ASSESSMENT ON THE EFFECTIVENESS OF RECRUITMENT AND SELECTION PROCESSS IN PUBLIC SECTORS: A CASE OF TANZANIA REVENUE AUTHORITY (TRA)

By
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A Dissertation to Mzumbe University Dar es Salaam Campus College in Partial Fulfillment of the Requests for the Award of Degree of Master of Science in Human Resource Management (MSc-HRM) of Mzumbe University

2014
CERTIFICATION

We, the undersigned, certify that we have read and hereby recommend for acceptance by the Mzumbe University, a dissertation entitled: **Assessment on the Effectiveness of Recruitment and Selection process in Public Sectors**, in partial fulfillment of the requirements for award of the degree of Master of Human Resources Management of Mzumbe University.

________________________
Ines Kajiru (Major Supervisor)

________________________
Internal Examiner

Accepted for the Board of ..............................

________________________
DEAN/DIRECTOR, FACULTY/DIRECTORATE/SCHOOL/BOARD
I, Lilian Lushiku declares that, this dissertation is my own original work and that it has not been submitted and will not be presented to any other university for a similar or any other degree award.

Signature ____________________________

Date_______________________________

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May the Almighty God spread His grace to everyone who assisted me in one way or another in doing this dissertation. Let His name be honored.

Special thanks to my supervisor M/s Ines Kajiru for her constructive guidance and supportive supervision, which made my study successful.

I am particularly indebted to all participants who contributed their thoughts and experience in this study; they made it possible and successful.

I wish to extend my sincere heartfelt gratitude to Mr. Charles Shumbusho and Mrs. Feliciiana Mbuligwe of TRA headquarters for their support and encouragement. Special thanks to my parents and relatives for their social and financial support they provided throughout the time of my study.

It is difficult to mention everyone who in one way or another was involved but I thank all who have assisted me in any way to make this study successful. Word cannot express my thanks to all but I believe the joy and God’s grace will be with them all now and always. Amen.
DEDICATION

This work is dedicated to my beloved parents, Mr and Mrs. C.A. Lushiku for their tireless efforts as they endeavored to up- bring to the extent that now I one among sociable and educated person.
I also extend my dedication to my beloved brothers, Gervas and Paschal who provide their financial support whenever I was in need.
LIST OF ABBREVIATIONS

TRA - Tanzania Revenue Authority
KSAs - Knowledge Skills Abilities
ISO - International Standards Organizations
HROs - Human Resource Officers
HODs - Head of Departments
HRP - Human Resource Planning
HR - Human Resource
PO-PSM - President Office, Public Service Management
CV - Curriculum Vitae
SAP - Structural Adjustment Programme
CIPD - Chartered Institute of Personnel and Development
This study attempted to assess the effectiveness of recruitment and selection process in public sector. The research was done at Tanzania Revenue Authority (TRA) at Dar es Salaam. A study sample consisted of 39 TRA employees.

The main purpose of the study was to find out the effectiveness of the whole process of recruitment and selection in public sectors. Basically this was achieved by assessing all procedures involved in conducting the process. Specific objectives were: to identify procedures involved in recruitment and selection process; to assess the effectiveness of applied sources of recruitment; to investigate time taken to accomplish recruitment and selection process; to assess selection procedures involved; and to examine the awareness of recruitment and selection processes among Human Resource Officers, Administration Officer and Head of departments.

Research data was collected through interviews, questionnaire and documentary reviews. Qualitative data was subjected to content analysis and quantitative data was summarized in tables and charts.

The research findings showed that, at TRA recruitment and selection processes still contain a number of challenges as such the processes are not effective. The challenges have led to unnecessary complains towards the organization. The worst is that the organization has ended up with hiring individuals who were less competent.

The study therefore concluded that, public institutions should improve their recruitment and selection procedures and techniques to rescue the good reputation of public sector.

It is also recommended that management team members who lacked the necessary skills should acquire them through on job training so as to improve working ability. However, there is a need for more comprehensive research for assessing the effectiveness of recruitment and selection process in public sectors in a wider perspective, a comparison study can be more effective instead of just depending on a single case study.
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CHAPTER ONE
BACKGROUND INFORMATION

1.1 Introduction
This chapter describes the grounds for conducting this study. It includes the background of the study, statement of the problem, research objectives, research questions, scope of the study, as well as limitations of the study. The chapter in its background explores the contribution of Tanzania government on promoting effectiveness in recruitment process by introducing Management and Employment Policy of 2007 which aimed to address issues hinder effective recruitment. It also indicates number of issues which are still facing the whole process in different public sectors regardless of good initiatives done by the government.

1.2 Background to the Research Problem
Human resources are the most valuable resources in organizations. They determine efficiency, effectiveness and over-all quality of service in any organization. This is the reason why different Human Resource Policies have been initiated in order to maintain and enhance productivity and effectiveness of the organization. These policies must have the set of well defined guiding principles, among others, recruitment and selection. Clear policy on the recruitment and selection will attract new employees and retain existing labour force.

Tanzania Government came up with the Public Service Management and Employment Policy 2007 to address issues of long and cumbersome recruitment procedures. Other issues included lack of Information Technology skills and expertise in managing opening recruitment, non – adherence to the rules, regulations and procedures governing merit based recruitment and selection.

The policy opened the new era in Human Resource Management in the Public Service. The overall objective of the policy was to introduce ethics and best practices, which guide the transformation of public service of Tanzania, among others, to institute meritocratic principles.
Recruitment is defined as a search for and obtaining qualified job candidates in sufficient numbers such that the organization can select the most appropriate people to fill its job needs. It is specifically the set of activities and processes used to legally obtain a sufficient number of the right people at the right place and time so that the people and the organization can select each other in their own best interest in short as well as long run.

Selection is the process of collecting and evaluating information about an individual in order to extend an offer of employment. Employee selection begins when a pool of applicants is generated by the organization recruitment efforts. During the selection, an organization decides which of the recruited candidates will be offered a position (Gatewood and Field, 2001).

However, apart from government initiatives on making recruitment and selection processes more effective and hence obtain well qualified candidates, there are a number of complaints from different individuals concerning the process. Some are questioning about the duration of the process from its beginning to the accomplishment it takes too long. Some of the complainants are speaking about the quality of interviews conducted. Yet other public servants complain of public offices recruiting and selecting new entrants who know nothing at all concerning their field of occupation. To their opinion tendencies of nepotism and corruption are on control and dominate the whole processes with regard to public sector recruitment and selection process. Hence there is a need to assess and examine the effectiveness of the whole process concerning recruitment and selection processes and find out what goes wrong.

