EFFECTIVENESS OF RECRUITMENT PROCESS AT THE PUBLIC SERVICE RECRUITMENT SECRETARIAT
EFFECTIVENESS OF RECRUITMENT PROCESS AT THE PUBLIC SERVICE RECRUITMENT SECRETARIAT

By
Joyce Johnson

Dissertation Submitted in Partial Fulfillment of the Requirements for the Award of a Master degree in Public Administration of Mzumbe University 2013
CERTIFICATION
We, the undersigned, certify that we have read and hereby recommend for acceptance by the Mzumbe University, a dissertation titled Effectiveness Of Recruitment Process At The Public Service Recruitment Secretariat” in partial fulfillment of the requirements for award of Master degree in Public Administration offered by the Mzumbe University.

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Furthermore, my appreciation also goes to Richard Joseph Saitoti and all those who have contributed to this research in one way or another, such as my fellow students. Kindly receive my gratitude. Lastly, but not least, I thank members of staff of Public Service Recruitment Secretariat (PSRS) for their cooperation and support during the whole duration of my studies.
DEDICATION

I dedicate this dissertation to my parents. Thank you for giving me a decent education. It has opened so many doors for me.
# LIST OF ABBREVIATIONS

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Full Form</th>
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<tr>
<td>HR</td>
<td>Human Resource</td>
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<td>HRD</td>
<td>Human Resource Department</td>
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<td>HRM</td>
<td>Human Resource Management</td>
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<td>HRP</td>
<td>Human Resource Planning</td>
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<td>LRA</td>
<td>Labour Relations Act</td>
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<td>OMGS</td>
<td>Old Mutual Group Schemes</td>
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<td>PSRS</td>
<td>Public Service Recruitment Secretariat</td>
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<td>SPSS</td>
<td>Statistical Package for Social Scientists</td>
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ABSTRACT

The main objective of this study was to investigate the effectiveness of recruitment in public organizations by focusing on the Public Service Recruitment Secretariat (PSRS) as a case study. Specifically, the study aimed to examine how the recruitment process is conducted by PSRS, assess the effectiveness of PSRS in conducting recruitment and identify factors which hinder effectiveness of PSRS in recruitment.

The study was conducted in Dar es Salaam at the Head Offices of PSRS and used case study research design and used both, primary and secondary data collection methods. Primary data were collected with the use of questionnaires and interview guides, as well as personal observation. Secondary data collection involved the perusal of various documents.

From the findings of the study, the researcher concludes that PSRS is effective in conducting the recruitment process because it follows the recruitment process starting with screening of applicants, written test, interview, reference and background analysis, selection decision, physical examination, job offer and contract of employment. However, there are weaknesses on conducting references and background checks as well as conducting induction training. The main factors that hinder effectiveness of PSRS in conducting recruitment are shortage of staff, lack of financial resources and delays of employment permits.

To overcome the issue of lack of shortage of staff and lack of financial resources, PSRS should hire more Human Resources personnel who have the necessary skills, knowledge and experience with regard to recruitment. Also, the government should allocate more funds for the recruitment process so as to make it more effective. Also, the management of PSRS should show cooperation to the Human Resources Department by providing it with the necessary financial and other resources that will enable the department to be more effective in conducting recruitment. Also, the management of PSRS should avoid interfering with the recruitment process so as to recruit only qualified candidates.
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CHAPTER ONE
INTRODUCTION

1.1 Background to the Study
Recruitment has become a critical component within the Human Resources (HR) structure. It is essential to recruit quality people and to do so organizations must implement and support a finely-tuned recruitment process. The recruitment process needs to both identify the best talent available and ensure that those recruited are the right fit for the job and the organization (Beardwell, 2004: 18)

Most of the organizations have their own ways of conducting recruitment and selection process. This aims at getting the best recruited employees who are within their own organizational performance expectations and selection criteria. Gupta (2008) defines selection process as a process that needs to gather some information before making a final interview decision.

The question that is left behind is recruitment tools and reference checking certain to be relied by the interviewers. However, it has been noticed that some organizations depend on recruitment tools and reference checking as part of recruitment and selection process. Reference checking completes the process of getting the candidate in the organization by satisfying itself that he/she has a requisite background.

This is done before they decide to employ the candidate who has succeeded in the interview. Armstrong (2008) defines the stages of recruitment and selection as part of the important process that is to be followed during selection process. Selecting candidates involves sifting applications, interviewing, testing, assessing candidates, obtaining references, preparing contracts of employment” (Armstrong, 2008: 17).

Recruitment tools and reference checking being one of the core stages of recruitment and selection, the employer has to get the clear references from the referees of the selected candidate. Basically they aim at getting the past reality of the candidates and more over looking at what may/may not be developed out of the candidates as far as his past performance and attitude is concerned (Derek et al., 2005).
Most of the scholars have looked at the recruitment tools and reference checking as one of the tools to understand the suitability of the new employees and the impact towards the recruitment and selection exercise (Moore and Gardner, 2004). In most cases the success of the organization depends on the employee’s performance which needs to be understood during new employment.

Better employees are not necessary natured while they are already within the organization, their roots and employment background play vital role in shaping their performance (Armstrong, 2008). This being the preliminary understanding of the organizational success, it should be noted that the positive focus on the reference check of the new employees is vital.

However, some other organizations do not have the same thinking of conducting the recruitment by using recruitment tools and reference checking as part of the recruitment and selection process (Derek et al., 2005). They are mostly relying on the effective recruitment process such as getting the proper curriculum vitae and making sure that, the interview proves the candidate to be the best.

The set of questions will determine the suitability of the candidates. But relying on curriculum vitae and physical interview alone is not a good way of getting the best candidate; you need to have tools in place to guide you through the whole process. It is therefore the intention of this study to find out the effectiveness of recruitment tools by focusing on the Public Service Recruitment Secretariat (PSRS).

According to Flipo (2002), recruitment is a process of searching for prospective employees and stimulating them to apply for jobs in organizations. It is often termed positive in that it stimulates people to apply for jobs to increase the selection ratio. Selection on the other hand tends to be negative because it rejects a good number of those who apply, leaving only the best to be hired.

Recruitment forms the first stage in the process which continues with selection and ceases with placement of the candidates. It is the next step in the recruitment function, the first being the manpower planning. Recruitment makes it possible to
acquire the number and types of people necessary to ensure the continued operation of the organization (Armstrong, 2000).

Many African countries embarked on effective recruitment process of people soon after independence in early 1960, because the colonialist did not follow up good procedures on effective recruitment of personnel to take over their positions after independence. Mutahaba et al. (2003) emphasize on the above point that recruitment process was not conducted properly.

As a result, many public institutions ended up getting unqualified personnel to take over the administrative responsibilities upon their departure for developing their community. In almost all countries at independent, the nationals occupied a fraction of the posts in the establishment and were mainly in the lower and middle levels. This is among the reasons behind poor performance of the public sector in African countries (Mutahaba, et al., 2003).

Lack of qualified personnel and lack of good recruitment procedures before and after independence made African countries to start investing in human resource recruitment so as to overcome the problem. Tanzania embarked on effective recruitment of its people widely scattered to the public sector, local government and independent departments.

The main aim was to get qualified human resources to speed up development. This recruitment process was being conducted in both short and long term courses. It involves the examination of the vacancy, the consideration of suitable candidates, making contact with those candidates and attracting applications from them. The overall aim of recruitment process should be to obtain at minimum cost the number and quality of employees required to satisfy needs of the organization (Armstrong, 2001).

The quality of new recruits is obvious important to an enterprise. Not only should new recruits make an immediate contribution to output and services, but also they should strengthen the future prospect of the organization. These have always
underlined the need for efficient recruitment practice. Recruiting mistakes can be detrimental to all parties and (Mailer, 2001).

It is therefore the intention of this study to find out the effectiveness of recruitment tools and reference checking where the Public Service Recruitment Secretariat (PSRS) will be used as a case study. The study focused on usefulness of recruitment tools and reference checking if they meet perceived quality in its delivery processes.

1.2 Statement of the Problem

Human resource recruitment practice is a part and parcel of public organization corporate annual plan. Adequate budget for recruitment practice arrangement is also an important aspect in organization development. Recruitment process is concerned with acquiring persons in a job position that results to improve organizations performance (Mutahaba et al., 2003).

However, many public organizations don’t follow recruitment procedures. Without effective recruitment program it is assumed that once recruitment has been done, the employees will be less effective in fulfilling their duties and responsibilities according to their qualifications, hence, undermining the performance of the whole organization.

Due to poor recruitment, the performance of the public sector in Tanzania, including Ministries, Departments and Agencies (MDAs) has been poor. Ineffective recruitment yields negative results to the organizations of the recruited personnel and the organization as a whole. It may also result into staff demoralization, wastage of finds, labour turnover and job dissatisfaction.

Not all the organizations have the same focus and belief on the outcome of the recruitment process during the personnel. However, the government conducts recruitment through recruitment tools and reference checking but still is not getting the desired outcome of the well qualified candidates who are productive. Selection is a process of finding the most suitable individual to fill a vacancy. It is aimed at determining whether potential candidates have the necessary competencies to fill the
vacancy and choosing the best candidate. The competences of the applicant versus the requirements of the job are taken into account during the selection process (Erasmus et al., 2000). It has been observed that, recruitment process have resulted onto positive and negative impacts within the organization depending on how serious the is in following all the processes fairly. But within the organization, no one has taken the step to study and understand these positive and negative impacts for the benefit of the organization and recruiters in particular.

This research aims at examining the process of recruitment in public organizations by focusing on the Public Service Recruitment Secretariat as the case study. Is the recruitment complete without/with effective recruitment process? Is the organization assured of getting the best candidates out of the effective recruitment process?

1.3 Objectives of the Study

1.3.1 Main Objective
The main objective of this study is to investigate the effectiveness of recruitment in public organizations by focusing on the Public Service Recruitment Secretariat (PSRS) as a case study.

1.3.2 Specific Objectives
Specifically the study aimed to;

i. To examine how the recruitment process is conducted by PSRS.

ii. To assess the effectiveness of PSRS in conducting recruitment.

iii. To identify factors which hinder effectiveness of PSRS in recruitment.

1.4 Research Questions
The study was guided by the following research questions;

i. How is the recruitment process conducted by PSRS?

ii. How effective is PSRS in conducting the recruitment process?

iii. What factors hinder effectiveness of PSRS in conducting recruitment?
1.5 **Significance of the Study**

The findings of the study will make the management of PSRS and Human Resources (HR) practitioners at PSRS to become aware of the main factors that hinder the effectiveness of PSRS in conducting public recruitment and suggest measures to be taken to overcome the factors that hinder effectiveness of PSRS in conducting recruitment for public organizations.

It will provide or suggest measures for effective recruitment in public sector through PSRS. This involves provision of solutions to the problems and challenges faced by PSRS in recruiting new employees for different vacancies available in public organizations. This will help the organization to obtain competent and qualified employees.

