Ali Hassan Mwinyi

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Abstract

The purpose of this study was to investigate the dynamics of recruitment, appointment and promotion in sustainable development. This study contends that sustainable development remains the key to maintaining the livelihood of mankind and associated creatures. We know that for anyone to be able to observe sustainable development, he or she must be able to look behind, sideways, and into the future to determine the agony of things that need to happen and equally to have a clear picture of the effects of every happening and the destroyable level. In managing governments, we consider that sustainable development is vital in recruiting, appointing, and promoting various cadres through a competence-based model. We conducted research by interviewing the former second president of Tanzania, Ali Hassan Mwinyi, after he had retired. We held interviews on March 25, 2016, and July 10, 2016, at Msasani, Dar es Salaam. We considered it a qualitative design as we interviewed one former president. We prepared a questionnaire, and later we visited him to ask questions. Hence, documentation, questionnaire, and interview were the major data collection strategies. We interviewed him at his home in Masaki, Dar es Salaam, Tanzania. The objectives were narrated to ensure that we did not miss the points. Questions were developed to align with the objectives. The literature review was expounded to ensure that we cover similar research findings on various pillars throughout the world. We believe that most leaders who come into power have a serious agenda that they never share with anyone, and after being sworn in they implement that agenda, of which the party is unaware. They recruit, appoint, and promote people to various positions to safeguard their interests, not sustainable development and development in general of the nation. We conclude that for any country to attain sustainable development, we need to adhere to competence-based recruitment, appointment, and promotion (RAP) to enable the most competent person to serve in the government for the attainment of national development.

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Introduction

Sustainable development is a concept in which development meets the needs of present without compromising the ability of future generations to meet their own needs (Brundtland, 1987). Sustainable development is mainly focusing on economic growth, which means improving livelihood



and income (Hassan, 2023). Social wellbeing which implies that we need the society of equality, education and health (Magufuli, 2017). Environmental protection which means conserving natural resources (Migiro, 2017).

Development is generally the improvement of livelihood from one stage to another for easy access of food, water, shelter, internet and information in general (Todaro & Smith, 2015). Recruitment identifying, attracting and selecting suitable candidates to fill job vacancies in an organisation (Werner and DeSimone, 2011). It is important to notice here that recruitment does a lot with suitable candidates. When you employ people without considering suitability you have ignored recruitment. In order to do a proper recruitment, we must adhere to job analysis, which means understanding the role and requirements. We also need to sourcing candidates, which is internal or external of the organisation. Then we do have the function of screening and selecting, which is shortlisting through interviews and tests (Todaro and Smith, 2015). The final function is placement, which is assigning the selected candidates to the job. And this must be observed in both types of recruitment be it external and internal.

Appointment is the process of officially assigning a selected candidate to a specific job position in an organisation after recruitment and selection process (Dessler, 2017). It involves issuing an appointment letter, it confirms the terms and conditions of employment, and it marks the formal beginning of employment (Armstrong, 2020). On the other side promotion is the advancement of an employee to a higher position with greater responsibilities, higher status, and usually increased salary (Dessler, 2020). We need to exercise promotion when we want to motivate our employee, because we recognise performance and experience and thus it improves career growth.

Hence, we realise that governments can be of merit if the leaders elected are aware of this phenomenon and certainly an orientation course should be enrolled to all contestants before they come into victories. This course is of merit because it will give the leaders ability to make decisions objectively.

It is believed that government suffer a lot in attaining development because of lack of proper recruitment, appointment and promotion of various staff to serve in the government. This is due to the fact that most presidents and prime ministers, whoever is the ruler, tend to appoint people based on friendship and other affiliations rather than competence. Hence the performance of the government is weakened because the staff who serve are not competent to bring about sustainable development. "We serve the people who elected us and they must have a feeling that we do justice in recruiting, appointing and promoting various people for the purpose of attaining development" (Nyerere, 1983). In this regard, we notice that Nyerere, the first president of Tanzania had not picked any of the sons to the leadership because he believed on competence-based recruitment, appointment and promotion. Makongoro Nyerere (2025) had this to say, "our father was the first president of Tanzania and he did not want any of us to be in politics, because he believed that sustainable development would be attained through competent recruitment and appointment of civil servants."