1.3 Problem Statement
Recruitment is the process of finding and engaging the people in the organization needs. Selection is that part of the recruitment process concerned with deciding which applicants or candidates should be appointed to jobs. Armstrong (2006) suggested the following stages which are regarded as important to be followed before conducting recruitment and selection procedures.
Firstly, is defining requirements, which involves indicating number of people needed and preparing their role profiles and person specifications which indicate skills, knowledge, abilities and education or experience needed to perform the role. Also Human resource officers should decide on terms and conditions of employment.

Secondly, is planning recruitment campaigns. This stage involves the identification of the source of recruitment. The sources can be either internal or external.

Thirdly, is attracting candidates. It involves review and evaluating alternative sources of applicants, inside and outside the company. Advertising on newspapers, e-recruiting, agencies and consultants can be used depends on your selection.

Lastly, is selecting candidates. Different methods are applied to get the best candidates like sifting applications, interviewing, testing, assessing candidates, assessment centers, offering employment, and obtaining references. Then at last is preparing contracts of employment.

Despite of this clear knowledge about recruitment and selection procedures a number of complaints have been drawn from people for different public and private institutions as there are tendencies of poor designs on job advertisement. Some of the defects which have become the source of complaints include: applicants age limits contrary to The Age Discrimination Regulations, 2006; unclear job description and specification; favoritism on selection on bases of ethnicity or nepotism; poor short-listing; poor interviewing schedule; and the use of single interviewer. The complaints in one way or another concur with observations made by Armstrong (2008) that if only one interviewer is used, there is more scope for a biased or superficial decision.

Furthermore, unqualified interviewers are involved in the process which results on rating problem. Poor interview skills on the interviewers influence them to ask questions out of knowledge, skills and abilities (KSAs) needed. Still in public sectors presence of long and cumbersome recruitment procedures is also a complain. The question to ask is whether Human resources officers know their responsibilities on the process of recruitment and selection or not. If all procedures as prescribed by are
followed well why all these complain against recruitment and selection processes? This study assessed the effectiveness on both recruitment and selection process in public sector where TRA was used as a case study. The study expected to uncover the gaps within the recruitment and selection processes from the beginning up to the end and suggest best alternatives to obtain suitable candidates and jobseekers.

1.4 Research Objectives

The objectives of this study are two folds: general and specific objectives as indicated below.

1.4.1 General Objective

This study assessed and examined the effectiveness of recruitment and selection procedures in Public Sectors whereby TRA was used as the case study.

1.4.2 Specific Objectives

The above general objective was used to achieve the purpose of the study through the following specific objectives:

i) To identify procedures involved in recruitment process at TRA

ii) To assess sources of recruitment applied and their effectiveness at TRA.

iii) To assess selection procedures involved.

iv) To investigate time taken to accomplish recruitment and selection process.

v) To examine awareness of recruitment and selection among individuals performing that process in TRA.

1.5 Research Questions

i) What are the steps followed when doing recruitment at TRA?

ii) What sources are involved in recruitment?

iii) How is the selection process conducted in TRA?

iv) How long does the process of recruitment and selection undertaken?

v) How competent are the individuals involved in the process of selection?
1.5 **Scope of the Study**

The research focused on assessing effectiveness of recruitment and selection processes in public sectors. The study was conducted at Tanzania Revenue Authority headquarters in Dar es Salaam. TRA employees including head of departments, senior human resources officers, human resource officers, managers and other members of staff were involved in the process of collecting data.

1.6 **Significance of the Study**

The study intended to reveal effectiveness of recruitment and selection procedures at public sector as such the following expected to benefit from it:

(i) Expected to increase the researchers’ knowledge in the area of conducting research.

(ii) Human resource officers and department managers in public and private sectors expected to be able to understand well some skipped procedures which are ignored either due to ignorance or mere irresponsible and unaccountability. Also adapt more recruitment sources which can be more advantageous compared to the ones currently in use. This expected to help organizations be able to get the best and qualified personnel.

(iii) Expected to benefit job seekers and society as well being aware of what is needed when searching for jobs and also be able to search jobs at different sources which relate with their qualification so as to minimize unnecessary complaints of favoritism and nepotism.

(iv) The research expected to benefit academicians and researchers all over the world as it added knowledge to research work related to recruitment and selection procedures in public sectors.

1.7 **Limitations of the Study**

During the conduct of this study the researcher faced the following difficulties:
1.7.1 Limited resources
In conducting this research the researcher faced a problem of funds for buying research materials and paying transport costs in which the available funds were not enough. Moreover the time for conducting research was limited due to the fact that research is very complex process, expensive and time consuming activity.

1.7.2 Lack of Relevant Data
With reference to checklist the data gathered especially from some of the documents were irrelevant to specific objectives. Some of the documents given were not that much necessary for the study. As such very few data was extracted from the documents.

1.7.3 Bureaucratic tendencies
Bureaucratic tendencies of the government organs led to long time procedures and process to be allowed to access and collect data into the institution.

1.8 Organization of the study
This study is organized into six chapters which are arranged scholarly as per guidelines for writing dissertation. Chapter one presents the introduction of the study which consists of the background information to the study, statement of the problem, objectives of the study, research questions, significance, and limitations organization of the study as well as conclusion of the chapter.

Chapter two consists of literature review which presents conceptual definitions, empirical reviews, theoretical analysis as well as conceptual framework and knowledge gap.

Chapter three covers research methodology which has taken into consideration of the following: Research approach, research design, study area, population of the study, sample and sampling techniques, data collection methods, data analysis, data reliability and chapter summary.
Chapter four involves data presentation and analysis of the collected data basing on research objectives and research questions.

Chapter five and six comprised with discussion of the findings, conclusion and policy implications which includes limitations of the study and areas for further research.

1.9 Conclusion
This chapter explained the justifications for the study by tracing the background of the problem and provided clearly the statement of the problem. It has provided the questions that the study attempts to answer, benefits to be gained, scope and limitations of the study. Therefore, it paved the way for the second chapter in which the review of necessary issues related to the study as given out by different scholars as well as conceptual framework was provided.
CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction
This chapter basically provided detailed information on recruitment and selection concepts from secondary data. This part included theoretical literatures, Empirical studies and a conceptual framework which will provide more direction over the study.

2.2 Conceptual Definitions

2.2.1 Recruitment
Recruitment is the process of finding and engaging the people the organization needs. Selection is that part of the recruitment process concerned with deciding which applicants or candidates should be appointed to jobs (Armstrong, 2006). However, Jyoth (2006) added that recruitment is not only a mere process but an art of discovering potential individual. Recruitment is the art of discovering and procuring potential applicants for actual and anticipated organizational vacancies. Recruitment is the process of securing right people for particular jobs and it may take the form of advertising for large group of employees or tracking out highly individual for special work (Dessler, 1988).