Additionally, the study will act as a starting point for future researchers and academicians by providing them with a source of empirical literature review on the subject of effectiveness of PSRS in recruitment.

1.7 **Organization of the Dissertation**

This dissertation is organized as follows; the first chapter gives the background of the study, statement of the problem, objectives of the study, research questions, and significance of the study and limitations of the study. The second chapter is made up of theoretical literature which discussed about the theories which wrote about recruitment like Recruitment Theories, David Gues Theory and Unitarism and Pluralism Theories and empirical literature review which elaborate how recruitment should be done according to the Public Service Recruitment Secretariat Act of 2009 and the challenges which face Public Organization when doing recruitment as well as the conceptual framework of the study. The third chapter is made up of the methodology of the study which shows that the study used both primary and secondary sources of data. The methods used were Questionnaire, Interview and Observation. The fourth chapter provides the presentation of data collected during the study which answers the objectives of the study. In this chapter are displayed according to what have been answered in the questionnaire. The fifth chapter shows
the discussion of research findings and their implications with reference to the objectives of the study. In this chapter it shows that all the recruitment process in PSRS is effectively done because it follows all the procedures needed with the exception of reference and background checks. The sixth chapter provides a summary of findings based on the objectives of the study, conclusion of the study and recommendations made by the researcher.
CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction
This chapter reviews the literature on the subject of effectiveness of recruitment in public organizations. It includes conceptual definitions, recruitment sources (both internal recruitment sources and external recruitment sources) as well as reference checking in recruitment process. Additionally, the chapter presents empirical literature, conceptual framework and the research gap.

2.2 Definition of Key Terms
Recruitment
Recruitment refers to the process of attracting, screening, and selecting a qualified person for a job.

All companies in any industry can benefit from contingency or retain professional recruiters or outsourcing the process to recruitment agencies. According to Beardwell et al. (2004), recruitment can be defined as a set of activities and practices used for the primary purpose of identifying qualified staff.

Most definitions of recruitment emphasize the organization’s collective efforts to identify, attract, and influence the job choices of competent applicants. Organizational leaders are painfully aware that recruiting talent is one of their most pressing problems and determinants of performance. Tight labor markets give applicants considerable choice between employers (Perrin, 2006).

Wee (2006) defined recruitment as the attraction of sufficiently qualified candidates to the organization to a cost effective manner. Recruitment and selection is the first part of the process of filling vacancy.

It involves the examination of the vacancy, the consideration of suitable candidates, making contact with those candidates and attracting applications from them.
Recruitment can be defined as the process of identify, attract and measuring the applicants to identify their talents which can suits vacancy so that to ensure development in an organization.

Selection
Selection is a process of finding the most suitable individual to fill a vacancy. It is aimed at determining whether potential candidates have the necessary competencies to fill the vacancy and choosing the best candidate. The competences of the applicant versus the requirements of the job are taken into account during the selection process (Erasmus et al., 2000)

2.3 Review of Relevant Theories

2.3.1 Recruitment Theories
Theories of Human Resource (HR) planning stem from the basic theories of HR management. These types of theories are adjuncts, so to speak, of general HR approaches as the main theories of HR management imply planning approaches. In general, these major theories seek to decipher what HR policies affect business, and how the business environment and culture affects manpower planning issues.

The Storey model, for example, stresses extra-contractual relations as the basis of planning. Hiring new workers and business plans all revolve around the building of trust, and this trust is built around general managers and floor managers as key HR players (Gupta, 2008). HR planning cannot function without those management inputs.

2.3.2 David Guest Theory
David Guest's theory (2002) stresses the distinction between compliance and commitment. Compliance concerns the basic "contractual" relations between employers and employees. In terms of planning, this is a simple manpower approach that seeks to fulfill the terms of the contract only. There is no stress on development plans.
Yet with commitment, it is clear that planning is based around a struggle to build the firm around its employees and their specific talents. Most HR planning/management models revolve around this concept of worker development. This HR planning theory works in lockstep with the nature of the business plan.

In the Harvard model, planning is based around the projected relations among employees and stakeholders. Few models of planning stress stakeholders, but the Harvard model is convinced that stakeholder satisfaction is just as important as worker development.

Long-term planning is central here, but there is a constant feedback loop between HR and the stakeholders. Worker satisfaction is often put on hold in these models relative to stakeholder incomes (Guest, 2002).

2.3.3 Unitarism and Pluralism Theories
Unitarist theory treats the workplace as an integrated and harmonious entity, which is in direct contrast to Marxist theory and its focus on domination and contradiction. On the other hand, a pluralist approach acknowledges the sometimes differing interests of employers and employees leading to conflicts of interests which HRM will need to negotiate and resolve to meet organizational goals.

The Unitarist belief that organizational stakeholders, particularly employees and employers, will have common interests in attaining organizational goals and objectives is arguably a ‘useful fiction’ which serves to overcome apparently difficult theoretical difficulties that pluralism besets for the managerial prerogative (Moore and Gardner, 2004).

It is interesting to note that Moore and Gardner (2004) describe Unitarist theory as a ‘useful fiction’, bearing in mind it is an important theoretical assumption that lies at the heart of HRM philosophy. They suggest that unitarism is reflected in models of HRM developed in the US, and is practiced in a number of South East Asian countries, and that unitarism exists within the Western workplace.
2.4 Recruitment and Firm Performance
Kozlowski and Klein (2000) and Bliese (2000) theorize that organizational-level human capital contributes to the organization’s performance, such that firms with higher quality human capital will outperform those with lesser quality human capital. This is known as human capital advantage. Thus, hiring competent employees contributes to better organizational performance.

This is essentially the “value challenge” facing staffing managers and practitioners. In this sense, the model offers a way to demonstrate the value of staffing by examining the relationships between individual differences/human capitals with individual outcomes/unit-level outcomes. This is nearly the same methodology used in job attitude/customer satisfaction linkage research (Ployhart and Schneider, 2005). Staffing practices should help an organization achieve its strategic goals and vision, and the model offers a way to demonstrate that effect.

Multi-level staffing also offers the opportunity to advance staffing theory. Given that modern work continues to shift toward team-based and knowledge-based structures, these collective processes become important determinants of performance (Ployhart and Schneider, 2005).

2.5 Recruitment Policy and Decisions
Torrington and Hall (2007) argue that management decisions to be made about recruitment. First, there is the decision about how best to meet manpower need. The best way may not be to hire an employee at all. If it is decided that an employee is needed, then there are the decisions about what the nature of the new post should be, how it can be filled and at what cost.

If it is decided to use a consultant in the recruitment process, what sort of consultant and which one? One can therefore say that recruitment decision can be done depending on the number of activities undertaken at all level of management, present workforce, vacancies available to be filled and kind of people/candidates to be recruited (Torrington and Hall, 2007).
Hunt (2006) identified recruitment policy as a set of laid down procedures of an organization which should determine how recruitment should be conducted. In many public organizations recruitment Policy is well defined and straightforward that Policy requires all Public Service Organizations to notify the Public Service Recruitment Secretariat (PSRS).

Public Organizations shall have authority to declare posts redundant and to utilize such servings to fund their other charges (The PSRS Act No. 8, 2009 and Regulations, 2009). According to this Policy, Public Organizations shall conduct recruitment practices by open competition through media advertisement designed to ensure the widest possible field of qualified applicants.

The objective criteria for short listing and final selection shall be prepared in writing in advance of the selection process (The Public Service Act No. 8, 2002 and Regulations, 2003). Cole (2000) gives a detailed explanation about policies and procedures to be followed in recruitment practice as follows:

- a) To advertise internally before making use of external sources
- b) To ensure that every applicant for position in the organization is informed
- c) To desist from exaggerated or misleading claims in recruitment, literature on job advertisement.

2.6 Recruitment Process

2.6.1 Overview

The recruitment of a new member of staff is a process that involves a number of steps that need to be addressed and considered by the organizations. Recruiters are required to consider their alternatives and to make decisions at each one of these stages, depending on the requirements of the position and the priorities and constraints set by the organization. The first step of the recruitment is to identify the need to employ a new member of staff.

Individuals who are in charge of the recruitment process will consequently be required to identify the job-criteria that are important and a requirement in order to be able to successfully fill the position, as well as the ones that are optional or desirable. Thereafter it will need to be established what type of candidates are to be
targeted. In order to make an effective decision in regards to the recruitment specific characteristics need to be identified (Best, 2007).

Characteristics of candidates may broadly be separated into demographic and lifestyle forces. Demographic forces may include factors such as age, income, educational level and occupation. Lifestyle forces may include the values, interests, political views and attitudes of individuals (Best, 2007). Likewise, the members of the organization who are responsible for recruitment need to make a decision on how to recruit.

The choice of recruitment channel depends on the relative importance of costs, time and effort that recruiters are available and are willing to spend on the recruitment process, as well as considerations in regards to motivational effects on existing employees. Once the target applicant has been identified, it should be considered what channel of mediation should be employed (Stone, 2005).

Moreover, the way job opportunities and conditions are communicated to the market should be paid close attention to by recruiters. The content, structure and layout of an advertised position, as well as the volume of the information being given to potential candidates, is likely to have effects on the number of individuals who apply for the vacancy (Ryan, Gubern and Rodriguez, 2000).

Once the information has been released and become available to the target audience and recruiters are starting to receive their first applications, the process of initial screening with the purpose of sorting out the applicants who match the requirements of the vacant position from those that do not, may begin. Once the applicants who appear to be suitable for the position have been identified, recruiters may initiate the process of interviewing candidates.

Interviews are meant to assist the recruiter to develop a better understanding of the personality as well as the level of competence and skills that the applicant possesses. Interviews are likely to vary depending on the type of position, its relative importance and attractiveness, as well as the recruiter’s and the candidate’s attitude.
Recruiters have different perceptions of what kind of competencies, values, skills and attitudes the ideal candidate (Stevens, 1998).

Depending on the attractiveness, the type of position and the use of recruitment channel, the recruiter may have a large or small pool of applicants available to choose among. Recruiters may employ a screening or orientation recruitment. A screening recruitment is used for positions that combine a large pool of candidates with low job-requirements, which leads recruiters to carefully select applicants that will be asked to attend an interview (Stevens, 1998).

Orientation recruitment is often adopted for high job-requirements when the volume of applicants is low. In that situation recruiters often take an aggressive approach by trying to get the applicants to attend an interview as soon as possible. As a result of the type of recruitment chosen by the recruiter, the recruiter may alter the way he/she handles interviews.

2.6.2 Screening Methods

One of the methods used to screen job applicants is the use of intelligence tests. The tests are used as either pre-interview screening devices or as supplements to interviews, considering that they assist and simplify the selection process, often due to the fact that the same set of questions are made to all applicants, thereby producing a homogenous set of answers, which allows direct comparison between the applicants.