Literature review

Sustainable development is key to ensuring that there is a resilience of all things without compromising the life of the minority. Brundtland (1987) sets that sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs. Sustainable development refers to the process of positive change, growth, and improvement in the economic, social, political, or personal conditions of individuals or societies (Sen, 1999). It generally means improving the quality of life. We need committed leaders from



every organisation be it public, private and the entire nation if we want to attain sustainable development (Todaro & Smith, 2015). We understand that sustainable development requires proper placement of people we employ and that for public sector such as government institutions, recruitment must be done keenly to pick individuals with high performance not people on trial as we can do in private sector because employing and firing are commonly pending the performance of each individual (Schumpeter, 1933). In government institutions it is hard to eliminate individuals, unless the president emanates from the private sector (Werner & DeSimone, 2011).

It is noted that leaders need to be keen when it comes to recruiting, appointing and promoting people we work with. “We politician we need to literally be understood by our people whom we lead that we cannot employ favouritism and, in this regard, it is always safe not to employ your children or your close relatives” (Nyerere, 1997). Eventually, some leaders do create a possibility of their sons and daughters to inherit the presidency, it is not right. We political leaders should be seen from the people we lead that we do leadership without persuasion of monetary values whatsoever (Mandela, 1996). “We can achieve sustainable development much as leaders, particularly political leaders can say no to corruption, no to embezzlement, no to any evil practice be it on recruitment, appointment and promotion” (Mkapa, 2005).

Kwame Nkrumah, the president of Ghana had this to say regarding development, “we must work hard to observe our fellow African as ourselves, we must work hard to ensure that we consider ourselves free when the whole African continent is free from any colonialism and its associates” (Nkrumah, 1961; 1963; 1967). Literally we must ensure that, “we educate our young people to secure jobs in our governments and indeed we must utilise their appropriate skills to ensure that we attain development” (Nkrumah, 1973). “We have not attained freedom now but we need to ensure that we forgive what other leaders did to us and ensure that we develop an equivocal pillar of competent personnel to continue bringing development and where possible sustainable development in our Africa nations” (Mandela, 2010). “We have done good things to the economy of Kenya such that this is the only East African country which does not depend on foreign support in her budgets, all other country is depending on foreign support but we Kenya are not; because we have employed people with high quality and they must perform to attain sustainable development to the nation” (Kenyatta, 2019).

The importance of recruitment, appointment and promotion is narrated by several authors. They all argue that it is competence-based recruitment, appointment and promotion that brings forth development (Orapuh Institute of Policy Committee, 2023; North Western University Council, 2025; University of Nottingham, 2021). We have several individuals who exemplify the importance of competence-based recruitment. Appointment and promotion and that this process fast-tracks development through improving government handling of matters (Armstrong, 2020; Noe et al, 2021; Dessler & Varkkey, 2022; Riccucci & Thomson, 2022). It is properly done recruitment, appointment and promotion that fosters government, and private organisation.... (Akinlabi, et al. 2021; Baker et al. 2020; Kezer & Gehrke, 2021).

It is important to have an interview because it helps to know the behaviour of candidates which it would be difficult to understand if we pick people and post without interview (Papalia, 2024). It is interview which narrates the abilities people have which we would not have known if we could pick the candidates without interview (Owens, 2024). Even when an interviewee has been coached on how to respond to questions, smart panel of interview would capture each and everything through viable



questions which only true characters will be maintained (Bolles, 2021). Although some leaders in governments tend to pick people without interviewing them, but there is very possibility that people who are picked would be weak and hence jeopardise the performance of the governments instead of bringing development of the people, it will entertain corruption and other evils to the society (Cherven, 2023). Interview is important in all spheres of employment because before interview you may think this candidate suits that position due to general outlook of the people but when you interview you realise the truth about every candidate (Innes, 2024).

Materials and Methods

This was qualitative research, and we employed a case study design which focused on Tanzania as a country. The president, much as he was elected through an election, which the laws of Tanzania allow all citizens of the age of 18 years and above to participate, and he attained majority votes to make him sworn in, was expected to have a humble opinion. The former president of Tanzania, Mwalimu Julius Nyerere once said, "There are several difficult jobs but the most difficult job in the world is being a president or head of any nation (1973)." This legitimises why it is justified for a president to be the sole sample for this research. Questionnaires were presented to the president two weeks before the planned visit. Observation, interview and documentation were the key strategies of data collection. The interview was held for three hours on this first day, and for one hour on the second day and the research was completed.