Generally recruitment is the process of encouraging and attracting the qualified candidates to apply for different vacant posts in the organization. Or is the process of identifying the source of potential employees and encourage them to apply for jobs in the organization. The process needs prior strategic plans to be successful.

2.2.2 Selection
While Selection is the process of choosing the appropriate candidate from the applicants whose skills match the requirements of the job (Jyoth, 2006). Selection implies judging the suitability of different candidates for jobs in the organization and choosing the most appropriate people (Gupta, 2009)
2.2.3 Public Sector

Public sector is the part of economy concerned with providing basic government services. The composition of public sector varies from country to country, but in many countries it involves services like education, healthcare, and transport. These are services which benefit the whole society rather than just an individual who uses the services, hence requires equal opportunity for all (John, 2006).

2.2.4 Human Resource Planning

Human resource planning (HRP) is the process of forecasting the organizations future employment needs then developing action staffing plans and programs for fulfilling these needs in ways that are in alignment with the strategy (Herbert, 2009).

Reilly (2003) defined workforce planning as: “a process in which an organization attempts to estimate the demand for labor and evaluate the size, nature and sources of supply which will be required to meet the demand”.

The HRP process involves several components such as making initial planning decision, forecasting human resources requirements, forecasting hr availabilities, determining employee shortages and surpluses and developing action plans.

Staffing planning is shown to be a logical outgrowth of HRP; one of the key staffing planning areas involves planning for core workforce (regular employees) and flexible workforce (temporary employees).

2.3 Staffing Process

Staffing is the process of acquiring, deploying, and retaining a workforce of sufficient quantity and quality to creative positive impacts on the organizations effectiveness (Herbert, 2009).

Staffing encompasses managing the flow of people into and within the organization, as well as retaining them. The core staffing process has several components that represent steps and activities occurred over the course of these flows. Diagram below shows these components and the general sequence in which they occur.
Staffing begins with joint interaction between the applicant and the organization. The applicant seeks the organization and job opportunities within it, and the organization seeks applicants for the job vacancies it has or anticipates having.

The initial stage in staffing is recruitment, which involves identification and attraction activities by both the organization and the applicant. The organization seeks to identify and attract individuals so that they become job applicants. Activities such as advertising, job affairs, use of recruiters, preparation and distribution of informational brochures and putting out the word about vacancies among its own employees are undertaken. The applicants’ attempts to identify organizations with job opportunities through activities such as reading advertisement, contacting employment agencies, mass mailing resume to employers and so forth.

Gradually recruitment activities phases into the selection stage and its accompanying activities. Now, the emphasis is on assessment and evaluation. There you find the use of various selection techniques like interviews and application blanks to assess
applicant KSAs and motivation. Data from these assessments are then evaluated against job requirements to determine the likely degree of person or job match.

The next core component of staffing is employment, which involves decision making and final match activities by the organization and applicant. The organization must decide which applicants to reject from further consideration and which to allow continuing in the process.

It should be noted that the above staffing components apply to both external and internal staffing.
Figure 2.2: Staffing philosophy: Internal Versus External Staffing

<table>
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<td></td>
<td>• Positive employee reactions</td>
<td>• No new KSAOs into the organization.</td>
</tr>
<tr>
<td></td>
<td>• Quick method to identify</td>
<td>• Many perpetuate current underrepresentation of minorities and women.</td>
</tr>
<tr>
<td></td>
<td>• Less expensive</td>
<td>• Small labor market to recruit from</td>
</tr>
<tr>
<td></td>
<td>• Less time required to reach full productivity</td>
<td>• Employee may require more training time</td>
</tr>
<tr>
<td>External</td>
<td>• Brings employees in with new KSAOs</td>
<td>• Negative reaction by internal applicants</td>
</tr>
<tr>
<td></td>
<td>• Larger number of minorities and women to draw from</td>
<td>• Time consuming to identify applicants</td>
</tr>
<tr>
<td></td>
<td>• Large Labor market to draw from</td>
<td>• Expensive to search external labor market</td>
</tr>
<tr>
<td></td>
<td>• Employees may require less training time</td>
<td>• More time required to reach full productivity</td>
</tr>
</tbody>
</table>

Source: Herbert, 2009: p. 120.

2.3.1 Staffing Models
There are a number of models which depict various elements of staffing, as presented by Herbert (2009).

2.3.2 Staffing Quantity: Levels Model
The quantity or head-count portion of staffing means organizations must be concerned about staffing levels and their adequacy. The organization as a whole as well as of its units, forecasts workforce quantity requirements (the needed head
count) and then compares these to forecasted workforce availabilities (the likely employee head count) to determine its likely staffing level position. If head-count requirements match availabilities, the projection is that the organization will be fully staffed. If requirements exceed availabilities, the organization will be understaffed, and if availabilities exceed requirements, the organization will be overstaffed.

**Figure 2.3: Staffing Quantity Model**

![Projected Staffing Requirements Diagram](image)

Source: Herbert (2009)

Making such forecasts to determine appropriate staffing levels and then developing specific plans on how to cope with them are the essence of planning. Being understaffed means the organization will have to gear up its staffing efforts, starting with accelerated recruitment and carrying on through the rest of staffing system.’

### 2.3.3 Staffing Quality: Person/Job Match Model

This model seeks to align characteristics of individuals and jobs in ways that will result in desire HR outcomes. Casual comments made about applicants often reflect awareness of the importance of person/job match. In this model, the job has certain requirements and rewards associated with it. The person has certain qualifications, referred to as KSAOs and motivations. There is a need for a match between the person and the job. To the extent that the match is good, it will likely have a positive
impact on HR outcomes, particularly attraction of job applicants, job performance, retention, attendance and satisfaction.

Figure 2.4: Person/Job Match Model

Source: Herbert (2009)

2.3.4 Staffing Quality: Person/ Organization Match

Often the organization seeks to determine how well the person fits or matches not only the job but also the organization. Likewise, applicants often assess how well they think might fit into the organization, in addition to how well they match the specific job’s requirements and rewards. For both the organization and the applicant, therefore, there may be a concern with a person/ organization match.
Figure 2.5: Person/Organization Match model

![Person/Organization Match model diagram](image)

Source: Herbert (2009)

Figure 2.4 shows this expanded view of the match. The focal point of staffing is the person/job match, and the job like the bull’s-eye of matching target. Four other
matching concerns involving the broader organization also arise in staffing. These concerns involve organizational values, new job duties, multiple jobs and future jobs.

2.4 Recruitment and Selection Process

Recruitment and selection are undertaken so as to ensure the availability of right number of employees at right place and at right time; recruitment and selection can be done either within the organization (internal recruitment and selection) it involves filling the vacancies within the organization through promotion; and outside the organization.