Tests can be divided into five different categories: employment tests, interest tests, aptitude tests, intelligence tests and personality tests. However, the use of the above mentioned tests has been criticized in recent years, as their accuracy and the degree to which they are able to predict future behaviour varies and is often limited combined with the fact that they may be found offensive (Wesley, Thomas and Morris, 2009).

Barron, Bishop and Dunkelberg (1985) conducted research on the individual that was most recently hired by organizations. Their study was conducted with respect to the
hours that firms on average spent on recruiting, screening and interviewing of candidates, the number of average applicants that were interviewed, the average number of employment offers made and hourly wages that were eventually paid.

The study found out that recruiters spent less time in recruiting people for low-paying job but spent more time in filling positions with high job requirements. Also, the study found out that the more the time taken to recruit an employee the higher the average hourly wage. Also, the study found out that the choice of recruitment channel used depends on the costs associated with the recruitment channel.

De Varo (2005) conducted two studies in the USA, in which he focused on the outcomes of the last hired employee. He examined the topic of recruitment in relation to the setting of starting wages. The analysis occurred from two alternative perspectives, the level of starting wages was increased during recruitment process in order to provide a greater incentive to applicants and to increase the position’s attractiveness and secondly, starting wages remained unchanged.

2.6.3 The Main Factors that Influence Recruitment

As Marsden and Campbell (1990) state, businesses will choose the recruitment that offers them with the highest expected benefit compared to the expected costs that the recruitment channel produces. A number of variables, such as the time and cost of the recruitment process, tend to have considerable influence on the expected benefits and costs of each recruitment channel.

More importantly, companies will vary in the level of significance that they attach to each of these variables depending on the position and the needs of the organisation, which is the main reason as to why different recruitment channels are being chosen by different firms. The main factors are: cost, requirements of the position, time effort and the volume and quality of candidates (ibid).

Direct financial costs in this case refer to costs that are associated with the placement of an advertisement or the hiring of a third party who will be responsible for carrying
out the recruitment process, whereas indirect financial costs refer to costs that are incurred during, for instance, the process of screening and interviewing applicants. These costs refer to the time and effort that an employee of the company spent on recruiting (ibid).

A second factor is the level of skill required for the position, as well as the relative importance of the position within the company. Firms are likely to make use of different recruitment channels depending on the requirements and the type of vacancy that is to be filled. As the level of skill increases, the relative importance of finding a highly qualified individual for the position may increase (ibid).

Moreover, different recruitment methods may be used for positions that require a kind of skill that is hard to find, compared to position that require a widely available type of skill. An individual does not necessarily have to hold a management position in a company in order to be of high importance. IT-staff members, for instance, are in this technologically advanced age extremely important for almost any business (Russo, etal, 2000).

The amount of time available to the individuals in charge of handling recruitment processes plays a crucial role in deciding upon the use of a recruitment channel (Russo, etal, 2000). A number of recruitment channels exist, which offer companies the opportunity to either pass on the process of screening and interviewing applicants, such as the use of recruitment agencies to save time.

Effort refers to amount of work that has to be put into the process of recruiting new applicants. The issue of effort is closely related to that of time. However, effort refers to the recruiter’s willingness and motivation to try and find a suitable candidate. An employer who is more willing to put effort into the recruitment process may, for instance, utilise a greater number of recruitment channels in order to find the right applicant (Russo et.al., 2000).

Companies are able to reach a high or low number of candidates depending on the type of recruitment method that they have chosen. The quality of candidates often
varies depending on how a firm decides to recruit. Advertising, for instance, is a recruitment method which is generally associated with reaching a large volume of individuals, which in most cases is considered to be positive (ibid).

However, one of the downsides of using this particular channel is that the advertisement even reaches a large number of applicants who do not fit the requirements of the vacant position, yet they are able to apply for it anyway. Hence, the quality of the applicants may turn out to be low. A firm may reach a small number of candidates through contacts but it is likely that the candidate is of high quality (ibid).

2.6.4 Recruitment Channels

New recruitment channels have developed in recent years, as a result of technological advances which provide companies with options to recruit. The internet has provided a number of new recruitment alternatives to employers, such as Headhunting, recruitment search engines and the ability to apply for a position at a company’s website. Hence, now a large variety of recruitment channels exist, which are available to organizations who seek to hire new staff (Russo et.al. 2000).

Recruitment channels are distinguished into external and internal recruitment channels. An alternative way of distinguishing recruitment channels is to divide them in formal and informal recruitment channels (Stone, 2005). Formal recruitment channel are those that lead to an actual ad being published either on a webpage, a newspaper or similar, whereas informal channels include, informing employees of a vacancy.

The division between internal and external recruitment channels is similar to that between informal and formal channels in that informal channels often tend to be internal channels. The same is true for formal and external channels, although a few exceptions do exist, the most striking one being business contacts. Business contacts are a form of an informal recruitment channel, yet they are an external channel (ibid).
2.6.5 Internal Recruitment/Promotion

The term internal recruitment channel refers to filling a vacant position with a person who is already being employed by the organization. This is commonly done in one of the following two ways. Firstly, the available position may be offered to an employee directly, which is often being done by approaching the individual without the knowledge of the other employees of the firm.

The reason for this is that the colleagues of the employee who is being offered the position may feel overlooked or become offended, which may lead to adverse motivational effects and consequences (Bayo, 2006). Alternatively, a recruiter of the firm may make an announcement to all employees that a job vacancy exists within the organization and that current employees are eligible to apply for the position.

Internal recruiting/promoting is thought to be a favoured recruitment technique due to a number of reasons. Its low financial cost is thought to be one of its major advantages, considering that no direct costs are associated with the finding of the candidate. Moreover, in most cases the candidate will not require training, or at least not as extensively as an external candidate (ibid).

Similarly, the amount of candidates is usually small, which implies that the costs associated with screening and interviewing candidates are typically low. Internal recruitment may act as a strong motivational tool to existing employees, since it provides them with a reason to work harder, considering that they will perceive that the potential benefit of a promotion does exist (Matrins, 2006).

A further reason as to why internal recruitment methods are perceived to be popular is that individuals who are already being employed by the organization can be observed and their actions followed, meaning that their capabilities, strengths and weaknesses can be assessed after employment while an employer’s ability to assess the capabilities of external candidates is limited (Bayo, 2006).

Internal recruiting will also have its disadvantages. External candidates are, for instance, more likely to bring new perspectives and fresh ideas to the organization,
while internal candidates are likely to have adapted to and accepted the way that the company is running its business. Hence, employing internal recruitment may in the long-run, in absence of using other recruitment channels, ultimately suppress innovation and creativity (Stone, 2006).

Businesses may often choose to recruit through the use of business contacts, friends or colleagues. One of the main reasons for the use of this informal recruitment channel is that there are no financial costs associated with finding these candidates. Due to this relationship it is unlikely that a person will recommend a candidate of inferior quality to the recruiter, since this will reflect negatively on the recommender (DeVaro, 2005).

Even though internal recruitment methods are generally associated with no direct financial costs, firms may choose to actually offer employees a bonus for finding new members of staff. By providing this type of incentive, businesses will increase the likelihood of receiving information on highly qualified individuals, which, combined with the fact that screening costs will be low (DeVaro, 2005).

The usefulness of a company’s homepage as a recruitment channel may to a certain extent be considered as being dependent on how prominent and reputable the firm is perceived to be as an employer. Large, respectable and well-known businesses such as banks and auditing firms may have great use of their own homepage, due to the large number of individuals who are seeking to gain employment at these companies (Zall, 2000).

2.6.6 External Recruitment Channels

Formal channels are considered to be channels at which a certain stage of the recruitment process is being handled by an intermediary, a third party outside the business, such as for instance the public employment agency, a newspaper or a recruitment agency. Formal recruitment channels are associated with reaching high volumes of applicants as well as with a certain amount of financial cost (DeVaro, 2005).
Furthermore, high volume of applicants in itself is sometimes associated with a low match between employers’ requirements and the candidates’ competences and skills. The financial costs may therefore be either direct, in terms of advertisements being placed or recruitment agencies being hired, or indirect, due to high costs that are occurred through the process of screening and interviewing applicants.

Advertising is considered one of the most widely used channels of recruitment. Usually these vacancies are placed in newspapers. The main advantage of this recruitment channel is the large volume of potential candidates that the channel is able to reach. The process may be considered to be effective when the position that is to be filled requires certain skills that are hard to find, such as a particular language for instance (Mencken and Winfield, 2000).

However, there is a cost associated with the process of advertising. As mentioned above, advertising does reach a large volume of people. Nevertheless, this process often leads to a large number of applicants, which means that there often is a lot of time, effort and commitment required in the process of screening the applicants by for instance going through applications and conducting interviews (Mencken and Winfield, 2000).

Recruitment agencies have existed for many decades. Over the years the number and popularity of recruitment agencies has consistently increased and they have steadily gained a larger share of the market. Their popularity is justified by the fact that recruitment agencies are experts in their field and possess a great amount of information on a large number of potential candidates (Taerettanachai, 2005).

Furthermore, one of the main advantages that recruitment agencies offer to businesses is the fact that the agency will undertake the process of receiving applications and the initial screening of candidates. Effectively, this recruitment method allows the managers of the company, who in the absence of a recruitment agency would be involved in the recruitment process, to have more time to attend to other tasks instead.
Public employment agencies offer the advantage of being able to reach a large volume of potential candidates at no cost to the firm, which are the two primary reasons for the use of this recruitment method. The use of this recruitment method provides drawbacks, considering that individuals who are unemployed are obligated to search and apply for job positions in order to retain their unemployment benefits (Van Ours, 1994).

Due to the high volume of individuals that are being reached, combined with the fact that anyone will be able to apply for the particular position, the process of screening candidates when employing this particular recruitment channel is often considered to be rather demanding and timing consuming. The fact that some candidates may be reluctant to accept the offer of a position due to the above mentioned reasons (Van Ours, 1994).

The use of search engines such as a recruitment method has only been established in recent years, as a result of increasing use of the internet. Search engines offer employers with large databases with information on individuals and their competences. As with other recruitment channels that use the internet, recruiters may be able to filter information from databases by using key words and specific criteria in order to find the right candidates.

The process of finding suitable candidates is still considered to be resource intensive due to the often enormous amounts of potential candidates that are available in these databases. High indirect costs are therefore commonly associated with this method. The recruiter may be able to find individuals who appear very suitable and who possess the skills that are required for the vacant position, yet they may not be interested in the position (Zall, 2000).

Ineffective recruitment has many detrimental effects on the performance of an organization. Ineffective recruitment often results in low productivity of labour among employees. It also results in high employee turnover employee and excessive
wastage of organization resources due to recruitment of unqualified personnel. Last but not least, ineffective recruitment results in poor performance of the organization.

2.6.7 Recruitment Criteria

Individuals who are in charge of the recruitment are required to identify the job-criteria that are important and a requirement in order to be able to successfully fill the position, as well as the ones that are optional or desirable. Thereafter it will need to be established what type of candidates are to be targeted in order to make an effective decision in regards to the recruitment (Best, 2007).