Importance of the Study

This is equivocally important research because there is little research work which focuses on the retired presidents in Africa. It is solely among the few research work on the retired presidents of Tanzania. Its importance is envisaged in several parameters, but the most important thing is that Ali Hassan Mwinyi had never wanted to be the president of Tanzania or of Zanzibar. His confession made this research to avail some important questions which we may not share in these findings because of the nature of orientation of the study. Secondly, Ali Hassan Mwinyi took presidency without the willingness of the former president Mwalimu Julius Kambarage Nyerere. Hence his victory assures him that presidency is on God's hand and not in mankind. Thirdly, Ali Hassan Mwinyi took presidency when Tanzania was damaged through participation in the Idi Amin Dada war of Uganda (October, 1978 to 1979) and most products were not produced in Tanzania hence it needed a president who would welcome businesses from East African countries such as Kenya and Uganda in order to progress.

Findings of the Study

The study findings are interesting and revealed diverse results. The responses of the former second president of Tanzania are labelled as RP1, while RP2 to indicate the President's Response. The questions were as follows:

What made you to contest for the seat of president in 1985 in Tanzania?

"Presidency is a hard phenomenon, and I never thought to become president of Tanzania or even Zanzibar. I am introducing myself because I have seen the questionnaire and the questions you have asked. During my school age, I was not a person who would want to engage in leadership like most of you do now. But to cut a long story short, God is the giver of everything we desire and what we do not desire. I served in various posts but not so many and later Mwalimu appointed me to be minister of home affairs. Later some misbehaviour happened among our people in Shinyanga and I had to resign." (RP1responded).



Would you mind telling us the truth, did you decide to resign or you were instructed to resign?

“The truth is, there is no single entity who would resign by himself. I guess Edward Lowasa did.” (PR2) responded. Edward Ngoyai Lowasa was a prime minister of the fourth government of Tanzania, which was led by Jakaya Mrisho Kikwete, he resigned after the parliamentary committee which was led by Dr. Harrison Mwakyembe presented a negative side of Lowasa involvement in those deals of electricity production in Tanzania.

We have learnt on the questionnaire but we have a few questions we would want to ask you. What is the essence of recruitment in relation to bringing up sustainable development?

“Recruitment is very vital in bringing about sustainable development and development in general. I had to read a little bit and I cognised that recruitment is identifying appropriate candidates through interview and placing them in various places in the country, actually within the government sector or public sector so to say. Hence, we must be sensitive at recruiting people. I guess, I was very sensitive because Mwalimu Nyerere left everything in an appropriate manner and no one would actually temper to the regime of Mwalimu. He was not vocal but through the party he could do anything and people were listening to him than to any person including me who was the chairman of the party. We employed competent personnel without favouritism. We were not caring of religion or tribe but the most competent person who passed well or performed well in their first degree were employed. And those who would attain their degrees but not performed well would go to employ themselves and or private sector.” PR3 responded.

What do you say about appointing people to various posts within the government as far as sustainable development is concerned?

“Appointment is dedicating the person to a new job and mandates as we do to district commissioners and regional commissioners. And ambassadors. It is equally important to conduct an interview when we do appointment if we desire to attain sustainable development. I had a prime minister and the minister for regional administration and local government who would interview the appointees or ask questions. Some of the appointees would miss their jobs on the day they met this panel. But I guess we were supposed to improve this. Instead of being done by two people certainly the panel could employ more people at least 10 and the interview could be open so that people would know that those appointed deserved this job.” PR4 responded.

How did you come up with appointing of district commissioners and regional commissioners?

“We had a list of people at our bank; it is a number of qualified people who would remain there on the list and the president is aware of those names. Henceforth, when any vacancy arises, the president is aware of the most qualified people to that position and hence attain sustainable development. This is a list of names prepared by the intelligence department which is full of qualified personnel from their schooling to the work. You cannot know them. Because they hide and it is difficult to tell that this person is working with the intelligence department. They do not entertain corruption and thus cleanliness is the order of the day. Of course, they used to interview through observation without a person knowing that they are being interviewed. And hence we could get wonderful leaders.” PR5 responded.