Recruitment and Selection procedures are governed by the following statutes:- Public Service (Amendment) Act No. 18 of 2007. The Public Service Regulations, 2003; Public Service Scheme, 2003; Employment guidelines; Scheme of service; and Establishment Circulars. Some of the policy provisions include recognition that employment has to be through open competition. (Itika, 2011).

Recruitment process begins with a planning phase during which both organizational and administrative issues, as well as those pertaining to recruiters, are addressed. Organizational issues include in house versus external recruitment locations, individual versus cooperative recruitment alliances, and centralized versus decentralized recruitment functions. Administrative issues include requisitions, timing, number and types of contracts; the recruitment budget; and the development of recruitment guide. Finally the selection and training of recruiters must be planned. Next, a recruitment strategy is formed in order to know where and how, to look for qualified candidates. Knowing where to look requires an understanding of open and targeted recruitment strategies. Knowing how to look requires an understanding of recruitment sources and deciding which ones to use.

Following the formation of strategy, the message to be communicated to job applicants is established, and it is decided which medium should be used to convey the message. It may be communicated with recruitment brochures, advertisements, voice messages, online, radio, or e-mail.

Before actually identifying and attracting applicants to the organization, two issues must be resolved. First, organizational plans must be made to coordinate the
identification and attraction of applicants. Second, administrative issues, such as the number of contacts to be made, recruiters to be used, and the budget to be spent, need to be considered to ensure that there are adequate resources to conduct a successful recruitment campaign.

Process of recruitment and selection involved number of stages, as was introduced by Armstrong, 2006.

2.4.1 Defining Requirements
This process involves preparing role profiles and person specifications; deciding terms and conditions of employment.

2.4.1.1 Role Profiles for Recruitment Purposes
Role profiles define the overall purpose of the role, its reporting relationships and the key result areas. They may also include a list of the competencies required. These will be technical competencies (knowledge and skills) and any specific behavioral competencies attached to the role. The latter would be selected from the organization’s competency framework and modified as required to fit the demands made on role holders. For recruiting purposes, the profile is extended to include information on terms and conditions (pay, benefits and hours of work), special requirements such as mobility, travelling or unsocial hours, and learning, development and career opportunities. The recruitment role profile provides the basis for a person specification.

Person specification
A person specification, also known as a recruitment or job specification, defines the knowledge, skills and abilities (KSAs) required to carry out the role and the education, training, qualifications and experience needed to acquire the necessary KSAs. Person specification headings as follows:
2.4.1.2.1 Knowledge
What the individual needs to know to carry out the role

2.4.1.2.2 Skills and Abilities
What the individual has to be able to do to carry out the role.

2.4.1.2.3 Behavioral Competencies
The types of behaviour required for successful performance of the role. These should be role-specific, ideally based on an analysis of employees who are carrying out their roles effectively. The behaviours should also be linked to the core values and competency framework of the organization to help in ensuring that candidates will fit and support the organization’s culture. As reported by Purcell et al (2003), companies such as Selfridges take great care to develop specifications that define the behaviours required and to use selection techniques that provide for cultural fit between the individual and the organization.

2.4.1.2.4 Qualifications and Training
The professional, technical or academic qualifications required or the training that the candidate should have undertaken.

2.4.1.2.5 Experience
The types of achievements and activities that would be likely to predict success.

2.4.1.2.6 Specific Demands
Anything that the role holder will be expected to achieve in specified areas, e.g. develop new markets or products, improve sales, productivity or levels of customer service, introduce new systems or processes.

2.4.1.2.7 Special Requirements
Travelling, unsocial hours, mobility, etc.
The biggest danger to be avoided at this stage is that of overstating the requirements. Perhaps it is natural to go for the best, but setting an unrealistically high level for
candidates increases the problems of attracting applicants and results in dissatisfaction among recruits when they find their talents are not being used. Understating requirements can of course be equally dangerous, but it happens less frequently.

The competencies defined in the role profile form a fundamental feature of the selection process which, rightly becomes more of a person-based than a job-based approach. They are used as the basis for structured interviews.

2.4.2 Planning Recruitment Campaigns
A recruitment plan will cover: the number and types of employees required to cater for expansion or new developments and make up for any deficits; the likely sources of candidates; plans for tapping alternative sources; how the recruitment programme will be conducted.

2.4.3 Attracting Candidates
This process involves reviewing and evaluating alternative sources of applicants, inside and outside the company: advertising, e-recruiting, agencies and consultants. The first step in attracting candidates is to analyze recruitment strengths and weaknesses. The outcome of this analysis can be used to develop an employee value proposition and employer brand.

2.4.3.1 Analyze Recruitment Strengths and Weaknesses
Attracting candidates is primarily a matter of identifying, evaluating and using the most appropriate sources of applicants. However, in cases where difficulties in attracting or retaining candidates are being met or anticipated, it may be necessary to carry out a preliminary study of the factors that are likely to attract or repel candidates; the strengths and weakness of the organization as an employer. The study could make use of an attitude survey to obtain the views of existing employees.
The analysis of strengths and weaknesses should cover such matters as the national or local reputation of the organization, pay, employee benefits and working conditions, the intrinsic interest of the job, security of employment, opportunities for education and training, career prospects, and the location of the office or plant. These need to be compared with the competition so that a list of what are, in effect, selling points, can be drawn up as in a marketing exercise, in which the preferences of potential customers are compared with the features of the product so that those aspects that are likely to provide the most appeal to the customers can be emphasized. The analysis can show where the organization needs to improve as an employer if it is to attract more or better candidates and to retain those selected. Candidates are, in a sense, selling themselves, but they are also buying what the organization has to offer. If, in the latter sense, the labor market is a buyer’s market, then the company that is selling itself to candidates must study their wants and needs in relation to what it can provide.

2.4.3.2 Analyze the Requirement

First it is necessary to establish how many jobs have to be filled and by when. Then turn to an existing role profile and person specification or, if not available or out of date, draw up new ones that set out information on responsibilities and competency requirements. This information can be analyzed to determine the required education, qualifications and experience.

The next step is to consider where suitable candidates are likely to come from; the companies, jobs or education establishments they are in; and the parts of the country where they can be found. Next, define the terms and conditions of the job (pay and benefits).

Finally, refer to the analysis of strengths and weaknesses to assess what is likely to attract good candidates to the job or the organization so the most can be made of these factors when advertising the vacancy or reaching potential applicants in other ways. Consider also what might put them off, for example the location of the job, so
that objections can be anticipated. Analyze previous successes or failures to establish what does or does not work.

2.4.3.3 Identify Sources of Candidates
First, consideration should be given to internal candidates. It may also be worth trying to persuade former employees to return to the organization or obtain suggestions from existing employees (referrals). If these approaches do not work the main sources of candidates are advertising, online recruiting, agencies and job centers, consultants, recruitment process outsourcing providers and direct approaches to educational establishments.