The choice of recruitment channel depends on the relative importance of costs, time and efforts that recruiters are available and willing to spend on the recruitment process, as well as considerations in regards to motivational effects on existing employees. Once the target applicant has been identified, it should be considered what channel of mediation should be employed (Stone, 2005).

Moreover, the way job opportunities and conditions are communicated to the market should be paid close attention to by recruiters. The content, structure and layout of an advertised position, as well as the volume of the information being given to potential candidates, is likely to have effects on the number of individuals who apply for the vacancy (Ryan, Gubern and Rodriguez, 2000).

Once the information has been released and become available to the target audience and recruiters are starting to receive their first applications, the process of initial screening with the purpose of sorting out the applicants who match the requirements of the vacant position. Once the applicants who are suitable have been identified, recruiters may initiate the process of interviewing candidates (Stevens, 2008).

Interviews are meant to assist the recruiter to develop a better understanding of the personality as well as the level of competence and skills that the applicant possesses. Interviews are likely to vary depending on the type of position, its relative importance and attractiveness, as well as the recruiter’s and the candidate’s attitude towards the job (Stevens, 2008).
Depending on the attractiveness, the type of position and the use of recruitment channel, the recruiter may have a large or small pool of applicants available to choose among. Recruiters may employ a screening or orientation recruitment. A screening recruitment is used for positions that combine a large pool of candidates with low job-requirements (Stevens, 2008).

Orientation recruitment is often adopted for high job-requirements when the volume of applicants is low. In that situation recruiters often take an aggressive approach by trying to get the applicants to attend an interview as soon as possible. As a result of the type of recruitment chosen by the recruiter, the recruiter may alter the way he/she handles interviews (Wesley, et al, 2009).

One of the methods used to screen job applicants is the use of intelligence. They are used as either pre-interview screening devices or as supplements to interviews, considering that they assist and simplify the selection process, often due to the fact that the same set of questions are made to all applicants, thereby producing a homogenous set of answers, which allows comparison (Wesley, et al, 2009).

Tests can be divided into five different categories: employment tests, interest tests, aptitude tests, intelligence tests and personality tests. However, the use of the above mentioned tests has been criticized in recent years, as their accuracy and the degree to which they are able to predict future behaviour varies and is often limited combined with the fact that they may be found offensive (Wesley, et al, 2009).

2.6.8 Recruitment Sources
Various sources for personnel recruitment are available for utilization, for example, internal and external sources.

2.6.8.1 Internal Sources
Cloete (2005) states that filling vacancies from within is accomplished by transfers or promotions. However, when promoting an employee, the seniority factor must not be the sole consideration. Beach (2000) contends that it is essential to match job
requirements with worker qualifications, irrespective of how long the employee has been in the institution.

Filling vacancies from within has decided advantages and disadvantages. Beach (2000) lists the advantages as follows: internal recruitment fosters high morale amongst existing employees; there is less risk of error in the appointment of personnel already on record and internal recruitment simplifies the recruitment and selection processes, because the number of applicants is restricted.

Also, recruitment from within ensures that undesirable personnel are kept out of local government. At the same time, however, it is possible that better caliber outside employees could thereby be denied access to local government. However, the risk factor of a wrong appointment amongst the existing employees is maintained, and these can be referred to periodically.

The disadvantages of recruitment from within are as follows; the tendency to promote exclusively from within, that is, internal recruitment, prevents the infusion of new ideas and knowledge, particularly at the upper levels of the institution. Beach (2000) writes that this effect may be called “organizational inbreeding”. Inbreeding is a problem that cannot be disregarded in public institutions, for various reasons.

According to Beach (2000), although it is good policy to fill the majority of vacancies from within, the institution must of necessity resort to external sources if suitable qualify personnel are not available. This step must be taken irrespective of the costs involved, otherwise poorly qualified personnel; ill-equipped to cope with the work, will eventually reach senior posts in the Public Service.

2.6.8.2 External Sources Recruitment

Beach (2000) states that external sources can also be utilized effectively provided there are screening and selection devices. Some examples of external sources of personnel, outside the ranks of the public service, are as follows: One employee recruiting another; managerial personnel recruited from tertiary institutions; experts obtained via personnel expert employment agencies and advertising of posts.
Beach (2000) states that the advantages of using external sources to fill vacancies are the following: when one employee recruits another, a selective mechanism is applied, because employees will generally not recommend unqualified persons. However, Flippo (2003) warns that the problem of favoritism and nepotism must be borne in mind.

Cloete (2005) agrees with the latter sentiment, but adds that a dishonest political office-bearer, top official or supervisor who wants to practice nepotism or victimization will be able to do so even where an elaborate system exists to attain objective merit rating. Advertising outside is a good principle, because an existing employee will not apply for a post where he/she is already employed.

External recruiting does have its disadvantages. These are as follows: little is known of the potential employee or work-seeker; the selection process is more stringent and intricate, and successive hurdles must be crossed (Beach, 2000); the selection process is more time-consuming, because short-listing is a time-consuming process of eliminating unsuitable candidates (Beach, 2000).

2.6.9 Objective of Recruitment
Numerous researchers and practitioners (CIPD, 2010; Redman and Wilkinson, 2009) comment on the purpose and importance of recruitment. Most of the recent HR literature emphasizes the necessity of the recruitment and selection of adaptable people who can adjust and are able to fit in self-directed and multidisciplinary teams which are nowadays required necessary for organizations to remain competitive.

Pfeiffer (2004) argues that employees provide critical contribution to the success of any organization. Pfeiffer’s argument is that as technology increases and product life cycles shorten, the major source of competitive advantage is finding the right individual employees. Hence, it is important to consider some of the objectives of recruitment and selection as suggested below; attract and encourage appropriate quality candidates to apply for positions in the organization thereby creating a pool of qualified potential applicants which enables the selection of best candidates for the
organization at a minimum cost (Redman and Wilkinson, 2009). However, it can be argued that the notion of finding the best candidates at a minimum cost is not anything that can be easily achieved.

As despite, record high unemployment in the UK economy it is still difficult to find suitably qualified and talented candidates with specific skills in some sectors contribute to human resource planning and job analysis techniques in determining present and future resourcing needs of the organization as suggested by Beardwell et al., (2004).

2.6.10 Recruitment Tools
One of recruitment tools used by organizations is employment agencies: An employment agency is instructed to recruit for an organization. The selection process could either be conducted by the agency or by the company, or by both the agency and the company. Visconti (2002) describes recruitment services as organizations that charge a fee to employers, for helping them recruit employee.

Present employees refer applicants from outside the organization. It is an inexpensive and quick way to find people with the required skills. Visconti (2002) suggests the following guidelines for an effective referral program: provide feedback to employees about the status of their referrals; provide referral awards and define clearly who is eligible.

Another recruitment tool used by employers is through the use of former employees: Some employees might have been laid off during economic down swings or worked as seasonal employees on a contract bases. The employer has experience with these applicants so they tend to be safe recruits and they minimize the exposure to risk (Schultz, 2001).

2.6.10.1 Advertising
Erasmus et al. (2000) states that advertising is the most popular recruitment method used by organizations in South Africa. Organizations advertise in local, regional and
national newspapers and weekend job supplements. Advertisements must be non-discriminatory and must reach suitable candidates. It must also supply enough information so that unsuitable applicants can easily exclude themselves.

Gupta (2008) looks at employees reference check as something that can be efficient only if it maintains the proper checking of the information and how the information are retrieved from the referees. He is doubtful as far as the reliability of the information provided by the applicant is concerned and how the whole process is taken onto practice.

The applicants are supposed to fill in all the information that the employer may be in a position to reach and get the reality of the information. These may be his previous employers, heads of educational institutions or public figures. The organization contacts them by mail or telephone. Once the employee contacts the referees, they are required to provide their opinion of the candidate without incurring any liability. The author develops a doubt out of the above reality.

When the candidate is requested to provide such information, without any mistake, he will definitely provide the names that may obviously speak well of him. The author keeps on alerting me on his understanding as far as reference check is concerned by saying that;

2.6.11 Reference Checks
References are sought only for those candidates who are shortlisted or likely to be shortlisted. Checking may be done orally or in writing from those people nominated by the candidate. The Privacy Act 2003 prohibits the collection of evaluative comments about job applicants without their permission. Members of appointment committees must not make enquiries about applicants (Benson, 2010).

Referees’ reports are sought, provided and received on the understanding that they will remain confidential to those concerned with considering applications and that they will not be used for any other purpose. The University will not make an
appointment offer until a satisfactory reference is received, usually from the candidate’s most recent line manager (Benson, 2010).

Written references are ordinarily sought for academic candidates prior to final short listing to provide additional information to the committee. For most other positions reference checking is undertaken orally after interviewing. This reduces the overall timeframes for recruitment processes and provides an opportunity to check or clarify any points that may have arisen during the interview.

It also enables the appointment committee to confirm that the applicant has provided suitable contact referees, given the experiences conveyed during the interview. Written reference checks may, in some instances, be followed up orally after interview as a final check (Dunson, 2005). Recruitment agencies often invest a lot of time and money in hiring and training new employees.

As a result, they should want to find out as much as possible about the applicant before committing to hiring. By not conducting good reference checks, employers may fail to uncover information that would have proved a new employee unsuitable for the job, and may expose themselves to claims of negligent hiring, or at the very least, make an expensive hiring mistake (Benson, 2010).

We are required by law and/or by company policy to fingerprint employees if they hold certain positions (Benson, 2010). Also Magdalene (2008) in her book of recruitment and reference checking she went far to stress that in order to get potential employees employers must: do a reasonable investigation of applicants before hiring them and give employees adequate supervision.

Employers are required to take steps to prevent their employees from harming other people or their property. So, if employers fail to take reasonable precautions to prevent harm from occurring, they may be responsible for any damage that might otherwise have been prevented. Also Dunson (2005) emphasizes that; when contacting references, limit your questions to job-related information.
2.7 Empirical Literature Review

2.7.1 Recruitment in Public Organizations in Tanzania

Recruitment processes in all public institutions in Tanzania follow recruitment policy, rules, procedures and regulations as stated by the Public Service Recruitment Secretariat Act of 2009. According to the Act, the first step is to identify vacant posts, which has granted permit from the President’s Office, Public Service Management and funded by the Ministry of Finance.

The second step, to advertise the vacant posts through media in order to invite the suitable and qualified applicants from both inside and outside the Public Service to apply for the posts. Third, to list down all applicants who sent their application letters in order to know exactly the number of all applicants, their contact address, date of birth, qualifications and experiences.