Is promotion one of the pillars of sustainable development, former president?



"Of course, yes, when you talk of recruitment, appointment and promotion, these are very similar in nature. We enrol conduct to identify, attract, screen and select qualified candidates to fill job vacancies, that is in my view recruitment. Appointment is similar to recruiting but we give mandates and responsibilities to these candidates. And they never apply for the job. We do search and identify the proper candidates then we appoint. With promotion we simply mean that those candidates we employed through recruitment and appointment, we are now giving huge mandates and responsibilities. It is very important to promote if we want to attain sustainable development. Promotion speaks by itself that the employer is fair or biased, because when you promote the normal people knows each and every one that is suitable for promotion. Hence, it is important not be biased when you do promotion." PR6 responded.

You have shared important phenomena on not being biased. What are the consequences of being biased?

"The consequences of higher authority to be biased, people will lose interest in your government and hence we could find rallies of opposition political parties. They may not say what is happening but for sure they will remove you from power. Biasness to the governing regime is not proper. We must be seen as not biased at all. These people know the people we are promoting, recruiting and appointing thus it is very vital not to be in favour of any person. We could attain sustainable development so easily if promotion is done through competence mode." PR7 responded.

Mzee Mwinyi, what huddles would you want to correct if given a chance to be president again in Tanzania?

"There are several and some of them remain at the chest we do not want to share with any one including our children. But the most important one is the population of Tanzania, we have been living and stating that the population of Tanzania is fifty by fifty between Muslim and Christians but this is an evil story. We have not counted but if you look on what Benjamini Mkapa did when Joseph Mungai was a minister for education that tells everything that we had a very wrong thinking. Christians are the sole majority in the mainland and Muslim are the sole majority is Zanzibar. Generally, Christians are the majority in the united republic of Tanzania." PR8 responded.

What did the third president Benjamini Mkapa do to get the correct number of Christians and Muslim in Tanzania mainland?

"He called Josphe Mungai, that was 2001/2002 and he said let every district education officer come with figures of children entering grade 1 or standard 1 and let us know how many are Christians and how many are Muslim. Because it is mandatory for any standard one student to register with religion. Then Mungai took that job, and only three weeks we had received the answers. I would not want to narrate much on this, but it was huge difference. Christians are more than 94% in the mainland. And of course, in Zanzibar Christians are not more than 2%. Hence Muslims in Zanzibar are 98% but the population is very small." PR9 responded.

Why do you consider it an anomaly not knowing the truth?

"If I could know this truth, I could nominate people based on the population. It is wrong to do what we were doing. The majority people must be the majority in all things and they are educated. We kept saying we are equal in numbers but it is not true. And it is through knowing the truth we can achieve sustainable development. Placing right people in every cadre, that is when we shall attain sustainable



development. Actually, I give praise to Mkapa, because when we had finished as a government to know the truth of the population, then he wanted to know the population in higher learning institutions of the government. We asked data from University of Dar es Salaam, Sokoine and Mzumbe. We noted that only 2% I guess were Muslim. Then he said, my dear brother we must award the Muslim society the TANESCO college of Morogoro so that they have their university to educate. It was a bold decision which if I were president I would not do. But Benjamin William Mkapa did." PR10 responded.

Conclusion

We have noted the responses of the former second president of Tanzania Mzee Ali Hassan Mwinyi. We understand that recruitment, appointment and promotion are very vital in enhancing sustainable development. Recruitment plays a crucial role in achieving sustainable development, which focuses on meeting present needs without compromising future generation. Effective recruitment brings in competent and skilled employees who can drive innovation, productivity, and efficiency. Skilled labour workers are essential for long term economic growth and sustainability. Appointment and promotion which is done by filling jobs with capable individuals, increases productivity in the organisations, which contributes to national economic development which is one of the pillars of sustainable development. Transparent recruitment processes promote equal opportunities regardless of gender, ethnicity, or background. This supports social inclusion and reduces inequality. Recruitment, appointment and promotion is not just about filling vacancies; it is a strategic process that contributes to economic stability, social justice, and environmental protection. Therefore, effective recruitment, appointment and promotion is a vital tool in achieving sustainable development.

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