There is usually a choice between different methods or combinations of them. The criteria to use when making the choice are, 1) the likelihood that it will produce good candidates, 2) the speed with which the choice enables recruitment to be completed, and 3) the costs involved, bearing in mind that there may be direct advertising costs or consultants’ fees.

2.4.3.4 Sources of Recruitment
There are two sources of recruitment which are External and Internal Sources of recruitment, the criteria to use when making the choice are:

(i) The likelihood that it will produce good candidates. (ii) the speed with which the choice enables recruitment to be completed, and (iii) the costs involved, bearing in mind that there may be direct advertising costs or consultants’ fees (Armstrong, 2006).

(ii)

2.4.3.4.1 Internal Recruitment
This refers to the process of seeking candidates among the ranks of those currently employed. This is mostly applied in many large organizations where they develop their own employees to fill positions especially for managerial positions. This can be done through the use of employee referrals, bulletin boards and company newsletters.
Advantages of Internal Recruitment are as enumerated by Stack (1998) when applying this source of recruitment: it is a good public relations; it builds employee morale; encourage good individuals who are ambitious; improves probability of good selection since the information on individual performance is available; it is less costly; also chosen people to fill the vacancy already know the organization.

On the other hand the disadvantages of Internal Recruitment are two: in the first instance is when organization introduces change, existing employees may not act as change masters; the second is where monotonous kind of environment and familiar people may not be the right conditions for fostering creativity (Stack, 1998).

2.4.3.4.2 External Recruitment

Refers to the process of attracting individuals from outside the organization. This can be done through different methods like; walk-in/write-in, advertising, private employment agencies, Government employment agencies, Campus recruitment, Head hunters, professional organization and electronic recruitment.

Advantages of external recruitment are: it facilitate entry of new people and ideas in organization; reduce incidences of group cohesion; increase workers morale; stimulating preparation for possible transfer or promotion (Agrell, 1977).

Disadvantages of external recruitment: it is a cost full process compared to internal recruitment; may take longer time for an employee to learn intricacies of the job.

Examples of external recruitment sources are:

1. **Walk in/write in**

   Is a less expensive method, it involves direct submission of application documents in front office of a company. It provides a company with pool of potential employees to meet its future needs. The method is mostly appropriate for filling entry level positions and unskilled ones.

2. **Advertising**
Advertising has traditionally been the most obvious method of attracting candidates and it is still important, although many organizations are outsourcing recruitment to agencies or consultants or using online recruitment, as was revealed in the CIPD (2008a) survey.

Advertisement will have the following aims (Armstrong, 2006).

Aims of advertising are:

(i) Generate candidates – attract a sufficient number of good candidates at minimum cost.
(ii) Attract attention – it must compete for the attention of potential candidates against other employees.
(iii) Create and maintain interest – it has to communicate in attractive and interesting way information about the job, the company and the terms and conditions of employment.
(iv) Stimulate action – the message needs to be conveyed in a way that will prompt a sufficient number of replies from candidates with the right qualifications for the job.

Advertisement should contain the following criteria (Jyoth, 2006).

(i) Should have job content
(ii) Realistic description of working conditions, particularly if are unusual
(iii) Location of the job
(iv) Compensation includes fringe benefits
(v) Job specifications (for example level of education and experience needed)
(vi) To whom a person applies

3. **Online recruitment**

Online or e-recruitment uses the internet to advertise or ‘post’ vacancies, provide information about jobs and the organization and enable e-mail communication to take place between employers and candidates. The latter can apply for jobs online and can e-mail application forms and their CVs to employers or agencies. Tests can be completed online.
Some organizations are using Web 2.0 technologies to search for recruits online through social networking sites such as Facebook and MySpace. Websites such as LinkedIn, which provide personal profiles can be consulted. Other organizations are providing ‘blogs’ from existing employees covering their experiences in working for the organization (Armstrong, 2006).

The main types of online recruitment sites are corporate websites, commercial job boards and agency sites.

(i) Corporate websites
These may simply list vacancies and contact details. A more elaborate approach would consist of a dedicated website area that gives details of vacancies, person specifications, benefits and how to apply for jobs by for example completing online application forms and tests. Such areas may be linked directly to an organization’s home page so that general browsers can access them. An intranet link may be available to enable internal staff to access the website. Some organizations outsource the management of their website to recruitment consultants and specialized web agencies.

(ii) Commercial job boards
These are operated by specialized firms such as Monster.co.uk and Fish4jobs.com and consist of large databanks of vacancies. Companies pay to have their jobs listed on the sites. Information about vacancies may reproduce an advertisement so that the site is simply an additional form of communication. Alternatively, some vacancies are only found online. Links may be provided to the organization’s website.

(ii) Agency sites
These are run by established recruitment agencies. Candidates register online but may be expected to discuss their details in person before they are forwarded to a prospective employer.
Online recruiting has both advantages and disadvantages. The advantages of online recruiting are that it can reach a wider range of possible applicants, and it is quicker and cheaper than traditional methods of advertising. More details of jobs and firms can be supplied on the site and CVs can be matched and applications can be submitted electronically. The disadvantages are that it may produce too many irrelevant or poor applications and it is still not the first choice of many job seekers.

4. **Head hunters**
This process is done by professional agencies that maintain database of executive positions and they are hired by employers to find particular executive talents. This mostly is done to search people for functional areas of management, engineering and other skilled positions.

5. **Professional organizations**
When employers seeks for a specific type of personnel, they may find the help of these associations since membership is restricted to the people belonging to the same profession.

6. **Government employment agencies**
Candidates register in this agency and they are given information about the availability of jobs according to their qualifications. These agencies provided other services like counseling and assistance in getting jobs information.

7. **Educational and training establishments**
Many jobs can, of course, be filled by school leavers. For some organizations the major source of recruits for training schemes will be universities and training establishments, as well as schools. Graduate recruitment is a major annual exercise for some companies, which to great efforts to produce glossy brochures, visit campuses on the ‘milk run’ and use elaborate sifting and selection procedures to vet candidates, including ‘biodata’ and assessment centres,
8. **Private Employment agencies (Outsourcing)**

Here the organizations use outside organizations to recruit and select employees. The organization may fully give authority to the vendor only because, firstly, it may believe that the vendor can do a better job of identifying candidates than the organization itself. This is particularly true for small and midsized companies that lack a professional HR function. Second, in labor shortages, an organization may not be able to recruit enough employees on its own, so it may supplement its recruiting or selection efforts with those of a vendor that specializes in staffing. Finally, outsourcing may also have advantages for legal compliance, as many vendors maintain their own procedures for tracking compliance with equal opportunity laws.