During the fourth step, candidates who meet job requirements and qualifications in terms of professional, experience, track records and learning potentials are shortlisted. In the fifth step, shortlisted candidates are invited to appear for both, oral and written interviews. The call for interviews is advertised through the media advertisement such as newspaper, letter writing and telephone calls. In the sixth step, the results of the interviews are analyzed by a “Special Committee” in order to make the final decisions on which candidates should be selected. The selection process is followed by reference and background checks on the selected candidates. The candidates who pass the reference and background checks are thereafter advertised in the media as winners.

2.8.2 Recruitment Challenges

2.8.2.1 Inadequate Financial Resources

Recruitment is such a problem that many organizations face a greater recruiting challenge than a selection challenge. Selection will only be effective and financially defensible if a sufficient quantity of applicants apply to the organization. Many organizations struggle with how to attract a diverse workforce. Recruiting is critical for sustained competitive advantage (Taylor & Collins, 2000).
2.8.2.2 Large Number of Applicants
Chapman et al., (2005) conducted a study to estimate the effect sizes and path relationships between recruiting predictors (job/organizational attributes, recruiter characteristics, perceptions of recruitment process, perceived fit, perceived alternatives, hiring expectancies) and applicant attraction outcomes (job pursuit intentions, job/organization attraction, acceptance intentions, job choice).

2.8.2.3 Lack of Qualified Recruitment Officers
Among factors affecting the performance of public organization in Tanzania is poor recruitment. In most public organizations, recruitment is done by people who are not qualified in human resources profession. Also, in most cases, the recruitment process in Tanzanian public organizations is characterized by tendencies of nepotism, where people are employed based on their acquaintances but not based on qualifications.

2.8.2.4 Wrong Choice of Recruitment Channels
Also, the effectiveness of the recruitment process in public organizations is determined by the type of recruitment channels used by the organizations. However, the factors which influence the choice of recruitment channels and the factors that hinder the effectiveness of the recruitment process in public organizations are not clearly understood, hence, there is a knowledge gap that needs to be addressed.

Barron et al., (2005) conducted research on the individual that was most recently hired by organizations. Their study was conducted with respect to the hours that firms on average spent on recruiting, screening and interviewing of candidates, the number of average applicants that were interviewed, the average number of employment offers made and hourly wages that were eventually paid.

The study found out that recruiters spent less time in recruiting people for low-paying job but spent more time in filling positions with high job requirements. Also, the study found out that the more the time taken to recruit an employee the higher the average hourly wage. Also, the study found out that the choice of recruitment channel used depends on the costs of the recruitment (Barron et al., 2005)
DeVaro (2005) conducted two studies in the USA, in which he focused on the outcomes of the last hired employee. He examined the topic of recruitment in relation to the setting of starting wages. The analysis occurred from two alternative perspectives the level of starting wages was increased during recruitment process in order to provide a greater incentive to applicants.

As Marsden and Campbell (2000) state, businesses will choose the recruitment that offers them with the highest expected benefit compared to the expected costs that the recruitment channel produces. A number of variables, such as the time and cost of the recruitment process, tend to have considerable influence on the expected benefits and costs of each recruitment channel.

More importantly, companies will vary in the level of significance that they attach to each of these variables depending on the position and the needs of the organisation, which is the main reason as to why different recruitment channels are being chosen by different firms. The main factors are: cost, requirements of the position, time effort and the volume and quality of candidates (Marsden and Campbell, 2000).

Direct financial costs in this case refer to costs that are associated with the placement of an advertisement or the hiring of a third party who will be responsible for carrying out the recruitment process, whereas indirect financial costs refer to costs that are incurred during, for instance, the process of screening and interviewing applicants (Marsden and Campbell, 2000).

A second factor is the level of skill required for the position, as well as the relative importance of the position within the company. Firms are likely to make use of different recruitment channels depending on the requirements and the type of vacancy that is to be filled. As the level of skill increases, the relative importance of finding a highly qualified individual for the position (Marsden and Campbell, 2000). The amount of time available to the individuals in charge of handling recruitment processes plays a crucial role in deciding upon the use of a recruitment channel (Russo, et.al, 2000). A number of recruitment channels exist, which offer companies
the opportunity to either pass on the process of screening and interviewing applicants, such as the use of recruitment agencies to save time.

The issue of recruitment effort is closely related to that of time. However, effort refers to the recruiter’s willingness and motivation to try and find a suitable candidate. An employer who is more willing to put effort into the recruitment process may, for instance, utilize a greater number of recruitment channels in order to find the right applicant (Russo et al., 2000).

Companies are able to reach a high or low number of candidates depending on the type of recruitment method that they have chosen. The quality of candidates often varies depending on how a firm decides to recruit. Advertising, for instance, is a recruitment method which is generally associated with reaching a large volume of individuals, which in most cases is considered to be positive (Russo et al. 2000).

However, one of the downsides of using this particular channel is that the advertisement even reaches a large number of applicants who do not fit the requirements of the vacant position, yet they are able to apply for it anyway. Hence, the quality of the applicants may turn out to be low. A firm may reach a small number of candidates through contacts (Russo et al., 2000).

Generally, Recruitment is the process of hiring qualified candidates to the organization. In other word, it is the process of identifying the source of potential employees and encouraging them to apply for jobs in the organization. The significance of recruitment is to create a pool of candidates of which personnel with required skill could be selected (Graham, 2003).

According to a study by Lukumai (2008), for the recruitment process to be effective and to yield intended results, the following factors should be taken into considerations; recruitment needs, matching personnel to job available, financial support during recruitment and avoidance of favoritism/nepotism, tribalism and corruption on recruitment.

Another study However, a study conducted by Mkawe (2009) at Kibaha Education Centre discovered that though the center budgeted for education funds for education
but it hardly expended 30% of such budget in actual recruitment. Although the fund for recruitment was not enough yet it partially reallocated to other operations. The center had no recruitment officer to properly coordinate recruitment activities.

In a study by Booi (2005) titled “An assessment of the recruitment and selection strategies used in the sales department of Old Mutual Group Schemes in the Eastern Cape” the study aimed at assessing the recruitment and selection strategies used in the sales department of Old Mutual Group Schemes (OMGS) in the Eastern Cape. The study adopted a descriptive quantitative research.

The study found out that after the Labour Relations Act 66 of 2005 (LRA) and Employment Equity Act 55 of 2008 were promulgated, the challenge to most organizations was the implementation of these policies by managers. The requirements of these two legislations created problems for small companies because of the high costs involved especially in the implementation stages.

The study further found that the organizations incurred costs in the development of the new processes and the training of staff. Even after the new processes, labor turnover did not improve in OMGS. Senior management was trying any means possible to rectify the situation. The findings indicated that some steps in the recruitment and selection processes were not followed.

It was recommended that the organization use more recruitment sources to broaden the scope of accessing more suitable applicants. However, this study did not cover the whole process of reference checking in recruitment process, and also did not put a lot of efforts in assessing different recruitment tools used by the organization. Furthermore, the study did not point out in details the steps in recruitment process.

In another study by Wan Ismail and Long (2008) titled “Understanding the Relationship of HR Competencies & Roles of Malaysian Human Resource Professionals”, the authors examined the competencies and roles of Human Resource (HR) professionals in the manufacturing companies in Malaysia. The competencies included business knowledge, personal credibility and HR technology.
All these competencies were tested whether they relate to HR roles such as strategic partner, change agent, administrative expert and employee champion. The sample employed consisted of HR professionals from Malaysian manufacturing companies in Johor, the southernmost state of Malaysia. This study used quantitative method such as spearman rho correlation to test the variables.

The analysis reveals that the top nine ranking Human Resources personnel’s competency factors are from the domain of personal credibility and HR delivery. The respondents’ self-rated competency shows that personal communication, legal compliance, effective relationship and performance management rank above all other factors.

Other findings of this research showed that HR professionals are lacking in their capacity to play an important role as a strategic partner and agent for change. Furthermore, it was observed that business related competencies and HR related competencies were significantly related to certain roles of HR professionals in Malaysia.

In a study conducted by the Society for Human Resource Management (SHRM, 2012) titled “Background Checking: The Use of Credit Background Checks in Hiring Decisions” the study aimed to find if organizations were doing credit background checks on job candidates and what were the major reasons and advantages of conducting this credit background checks.

The study conducted in Alexandria, Virginia, in the United States of America. The study adopted a descriptive quantitative method. The study findings indicated that slightly more than one-half (53%) of organizations do not conduct credit background checks on any of their job candidates. However, this study does not assess anything with regard to recruitment process.

Furthermore, the study found that the leading reasons organizations conduct credit checks on job candidates are to decrease/prevent theft and embezzlement (45%) and to reduce legal liability for negligent hiring (22%). Of the organizations that conduct
credit background checks, 80% reported that they have hired a job candidate whose credit report contained information that reflected negatively on his or her financial situation.

The three most important factors that influence the final decision to hire a particular candidate over another are previous work experience, a good fit with the job and the organization, and specific expertise needed for the job. The study recommended that organizations should conduct more background checks on their candidate, not just credit background checks but also criminal records.

However, this study was conducted in a developed country (the United States) where it is easy to find and review records on a number of issues and topics like credit records, driving records, criminal history, records from schools and colleges and other topics which are well kept, and computerized. Furthermore, the study only focused on background checks for job candidates in organizations.

2.8 Research Gap
From the literature reviewed, it is evident that there are very few studies conducted on factors that affect the effectiveness of recruitment in public organizations in Tanzania, the studies were conducted prior to the establishment of the Public Sector Recruitment Secretariat (PSRS). Furthermore, these studies did not point out in details the steps in recruitment.

Other studies largely focused on competencies and roles of human resource professionals. Additionally, other studies were conducted in other countries outside Tanzania countries where public recruitment policies are different. Hence, there is a research gap on effectiveness of public recruitment in Tanzania. It was the objective of this study to fill that gap.

2.9 Conceptual Framework
The study adopted the conceptual framework for recruitment process in which the major assumptions were that public organizations in Tanzania follow all guidelines of the recruitment process as stipulated in the Public Service Recruitment Secretariat
Act, and that all factors needed to facilitate the recruitment process through PSRS are in place. Figure 2.1 provides the conceptual framework adopted in this study.

**Description of the Conceptual Framework**

Recruitment process conceptual framework shows that employer will always review the vacancy available in the organization so that they can be aware of the vacancy available in terms of number and positions needed to be filled and thereafter will advertise the vacancy through the media which will be easier for the applicants to access and will not be much expensive to post advertisements then the applicants will apply and wait for screening in which the application considered may include brief phone interview or informed to be prepared for panel interview.

Then after the applicant shortlisted will be invited to attend panel while unsuccessful will be notified. After attending panel interview, the applicants who are needed to attend further assessment depending with the position they applied like secretaries will attend for different tests for example; speed test and others while successful applicants who do not need other tests and unsuccessful will be notified. Preferred candidates will undergo reference and background check, this will enable the management to have background information of the candidate on her/his performance and behaviour, For example Accountants. Thereafter, applicants will be notified so that they can sign contract and fill the vacancy.
Figure 2.1: Conceptual Framework

Source: Adapted from Ismail and Long (2008)
3.1 Introduction
This chapter presents research procedures and methods that were used in the course of conducting this research. The aim of this study was to assess the effectiveness of recruitment at PSRS. A systematic methodological foundation was used in order to assist the researcher with respect to its planning, organizing, presentation, analyzing and interpretation of data.

This chapter consists of the research design adopted by the researcher, the area of the study, the population and sample of the study, sampling techniques, data collection methods used and data analysis techniques.

3.2 Research Design
A research design is the clear plan and condition for collecting and analyzing data in a manner that aim at combining relevance to the research purpose with economy in procedure.

In fact, research design is the conceptual structure with which research is conducted (Kothari, 2004). Case study research design was used as an approach in the course of conducting this research.

This approach was selected because it enabled the researcher to analyze and describe the problem under study and to come up with reliable findings from respondents. Also, the researcher used case study design, due to the fact that, case study is a comprehensive description and analysis of a single situation or a number of specific situations i.e. cases.

3.3 The Study Area and Population
The study was conducted at the Head Office of the Public Service Recruitment Secretariat. PSRS was chosen as the area of the study because it is the sole
organization which has the mandate to plan and implement the recruitment process for job vacancies available in various Ministries, Departments and Agencies (MDAs).

Kothari (2004) defines population as a theoretically specified aggregation of study elements. It is translating the abstract concept into workable concept. Also, target population is the complete group of specific population elements relevant to the research project. The population of this study composed of 97 PSRS staff in the Human Resources Management Department as well as the management.

3.4 The Sample and Sampling Techniques

3.4.1 Sampling Techniques

According to Kothari (2006), sampling is the selection of some parts of aggregate of the population. It is a process of selecting a group of people, events, behaviour, or other elements with which to conduct a study. An important issue influencing the choice of a sampling technique is whether a sampling frame is available, that is, a list of units comprising the study population.

The researcher used simple random sampling in the research study due to the fact that it gives each element in the population an equal probability of getting into the sample. Also, simple random sampling technique gives each possible sample combination an equal probability of being chosen. Each individual is chosen entirely by chance and each member of the population has an equal chance of being included. Purposive sampling is a deliberate selection of a particular unit of universe for constructing sample that represents the universe. The researcher does so, so as to get data, which would help in accomplishing the purpose of a research. Purposive sampling enables a researcher to pick those respondents who will be useful (most informed) about the subject of research (Kothari, 2009).

3.4.2 Sample Size

A sample is a list of all sampling units or areas available for selection in the sampling process (Saunders et al., 2009). It is a complete list of all the cases in the population
from which a probability or non-probability sample is drawn. The sample of the study comprised of 50 respondents selected from the population of employees of PSRS as shown in Table 3.1 below.

The researcher used purposive sampling technique to select 5 HR Senior Managers and 5 HR Supervisors. Also, the researcher used simple random sampling method to select 30 respondents among HR Junior staff. Also, the researcher used purposive sampling technique to select 5 respondents among members of staff of PSRS in the Finance and Administration Department and 5 respondents among Senior Officials.

Table 3.1: Sample Size and Sampling Technique

<table>
<thead>
<tr>
<th>S/no</th>
<th>Respondents</th>
<th>Number</th>
<th>Technique used</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td><strong>Human Resources Department</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>HR Senior Managers</td>
<td>5</td>
<td>Purposive sampling</td>
</tr>
<tr>
<td></td>
<td>HR Supervisors</td>
<td>5</td>
<td>Purposive sampling</td>
</tr>
<tr>
<td></td>
<td>HR Junior Staff</td>
<td>30</td>
<td>Simple random sampling</td>
</tr>
<tr>
<td>2</td>
<td>Finance and Administration</td>
<td>5</td>
<td>Purposive sampling</td>
</tr>
<tr>
<td>3</td>
<td>Senior Officials</td>
<td>5</td>
<td>Purposive sampling</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td>50</td>
<td></td>
</tr>
</tbody>
</table>

Source: Field Data (2013)

3.5 Methods of Data Collection

The study used both primary and secondary sources of data. On one hand, primary data are those data gathered by the researcher for the first time through different methods of data collection (Kothari, 2004). In gathering primary data the research used interviews, questionnaire, and observation method to collect relevant data from respondents.

On the other hand, secondary data are those data collected by the researcher as the second hand materials and in most cases they are obtained by going through the documents written by other people (Kothari, 2004). The most common types of data collection methods in research study are interviews, observation and questionnaires (Saunders et al., 2000).
3.5.1 Questionnaire
Both open-ended and closed-ended questionnaires were distributed to all respondents who were selected by simple random sampling. This method helped the researcher to obtain different ideas from different people because respondent had wider scope to express themselves. Information collected using the questionnaire included how the hiring process is done and how effective the process is. Appendix 1 provides the questionnaire used for the study.

3.5.2 Observation
Kothari (2004) defines observation as the method of collecting data, where the researcher collects the data without asking the respondents. This method enabled the researcher to observe how recruitment is conducted at PSRS and be aware of some of the factors that hinder the effectiveness of PRRS in conducting the recruitment process.

The information collected through observation was by way of investigator’s own direct observation without asking from the respondent. If there is no interview going on during data collection period, then the researcher focused on how preparations for the recruitment process are done at PSRS as well as the challenges encountered in doing so, and how PSRS overcomes those challenges.

3.5.3 Interview
Interview is a method of collecting data which involve presentation of oral-verbal stimuli and reply in terms of oral verbal responses (Kothari, 2004). The researcher used both structured and unstructured interview. The use of interviews to collect data involved presentation of oral responses and face to face interview in order to ensure adequacy of data.

3.6 Methods of Data Analysis
The main program which was used for quantitative data analysis was Statistical Package for Social Science (SPSS). Calculations of frequencies and percentages was done and interpreted in order to come up with valid conclusion. Graphs and charts were used as a method to provide a quick picture of the findings.
For qualitative data, the study used content analysis method to analyze the data. Data was transcribed from interview to form notes, and then was combined with data obtained from different documents and observation to form themes relating to research questions. This information was then presented in a narrative form.
CHAPTER FOUR
PRESENTATION OF THE FINDINGS

4.1 Introduction
This chapter presents and discusses findings from the study. The main objective of this study is to investigate the effectiveness of recruitment in public organizations by focusing on the Public Service Recruitment Secretariat (PSRS) as a case study. Specifically, the study aimed to examine how the recruitment process is conducted by PSRS, assess the effectiveness of PSRS in conducting recruitment and identify factors which hinder effectiveness of PSRS in recruitment.

4.2 The Profile of Respondents
Age is an important demographic variable in this study because it enables the researcher to find out whether the perception of respondents towards recruitment is influenced by their age. The researcher analyzed the age profile of respondents and the information is presented in Table 4.1 below. Findings of the study show that 48% of respondents are aged 31-35 years, 32% of respondents are aged 36-40 years, 12% of respondents are aged 41-50 years and 8% of respondents are aged 25-30 years.

<table>
<thead>
<tr>
<th>Table 4.1: Age of respondents</th>
<th>25-30 years</th>
<th>31-35 years</th>
<th>36-40 years</th>
<th>41-50 years</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. of respondents</td>
<td>4</td>
<td>24</td>
<td>16</td>
<td>6</td>
</tr>
<tr>
<td>Percentage (%)</td>
<td>8%</td>
<td>48%</td>
<td>32%</td>
<td>12%</td>
</tr>
</tbody>
</table>

Source: Field Data (2013)

Level of education is an important demographic variable in this study because it enables the researcher to find out whether the perception of respondents towards recruitment is influenced by their level of education. The researcher analyzed the level of education of respondents and the feedback was documented as shown in the Table 4.2 below.
Table 4.2: Level of Education of Respondents

<table>
<thead>
<tr>
<th>No. of respondents</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diploma</td>
<td>8</td>
</tr>
<tr>
<td>Degree</td>
<td>30</td>
</tr>
<tr>
<td>Post Graduate Diploma</td>
<td>7</td>
</tr>
<tr>
<td>Master degree</td>
<td>5</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
</tr>
</tbody>
</table>

Source: Field Data (2013)

Findings above show that 60% of respondents have degrees, 16% have diplomas, 14% have Postgraduate diplomas while 10% have Master Degree. Level of work experience is an important demographic variable in this study because it enables the researcher to find out whether the perception of respondents towards recruitment is influenced by their level of work experience. The researcher analyzed the level of education of respondents and the feedback was documented as shown in the Table 4.3 below.

Table 4.3: Work Experience of Respondents

<table>
<thead>
<tr>
<th>No. of respondents</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-2 years</td>
<td>20</td>
</tr>
<tr>
<td>3-4 years</td>
<td>16</td>
</tr>
<tr>
<td>5-6 years</td>
<td>5</td>
</tr>
<tr>
<td>7 years or more</td>
<td>4</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
</tr>
</tbody>
</table>

Source: Field Data (2013)

Findings above show that 40% of respondents have work experience of up to 2 years, 32% of respondents have work experience of 3-4 years, 10% of respondents have work experience of 5-6 years while 8% of respondents have work experience of 7 years or more.

Level of awareness of respondents is an important demographic variable in this study because it enables the researcher to find out whether perception of respondents
towards public recruitment is influenced by their level of awareness. The researcher analyzed the level of awareness of respondents on recruitment, and the feedback was documented as shown in Table 4.4 below.

<table>
<thead>
<tr>
<th>Level of Awareness</th>
<th>No. of respondents</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Totally aware</td>
<td>29</td>
<td>58</td>
</tr>
<tr>
<td>Not aware</td>
<td>16</td>
<td>32</td>
</tr>
<tr>
<td>Partially aware</td>
<td>5</td>
<td>10</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Field Data (2013)

Findings above show that 58% of respondents are totally aware of recruitment, 32% are partially aware of recruitment while 10% of respondents were not aware of recruitment.

4.3 The Recruitment Process at PSRS

Through interviews with respondents and review of various documents at the Public Service Recruitment Secretariat (PSRS), the researcher analyzed the recruitment process and procedures used by the secretariat, and the findings from the analysis are narrated below. The recruitment process at PSRS follows the following steps in a sequential order;

1. Identification of vacancies to be filled
2. Preparation job description and person specification
3. Advertisement of the vacancies through PSRS’s website and newspapers
4. Analysis of applications to identify suitable candidates
5. Short listing of suitable candidates
6. Conducting oral and written interviews

4.3.1 Screening of Applications

The applications received from applicants are subject to screening so as to eliminate unqualified applicants. The screening process is done for the purpose of conducting a
scrutiny of applications in order to eliminate of unqualified applicants. Scrutiny enables PSRS to eliminate unqualified jobseekers based on the information supplied in their application forms.