The following steps should be taken when choosing a recruitment consultant:

(i) check reputation with other users;
(ii) look at the advertisements of the various firms to obtain an idea of the quality of a consultancy and the type and level of jobs with which it deals;
(iii) check on special expertise;
(iv) meet the consultant who will work on the assignment to assess his or her quality;
(v) compare fees, although the differences are likely to be small and the other considerations are usually more important.

When using recruitment consultants it is necessary to:

(i) agree terms of reference;
(ii) brief them on the organization, where the job fits in, why the appointment is to be made, terms and conditions and any special requirements;
(iii) give them every assistance in defining the job and the person specification, including any special demands that will be made of the successful candidate in the shape of what he or she will be expected to achieve – they will do much better if they have comprehensive knowledge of what is required and what type of person is most likely to fit well into the organization;
(iv) check carefully the proposed programme and the draft text of the advertisement;
(v) clarify the arrangements for interviewing and short-listing;
(vi) clarify the basis on which fees and expenses will be charged;
(vii) Ensure that arrangements are made to deal directly with the consultant who will handle the assignment.

2.4.3.5 Processing Applications

When the vacancy or vacancies have been advertised and a fair number of replies received, the typical sequence of steps required to process applications is as follows:

First, list the applications on a control sheet setting out name, date application received and actions taken (reject, hold, interview, short-list, and offer).

Secondly, send a standard acknowledgement letter to each applicant unless an instant decision can be made to interview or reject.

Thirdly, the applicant may be asked to complete and return an application form by post or by e-mail to supplement a letter or CV. This ensures that all applicants are considered on the same basis it can be very difficult to plough through a pile of letters, often ill-written and badly organized. Even CVs may be difficult to sift although their quality is likely to be higher if the applicant has been receiving advice from an ‘outplacement’ consultant, ie one who specializes in finding people jobs. However, to save time, trouble, expense and irritation, many recruiters prefer to make a decision on the initial letter plus CV where it is quite clear that an applicant meets or does not meet the specification, rather than ask for a form. For more senior jobs it is generally advisable to ask for a CV.

Fourthly, compare the applications with the key criteria in the person specification and sort them initially into three categories: possible, marginal and unsuitable.

Fifthly, scrutinize the possible again to draw up a short-list for interview. This scrutiny could be carried out by the HR or recruitment specialist, and the manager. The numbers on the short-list should ideally be between four and eight. Fewer than
four leaves relatively little choice (although such a limitation may be forced on you if an insufficient number of good applications have been received). More than eight will mean that too much time is spent on interviewing and there is a danger of diminishing returns setting in.

Sixthly, draw up an interviewing programme. The time you should allow for the interview will vary according to the complexity of the job. For a fairly routine job, 30 minutes or so should suffice. For a more senior job, 60 minutes or more is required. It is best not to schedule too many interviews in a day – if you try to carry out more than five or six exacting interviews you will quickly run out of steam and do neither the interviewee nor your company any justice. It is advisable to leave about 15 minutes between interviews to write up notes and prepare for the next one.

Seventhly, invite the candidates to interview, using a standard letter where large numbers are involved. At this stage, candidates should be asked to complete an application form, if they have not already done so. There is much to be said at this stage for sending candidates more details of the organization and the job so that you do not have to spend too much time going through this information at the interview.

Eighthly, review the remaining possible and marginals and decide if any are to be held in reserve. Send reserves a standard ‘holding’ letter and send the others a standard rejection letter. The latter should thank candidates for the interest shown and inform them briefly, but not too brusquely, that they have not been successful. A typical reject letter might read as follows:

“Since writing to you on… we have given careful consideration to your application for the above position. I regret to inform you, however, that we have decided not to ask you to attend for an interview. We should like to thank you for the interest you have shown.”
2.4.4 Selecting Candidates

It involves sifting applications, interviewing, testing, assessing candidates, assessment centers’, offering employment, obtaining references; preparing contracts of employment.

Hence absence of a recruitment plan and in appropriate following of above stages leads to poor recruitment (getting the wrong people) which leads to a heavy harvest of unqualified applicants resulting in more unnecessary work for the staff in the recruitment process. If recruitment process begins without a systematic approach (laid down rules and regulations relating to recruitment), the managers can end up with a mis-match person. As a result, there is a need to have a system that assists to assess candidates during recruitment.

2.5 Selection Process

Is the process of choosing the appropriate candidate from the applicants whose skills match the requirements of the job (Jyoth, 2006).

Caring must be taken on this process as the decision made at this point can affect not only the career of an individual but also the future of the organization.

2.5.1 Factors (conditions) for Selection Process

The basic idea in a selection process is to solicit maximum possible information about the candidates to ascertain their suitability for employment, and given the fact that, there are factors which affect the seeking of such information, Prasad (2005: p. 246) proposed the following factors which determine the steps involved in a selection process.

First, various steps involved in a selection process depend on the type of personnel to be selected. Secondly, selection depends on the sources of recruitment and the method that is adopted for making contact with prospective candidates.

Thirdly, selection process depends on the number of candidates that are available for selection. If the number is large enough, there is a need for creating various filtering points and reducing the number of applicants at each successive point. However,
where the number of applicants is small, lesser number of filtering points are required.

Fourthly, Organizations selection policy also determines the ways to be involved in the selection process. Gupta (2006) suggests the following conditions for the selection process to be successful, one should have the authority to select, where this authority comes from the employment requisition as developed through analysis of the workload and workforce.

There must be some standard of human resource with which applicant can be compared. In other words, a comprehensive job description and job specification should be available beforehand.

He further mentioned that, there must be a sufficient number of applicants from whom the required number of employees may be selected. In this regard, recruitment and selection process invariably influence the whole matter of employment function in the organization.

2.5.2 An overview of the Selection Process

According to Gatewood and Field (2001) employee selection consists of several stages.

The selection begins with job analysis, which is the systematic study of the content of job in an organization. Effective job analysis tells the organization what people occupying particular jobs do’’ in the course of performing their jobs. It also help the organization determine major duties and responsibilities of a job as well as aspects of the job that are of minor or tangential importance to the job performance. The job analysis results to a document called job descriptions, which is comprehensive document that details the duties, responsibilities and tasks that make up a job.

Job requirements or identification of knowledge, skills and abilities is the second stage in selection process whereby the requirements are expressed in terms of desired education or training, work experience, specific aptitudes or abilities in many other ways. It is often detailed in a document called job specification.
The third stage is the identification of the selection method, once the organization knows the knowledge, skills, ability needed by job applicants; it must be able to determine the degree to which applicants possess. Therefore it must choose the selection method to use a criterion to select candidate to the job. The selection methods include reference and background checks, interviews, cognitive testing, personality testing, aptitude testing, drug testing and assessment centers.