4.3.2 Written Tests
Applicants who pass the screening are invited to sit for written tests. Different types of tests are administered, depending on the type of position available. Written tests are normally used to determine the applicant’s ability, aptitude and personality types. The following are the various types of written tests administered by PSRS to applicants;

4.3.2.1 Ability Tests
Ability tests assist PSRS in determining how well an individual can perform tasks related to the job. An excellent illustration of this is the typing tests given to a prospective employer for secretarial job.

Ability tests are concerned with what one has accomplished. When applicant claims to know something, an achievement test is taken to measure how well they know it.

4.3.2.2 Aptitude Test
Aptitude tests measure whether an individual’s has the capacity or latent ability to learn a given job if given adequate training. Aptitudes tests help determine a person’s potential to learn in a given area. Aptitude tests are also used to measure the ability or fitness of an individual to engage successfully in any number of specialized activities. These tests help to establish the applicants’ personality.

4.3.3 Interviews
The next step in the selection process used by PSRS is an interview. Interview is formal, in-depth conversation conducted to evaluate the applicant’s acceptability. It is considered to be excellent selection device. It is face-to-face exchange of view, ideas and opinion between the candidates and interviewers. Basically, interview is an oral examination of candidates.
Job applicants are invited to attend panel interviews. Interview panels usually comprise of personnel from managerial positions. The interviews are used to pool the collective judgment and wisdom of the panel in the assessment of the candidate and also in questioning the faculties of the candidate. The results of the interviews are used to shortlist candidates.

4.3.4 Reference and Background Analysis
After short-listing candidates, PSRS conducts a reference check on certificates and other documents submitted by candidates and follows-up on names, addresses, and telephone numbers of references for the purpose of verifying information provided by respondents. References are not usually checked until an applicant has successfully reached the fourth stage of a sequential selection process.

4.3.5 Selection Decision
The following stage after written tests and interviews is making the selection decision. The final decision is made from the pool of candidates who pass the tests, interviews and reference checks. The view of the selection committee is generally considered in the final selection because it is he/she who is responsible for the performance of the new employee.

4.3.6 Physical Examination
After the selection decision and before the job offer is made, the candidate is required to undergo a physical fitness test. A job offer is, often, contingent upon the candidate being declared fit after the physical examination. The results of the medical fitness test are recorded in a statement and are preserved in the personnel records. There are several objectives behind a physical test.

The reason for a physical test is to detect if the individual carries any infectious disease. Secondly, the test assists in determining whether an applicant is physically fit to perform the work. Thirdly, the physical examination information can be used to determine if there are certain physical capabilities, which differentiate successful and less successful employees.
Fourth, medical check-up protects applicants with health defects from undertaking work that could be detrimental to them or might otherwise endanger the employer’s property. Finally, such an examination protects employers from workers compensation claims that are not valid because the injuries or illness were present when the employee was hired.

4.3.7 Job Offer
The next step in the selection process used by PSRS is job offer to those applicants who have crossed all the previous hurdles. The job offer is made through a letter of appointment. Such a letter contains a date by which the appointee must report on the designated station of duty. The appointee are often given reasonable time for reporting.
Figure 4.1: Recruitment process at PSRS

The Recruitment Process at PSRS

- Screening of Applications
- Written Tests
- Interviews
- Reference and background analysis
- Selection Decision
- Physical Examination
- Job Offer

Source: Researcher (2013)
4.4 **Effectiveness of Recruitment Process at PSRS**

The findings above show that 60% of respondents strongly agreed, that advertisement of job vacancies is done properly, 12% of respondents agreed, 18% of respondents were not sure, 6% of respondents disagreed and 4% of respondents strongly disagreed.

<table>
<thead>
<tr>
<th>Variables</th>
<th>Strongly agree (%)</th>
<th>Agree (%)</th>
<th>Not sure (%)</th>
<th>Disagree (%)</th>
<th>Strongly disagree (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advertisement of job vacancies is properly done</td>
<td>60</td>
<td>12</td>
<td>18</td>
<td>6</td>
<td>4</td>
</tr>
<tr>
<td>Screening of job applications is done properly</td>
<td>74</td>
<td>14</td>
<td>4</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Written tests are conducted properly</td>
<td>80</td>
<td>16</td>
<td>0</td>
<td>4</td>
<td>0</td>
</tr>
<tr>
<td>Oral interviews are conducted properly</td>
<td>46</td>
<td>36</td>
<td>10</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>References and background checks are conducted properly</td>
<td>10</td>
<td>26</td>
<td>10</td>
<td>30</td>
<td>24</td>
</tr>
<tr>
<td>Selection decisions are done on merit</td>
<td>80</td>
<td>16</td>
<td>4</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Selection decisions are done without interference</td>
<td>50</td>
<td>24</td>
<td>10</td>
<td>10</td>
<td>6</td>
</tr>
<tr>
<td>Successful applicants are advertised openly</td>
<td>70</td>
<td>16</td>
<td>10</td>
<td>4</td>
<td>0</td>
</tr>
<tr>
<td>Successful applicants report to their stations of duty in time</td>
<td>80</td>
<td>16</td>
<td>4</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

*Source: Field Data (2013)*

The findings above show that 74% of respondents strongly agreed that screening of job applications is conducted properly, 14% of respondents agreed, 4% of
respondents were not sure, 4% of respondents disagreed and 4% of respondents strongly disagreed. The findings above show that 80% of respondents strongly agreed that written tests for job applicants are conducted properly, 16% of respondents agreed and 4% of respondents disagreed. There were no respondents who were not sure or who strongly disagreed.

The findings above show that 46% of respondents strongly agreed that oral interviews are conducted properly, 36% of respondents agreed, 10% of respondents were not sure, 4% of respondents strongly disagreed and 4% of respondents disagreed. The findings above show that 10% of respondents strongly agreed that references and background checks are conducted properly, 26% of respondents agreed, 10% of respondents were not sure, 30% of respondents strongly disagreed and 24% of respondents disagreed.

The findings above show that 80% of respondents strongly agreed that selection decisions during the interview process are done on merit, 16% of respondents agreed while 4% of respondents were not sure. There were no respondents who strongly disagreed. The findings above show that 50% of respondents strongly agreed that selection decisions during the interview process are done without outside interference, 24% of respondents agreed while 10% of respondents were not sure, 10% of respondents strongly disagree and 6% of respondents disagree.

The findings above show that 70% of respondents strongly agreed that successful applicants are advertised openly, 16% of respondents agreed, 10% of respondents were not sure and 4% of respondents disagreed. There were no respondents who strongly disagreed.

The findings above show that 80% of respondents strongly agreed that successful applicants report to their stations of duty in time, 16% of respondents agreed and 4% of respondents disagreed. There were no respondents who were not sure or who strongly disagreed. The findings above show that 24% of respondents strongly agreed that successful applicants receive induction training in time, 44% of
respondents agreed, 18% of respondents were not sure, 10% of respondents strongly disagreed and 4% of respondents disagreed.

4.5 Effectiveness of PSRS in Conducting Recruitment

The researcher analyzed the feedback of respondents on the effectiveness of PSRS in conducting the recruitment process. The findings from the analysis are documented in Table 4.6 below.

Table 4.6: Effectiveness of PSRS in Conducting Recruitment

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percent (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very effective</td>
<td>18</td>
</tr>
<tr>
<td>Effective</td>
<td>20</td>
</tr>
<tr>
<td>Not sure</td>
<td>5</td>
</tr>
<tr>
<td>Less effective</td>
<td>5</td>
</tr>
<tr>
<td>Not effective</td>
<td>2</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
</tr>
</tbody>
</table>

Source: Field Data (2013).

The findings above show that 36% of respondents had the opinion that PSRS is very effective in conducting the recruitment process, 40% of respondents opined that PSRS is effective, 10% of respondents were not sure, 10% of respondents opined that PSRS is less effective and 4% of respondents opined that it is not effective.

4.6 Factors Hindering Effectiveness of Recruitment Process at PSRS

4.6.1 Shortage of Financial Resources

The researcher analyzed the feedback from respondents on whether shortage of financial resources is among the factors hindering effectiveness of PRSR in conducting recruitment. The findings below show that 38% of respondents strongly agree that shortage of financial resources hinders effectiveness of PSRS in conducting recruitment, 26% of respondents agree, 10% of respondents were not sure, 18% of respondents disagreed while 8% of respondents strongly disagreed (Table 4.7).
Table 4.7: Perceptions of Respondents on Challenges Facing Recruitment Process

<table>
<thead>
<tr>
<th>Variables</th>
<th>Strongly agree (%)</th>
<th>Agree (%)</th>
<th>Not sure (%)</th>
<th>Disagree (%)</th>
<th>Strongly disagree (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shortage of financial resources hinders effectiveness of recruitment</td>
<td>38</td>
<td>26</td>
<td>10</td>
<td>18</td>
<td>8</td>
</tr>
<tr>
<td>Lack of awareness hinders effectiveness of recruitment</td>
<td>4</td>
<td>10</td>
<td>16</td>
<td>16</td>
<td>54</td>
</tr>
<tr>
<td>Lack of competence hinders effectiveness of recruitment</td>
<td>0</td>
<td>10</td>
<td>14</td>
<td>30</td>
<td>46</td>
</tr>
<tr>
<td>Shortage of staff hinders effectiveness of recruitment</td>
<td>58</td>
<td>28</td>
<td>10</td>
<td>4</td>
<td>0</td>
</tr>
<tr>
<td>Delays of employment permits hinders effectiveness of recruitment</td>
<td>48</td>
<td>32</td>
<td>10</td>
<td>10</td>
<td>8</td>
</tr>
</tbody>
</table>

Source: Field Data (2013)

4.6.2 Lack of Awareness

The findings above show that 4% of respondents strongly agree that lack of awareness hinders effectiveness of PSRS in conducting recruitment, 10% of respondents agree, 16% of respondents were not sure, 16% of respondents disagreed while 54% of respondents strongly disagreed (Table 4.7).

4.6.3 Lack of Competence

The findings above show that 10% of respondents agree that lack of competence among Human Resources personnel at PSRS hinders effectiveness of PSRS in conducting recruitment, 14% of respondents were not sure, 30% of respondents disagreed while 46% of respondents strongly disagreed (Table 4.7).

4.6.4 Shortage of Human Resource

The findings above show that 58% of respondents strongly agree that shortage of Human Resources staff at PSRS hinders effectiveness of PSRS in conducting
recruitment, 28% of respondents agree, 10% of respondents were not sure and 4% of respondents strongly disagreed. These findings show that shortage of staff is among the factors that hinder the effectiveness of PSRS in conducting recruitment (Table 4.7).

4.6.5 Delays in Employment Permit

The findings above show that 48% of respondents agree that delays in employment permits from the President Office Public Service Management hinders effectiveness of PSRS in conducting recruitment, 32% of respondents agree, 10% of respondents were not sure and 8% of respondents strongly disagreed (Table 4.7).
CHAPTER FIVE
DISCUSSION OF THE FINDINGS

This chapter presents discussion of the findings of the study based on the objectives of the study and the literature review.

5.1 Examination of the Recruitment process at PSRS

Recruitment is an essential process, if the organization wants to hire skilled personnel. It involves several processes. Best (2007) described that, in order for an organization to hire a targeted skilled personnel, specific characters must be specified for the targeted personnel.

Stevens (1998) wrote that, the process of getting an employee is necessary to be followed if an organization need have needed skilled personnel who will maximize the performance of an organization. The process of recruitment includes choice of recruitment channel which depends on the relative importance of costs, time and effort that recruiters are available and are willing to spend on the recruitment process, as well as considerations in regards to motivational effects on existing employees. Once the target applicant has been identified, it should be considered what channel of mediation should be employed (Stone, 2005).

Moreover, the way job opportunities and conditions are communicated to the market should be paid close attention to by recruiters. The content, structure and layout of an advertised position, as well as the volume of the information being given to potential candidates, is likely to have effects on the number of individuals who apply for the vacancy (Ryan et al., 2000).

After vacancy announcement is where the recruiters are starting to receive their first applications, the process of initial screening with the purpose of sorting out the applicants who match the requirements of the vacant position. Once the applicants who appear to be suitable for the position have been identified, recruiters may initiate the process of interviewing candidates.
Interviews are meant to assist the recruiter to develop a better understanding of the personality as well as the level of competence and skills that the applicant possesses. Interviews are likely to vary depending on the type of position, its relative importance and attractiveness, as well as the recruiter’s and the candidate’s attitude. Depending on the attractiveness, the type of position and the use of recruitment channel, the recruiter may have a large or small pool of applicants available to choose among then screening recruitment is used for positions that combine a large pool of candidates with low job-requirements, which leads recruiters to carefully select applicants that will be asked to attend an interview (Stevens, 1998).

Then orientation recruitment is adopted for high job-requirements. As a result of the type of recruitment chosen by the recruiter, the recruiter may alter the way he/she handles interviews then reference checks is done which allow selection process to proceed.

The present study from the findings show that the recruitment process at PSRS have similar process, starts with the identification of vacancies to be filled, followed by preparation job description and person specification, advertisement of the vacancies through PSRS’s website and newspapers, analysis of applications to identify suitable candidates, short listing of suitable candidates and conducting oral and written interviews.

The applications received from applicants are subject to screening so as to eliminate unqualified applicants. This is followed by applicants who pass the screening are invited to sit for written tests. The tests assist PSRS in determining how well an individual can perform tasks related to the job. The next step in the selection process used by PSRS is an interview. Thereafter, job applicants are invited to attend panel interviews. Interview panels comprise of personnel from managerial positions. After short-listing candidates, PSRS conducts a reference check on certificates and other documents submitted by candidates and follows-up on names, addresses, and telephone numbers of references for the purpose of verifying information provided by respondents.
The following stage after written tests and interviews is making the selection decision. The final decision is made from the pool of candidates who pass the tests, interviews and reference checks. The next step in the selection process used by PSRS is job offer to those applicants who have crossed all the previous hurdles. The job offer is made through a letter of appointment.

The findings also showed that majority of respondents had the opinion that PSRS is very effective in conducting the recruitment process. The findings show that almost all processes involved in the recruitment process done by PSRS are done effectively with the exception of reference and background checks. Overall, the findings show that PSRS is somehow effective in recruitment.

5.2 Effectiveness of Recruitment Process at PSRS

Recruitment process should be done effectively so that to ensure that the organization is getting proper employees who suits the vacancy. Graham(2003) recruitment is the process of hiring qualified candidates to the organization. In other word, it is the process of identifying the source of potential employees and encouraging them to apply for jobs in the organization.

The significance of recruitment is to create a pool of candidates of which personnel with required skill could be selected. The process of recruitment should be done properly so that to ensure the potential employees are obtained. Also the findings show that recruitment process is followed in SPSR when hiring employees. The following are the recruitment process followed by SPSR; Screening of the applicants, written tests, interview, reference and background analysis, selection decision physical examination, job offer and contract of employment.

5.3 Factors which Hinder Effectiveness of Recruitment Process at PSRS

Lukumai (2008), for the recruitment process to be effective and to yield intended results, the following factors should be taken into considerations; recruitment needs, matching personnel to job available, financial support during recruitment and avoidance of favoritism/nepotism, tribalism and corruption on recruitment
Also the study has found that shortage of financial resources as known that from the announcement of the vacancies, capital is needed so that the advertisement can be done properly as well as the other processes which needs capital, lack of awareness, lack of competence due to the nepotism which led to the presence of the employees who are not skilled enough to deal with the process of recruitment, shortage of staff as well as delays of employment permit.

The other major and threatening factor is the competing interest between employers. The employers found themselves that they differ in interest because while others are loyal to their work, their fellow employers practice nepotism and reserve some offers from the candidates so that they can be assured in filling the vacancy. This make Human Resource practitioners to face hard time in making decision because they may wish to be fair in recruiting process but they also fear to go against their boss.
6.1 Summary of the Findings

This study was designed to assess the effectiveness of recruitment process done by Public Service Recruitment Secretariat (PSRS). In order to assess the effectiveness of the recruitment process done by PSRS, the study employed different research methods for data collection which includes: observation, interview and questionnaire. In questionnaire both open-ended and closed-ended questionnaires were distributed to all respondents who were selected by simple random sampling.

This method helped the researcher to obtain different ideas from different people because respondent had wider scope to express themselves while in interview the researcher used both structured and unstructured interview which involved presentation of oral responses and face to face interview in order to ensure adequacy of data. Through observation the researcher was able to get data on the challenges facing PSRS in conducting recruitment processes.

The study shows that, recruitment processes starts with screening of applicants followed by written test, interview, reference and background analysis, selection decision, physical examination, job offering and lastly signing an employment contract.

All these processes are done except for the reference and background analysis where the applicants who apply to hold higher positions are the ones who undertaking the process neglecting those applying for lowers position.

As also shown that 36% of respondents had the opinion that PSRS is very effective in conducting the recruitment process, 40% of respondents opined that PSRS is effective, 10% of respondents were not sure, 10% of respondents opined that PSRS is
less effective and 4% of respondents opined that it is not effective. The process therefore is effective but PSRS faces some hinderers such as shortage of financial resources, lack of competence, shortage of Human Resources staff and delay of employment permit.

6.2 Conclusion
From the findings of the study, the researcher concludes that PSRS is effective in conducting the recruitment process; however, there are weaknesses on conducting references and background checks as well as conducting induction training. The main factors that hinder effectiveness of PSRS in conducting recruitment were found to be shortage of staff, lack of financial resources and the delays in issuing of employment permit. Shortage of staffs has been the common problem in government organizations thus hinders the performance of the organizations. Lack of financial resources should be addressed because the high number of the respondents are aware of the weakness of the government financial support during the whole process of recruitment as the findings shows that 38% of respondents strongly agree that shortage of financial resources hinders effectiveness of PSRS in conducting recruitment, 26% of respondents agree, 10% of respondents were not sure, 18% of respondents disagreed while 8% of respondents strongly disagreed. Also the delays in issuing of employment permits by the government (Treasurer).

6.3 Recommendations
The researcher would like to make the following recommendations.

- To overcome the issue of lack of shortage of staff and lack of financial resources, the researcher recommends that PSRS should hire more Human Resources personnel who have the necessary skills, knowledge and experience with regard to recruitment. Also, the government should allocate more funds for the recruitment process so as to make it more effective.

- Also, the management of PSRS should show cooperation to the Human Resources Department by providing it with the necessary financial and other resources that will enable the department to be more effective in conducting
recruitment. Also, the management of PSRS should avoid interfering with the recruitment process so as to recruit only qualified candidates.

- The government should ensure that employment permits are issued in time and that there are no delays when it comes to issue of employment permits. Also, PSRS should ensure that induction training to successful job applicants are issued in time.
- Also, the management of PSRS should show cooperation to the Human Resources Department by providing it with the necessary financial and other resources that will enable the department to be more effective in conducting recruitment. Also, the management of PSRS should avoid interfering with the recruitment process so as to recruit only qualified candidates.
REFERENCES


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APPENDICES

APPENDIX I: QUESTIONNAIRE

This questionnaire has been prepared for the purpose of collecting data on a research study titled; “Assessment of Effectiveness of Recruitment Process: Case Study of Public Service Recruitment Secretariat (PSRS)” in partial fulfillment for the award of a Master degree in Public Administration offered by Mzumbe University. The researcher promises that the data you will provide will be used for the intended purposes only.

QUESTIONS

1. Respondent’s gender
   (a) Male
   (b) Female

2. Highest level of education you have attained?
   (a) Diploma
   (b) Degree
   (c) Post Graduate Diploma
   (d) Masters degrees

3. Level of work experience
   (a) 0-2 years
   (b) 3-4 years
   (c) 5-6 years
   (d) 7 years or above

4. Respondent’s level of awareness about Recruitment Process
   a) Strongly aware
   b) Aware
   c) Partially aware
   d) Not aware
5. What is the process used by PSRS to recruit staff?

____________________________________________________________________
____________________________________________________________________
____________________________________________________________________
____________________________________________________________________

6. How effective are the following recruitment processes at PSRS?

<table>
<thead>
<tr>
<th>Variables</th>
<th>Strongly agree (%)</th>
<th>Agree (%)</th>
<th>Not sure (%)</th>
<th>Disagree (%)</th>
<th>Strongly disagree (%)</th>
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</thead>
<tbody>
<tr>
<td>Advertisement of job vacancies is properly done</td>
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<tr>
<td>Screening of job applications is done properly</td>
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<td>Written tests are conducted properly</td>
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<td>Oral interviews are conducted properly</td>
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<td>References and background checks are conducted properly</td>
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<td>Selection decisions are done on merit</td>
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<td>Selection decisions are done without interference</td>
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<td>Successful applicants are advertised openly</td>
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<td>Successful applicants report to their stations of duty in time</td>
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</table>

7. How effective is PSRS in Recruitment Process?

   (a) Very Effective
8. Which of the following challenges hinder effectiveness of PSRS in recruitment?

<table>
<thead>
<tr>
<th>Variables</th>
<th>Strongly agree (%)</th>
<th>Agree (%)</th>
<th>Not sure (%)</th>
<th>Disagree (%)</th>
<th>Strongly disagree (%)</th>
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</thead>
<tbody>
<tr>
<td>Shortage of financial resources hinders effectiveness of recruitment</td>
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<td>Lack of awareness hinders effectiveness of recruitment</td>
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<td>Lack of competence hinders effectiveness of recruitment</td>
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<td>Shortage of staff hinders effectiveness of recruitment</td>
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<tr>
<td>Delays of employment permits hinders effectiveness of recruitment</td>
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9. What are measures taken by PSRS to overcome challenges?

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10. In your opinion, what measures should be taken by PSRS to overcome those challenges?

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Thank you very much for your cooperation!