Assessment of the reliability and validity of the selection methods is the fourth stage. In this stage the organization should be sure that the methods they use are reliable and valid. In terms of validity, the selection method should actually assess the knowledge, skill or ability they purport to measure and should distinguish between job applicants who will be successful on job and those who will not.

The last stage is the use of selection methods to process job applicants; the organization should use its selection methods to make a decision. The organization will first try to determine which applicants posses the minimum knowledge, skills and abilities (KSA’s) required. One unqualified applicants are screened, other selection methods are used to make distinctions among the remaining job candidates and to decide which applicants will receive the offer.

Selection involves the following process. First, preliminary screening interview. In this process a junior manager can be assigned this task. The process is done to eliminate some of the applicants who are not qualified with job requirements, for example: language proficiency, experience, technical knowledge and aptitude. This applied when the applicants are many compared to the job vacancies. Actually, this is the first contact of an individual with the organization. Therefore the interviewers should be courteous, receptive and informal particularly when candidate is being turned down (Gupta, 2006).

Secondly, is application through a blank form. The process involves a comprehensive document which must be filled with chosen candidates from step one. It elicits information from the candidate in a systematic codified manner. Is a useful device for interview as provide basic and necessary information including areas of interest, extracurricular activities.(application form is a traditional and widely used device for
collecting information from candidates. It should provide all the relevant information to selection, where reference for caste, religion, birth place, maybe avoided as it may be regarded an evidence of discrimination.

According to Gupta (2006) application form helps to serve several objectives. First, scrutiny of the form helps to weed out candidates who are lacking in education, experience or some other eligiability. Secondly, it helps in formulating questions to be asked in interview. Thirdly, data contained in application forms can be stored for future reference. Application forms fully filled are also known as biodata or curriculum vitae. It provides factual information required for evaluating the candidate. It also used as a basic record of personal data for those finally selected.

Narayana (2003) pointed out that the application blank form furnishes information about the candidate schooling, qualification, experience, special abilities, attitudes, tastes and preferences.

Thirdly, the use of selection methods. Here a number of tests can be employed on this stage to measure person’s intelligence, personality, memory and ability on resolution of problems. Tests like Intelligence, aptitude, personality, projective and achievement are applied. According to Narayana (2012: p.394), selection test is a systematic procedure for sampling human behavior. It is designed to measure mental alertness, achievement, special aptitudes and physical dexterity of the candidate. The psychological tests are available in placing the available candidates in the most suitable jobs

Fourthly, interviewing the candidate. This is done along with employment tests, it can be structured or unstructured interview. The main aim here is measurement on applicant personality including intelligence, interests and general attitudes towards life. But on this stage if interviewers are not careful, number of errors can appear, For example: halo effect; leniency; projection; stereotyping which bases on gender issues.
Fifthly, medical and physical examination. This is done after the completion of tests and interview, is done to establish fact the candidate has sound physical system. The selected candidates are now asked to undergo medical examination by a doctor or panel of doctors recognized by a company.

Sixthly, checking reference. Usually, the candidate is asked to provide at least two references at the time of filling up the application blank. Almost all organization these days conduct an inquiry into the background of the candidates either by writing or making phone calls to the above references. This is done to verify the candidates performance, character and behavior on previously held jobs (Suryaprakasa, et al, 2002).

Finally, hiring decision. Management makes a conclusion on the candidate and decides to provide the opportunity by providing an appointment letter to successful candidate.

Gupta (2006) noted that, employment policy concerning recruitment and selection should provide clear guideline on issues like minimum hiring, qualifications, preferred source of recruitment, and reliance on various selection devices such as university degrees, tests, interviews and reference check

2.5.3 Obstacles in Selection Process

There are some common problems that invalidate the typical selection process. These are: Managers involved in selection do not seek applicant information on all important dimensions needed for a successful job performance. Managers tend to become lazy and tend to ask questions from habit rather than in response to specific needs. They attempt to get information on few dimensions they feel to be critical or just easy to evaluate and this prevent them from achieving clear information that can distinguish the difference between selecting and average an outsourcing employee(Lack of seriousness).

Managers miss interpret applicant data at a time when the best predictor of future performance is past performance, yet many managers do not seek behavioral
information about applicants. Because the focus of interview is on getting theoretical information. They fall for a person who can express himself well.

Managers’ judgments may be affected by biasness and stereotypes. Managers may have certain biasness, for example against women, people who work in certain organization or schooled in certain institution, tribe mates or school mates. These biasness may be known or not known to managers. Either way they may affect his or her own personal decisions.

Managers rely heavily on interviews in making selection decisions. Because of limited experience with many various possible inputs into a selection decision many managers tend to use only global interview information for decision making. Information from reference checks, medical examination are sometimes used in perfunctory way, usually after the hiring decision is made.

Managers’ decisions are affected by a pressure to fill the position. It seems that there is always pressure to fill a position but in fact the amount of pressures differs in terms of length of time the position has been open, the amount of business expected and of course a pressure from higher authority. Research has indicated that managers lower their standards when under pressure to fill vacancies. They tend to rationalize poor information and to over emphasize the impact of training on weak dimension (World Vision International, Managers Manual, 1998: p.7).

According to Anasi, in his book titled corruption in Africa: The Kenyan Experience, (2004), he reported that, nepotism and tribalism plays a major role in the job market. Any top executive will first consider those of his own family, clan or tribe before he could ever think of helping an outsider. In public service sector, things are not better. You will always hear candidates asking if you know anybody at the organization, the members of the public have made to believe unless you know anybody there, there is no way you will get a public service job.

selection techniques are sometimes costly to develop and use. When this is so, typically only large organization can afford to use them. To justify development of these techniques there must be sufficient number of jobs to fill and a pool of candidates to fill them. He also mentioned the nature of labor market as a circumstance which affecting the selection process because of large supply of applicants can significantly complicate the selection decision since the organization has many people from which to choose.

2.6 Theoretical Analysis
A theory is a reasoned statement or groups of statements, which are supported by evidence, meant to explain phenomena. They are systematic explanations of the relationship among phenomena. Theories provide indicators and examples of what is incorporated in the framework. They are also providing theoretical questions and answers. (Kombo and Tromp, 2006)

The theory which I will employ on discussing the study is subjective factor theory and objective factor theory.

2.6.1 Objective Factor Theory
According to Behling (2008) this theory states: Choice of organization by potential employee depends on objective assessment of certain tangible factors, such as pay and perks, location, opportunity for career growth and nature of work and educational opportunities. Also for employer he considers educational qualifications, years of experience and special qualification.

2.6.2 Subjective Factor Theory
The theory talks about employer and employee side on the case of recruitment. On employee part the theory state that: “Compatibility of individual personality with the image of an organization is a decisive factor in choosing an organization by an individual candidate seeking employment”(Behling, 2008). While on the case of employer theory assumes that “recruitment will take place basing on personality compatibility for the position, competence and best fit of the candidate”
2.6.3 Critical Factor Theory

Theory assume there are instances which made applicant unable to choose organization to work with without looking on objective or subjective factors given on previous theories. This happen due to insufficient data with regard to the organization, level of unemployment and limited contact with the organization. This enforce people to apply anything happen to appear in front of them without checking if they fit.

Hence since my research will include Hr department, managers and some of the staffs, I will manage to verify if really the objective, subjective and critical factors mentioned within these theories have contribution on determining the quality of recruitment and selection process done under public sectors.

2.7 Empirical Review

Analysis on recruitment and selection is not new phenomenon, number of researchers and analysts have conducted studies on different aspects found within the process.

In order to promote effectiveness on the process, the study of Bernadetha (2004) on effectiveness of recruitment in organization at Moshi Municipal, recommended the following:

(i) Management should regard recruitment process as very important aspect in obtaining quality employees who can improve the performance of the organization.
(ii) Management should allocate enough funds for recruitment process. Information should be provided to the shortlisted applicants in time before interview conducted.
(iii) Selected candidates should be allocated into works that are relevant to their professional skills
(iv) The organizations should avoid unnecessary long procedures and delay in offering jobs
(v) Advertisement should be well formulated, contain all necessary information. For instance; skills required and experience for job.
Another study conducted by Cliff M (2004) on effective selection and recruitment at the Ministry of Education and Culture also recommended the following:

(i) Commitment from top management and other staffs is important to the implementation of recruitment procedures.
(ii) Open competition to recruitment and selection has effect on the women to be recruited, hence this reduce biasness.

However Makalamagi(2002) on his study discussing the relationship between recruitment and workers performance at National House Corporation highlighted the following;
(i) NHC did not fully adapt to recruitment procedures. Also the process was done through favoring some individuals.
(ii) There was failure on recruitment activity to match personnel with the available jobs.

From these findings the emphasis is on organization to adhere to the laid down rules and regulation pertaining to recruitment and selection.

Furthermore on Human Resources Compliance Inspection Report in Tanzania (2005), published by POSPSM revealed the following on recruitment process;
(i) In public service sectors recruitment procedures adhered to 67% of all the time
(ii) But record keeping was very poor and there was wide spread lack of documentation on decision making process and results. Based on that evidence recruitment appears to be done non-competitively and without transparency.
(iii) Another problem indicated, is the process normally takes very long time. For example: It took an average of 2.7 months to have an employment permit approved and 3.4 months between time of the last interview and employees commitment.

Overall, it is possible an average recruitment process takes well over a year and subsequent entering of his or her information into payroll database requires another 8 months. Skills are available in workforce are utilized in such a way as to stimulate growth and give organization the necessary flexibility to adapt to market.
Another study conducted by Pieter and Surrete (2005) in South Africa, found that, organization need to develop skills that will enable them to meet growing and changing demands of working environment.

Also according to Nyamipachari Vareta (1996), his research point to the importance of good recruitment system in the organization i.e. recruiting workers following their qualifications and skills in the field of work. The adoption of SAP during the 1980’s in most developing countries brought downsizing (reducing the number of workers in organizations); organizations were becoming too effective for their numbers of employees employed by them. Most problems concerning human resource (poor performance, resignation) commences when recruitment is not handled correctly as a result of incorrect procedures in the recruitment process.

The above empirical findings are largely informative as they reflect the plight of recruitment and selection process in many organizations in Tanzania. They emphasis on having a well conducted recruitment process since will result on getting right candidates and reduce unnecessary costs incurred on conducting frequently recruitments when selecting wrong people.

According to United Nations (2004), people are the lifeblood of any organization and agents of change in Public Sector. The knowledge, values and attitudes of public servants are at the heart of state performance; hence I think effective recruitment and selection will help to bring development in state if well practiced.

A study done by Daly, Barker and Mccarthy (1999) on preferences in Recruitment and selection in a simple of Australia organizations revealed that managers, recruiters and migrants indicated that face to face interviews( 65.9% and 66.7% respectively), written applications and Recruitment Agencies were the most favored selection process. Other studies have shown that interviews and written applications are the two commonly used selection methods in Australia (Bartram, Lindley, Marshall & Foster 1995).

Another study done by Rioux and Bernthal (1999) on recruitment and selection practices, they revealed that most organizations make extensive use of applications (89%), manual resume (80%) and reference checks (75%) in their selection systems. All (97%) the organizations use behavior based interviews to some extent when
selecting employees, nearly half (49%) plan to use them more frequently in the future.

Also Marcus, M.G (2008) in his study assessment of selection process to the performance of public institutions in Tanzania, a case of Muhimbili arthopaedic institute recommended the following after finding some weaknesses.

(i) Public institutions be flexible to use various selection techniques so as to reduce obstacles revealed within the study

(ii) Members of management team involved in recruitment and selection should improve their skills in those areas to promote the quality of the process

(iii) Also recruitment and selection policies must be formulated and adhered to reduce biasness during selection.

2.8 Conceptual Framework

Conceptual framework aims at indicating the most important areas to be covered by the study. Since it is not easier to construct a house without foundation, a research also needs good foundation which will help me to consider necessary data to collect.

In this study the conceptual framework shows relationship between dependent variables and independent variables. Defining requirements, planning recruitment, attracting candidates, selection candidate and lastly effective recruitment and selection are dependent variables as their effective occurrence can be effected by independent variables such as reputation of the organization, organization policy, poor selection of recruitment source, advertisement quality, knowledge of selection process and duration of the process of recruitment and selection. Effective job analysis by indicating job profiles and job specification includes skills, knowledge and experience needed determine clear budget on the number and type of individuals to be deployed in a year. However with that particular budget choice on the means of attracting the required personnel is also determined by looking on the pros and cons over the suggested method. Still organization reputation on the public and quality of advertisement on the vacancy can determine success on selection procedures. Selection of the candidate can also be influenced with the level of knowledge on particular matter for the involved parties. If all these done well there will be effectiveness in recruitment and selection process.
**Figure 2.6: Conceptual Framework**

DEFINING REQUIREMENTS
Preparation of Job Profiles and Person Specification

PLANNING RECRUITMENT
Determine number and type of individuals and source

ATTRACTING CANDIDATES
Advertising

SELECTION OF CANDIDATE
Sifting applications and interviewing

EFFECTIVE RECRUITMENT AND SELECTION

REPUTATION OF THE ORGANISATION

POOR SELECTION ON THE SOURCE

QUALITY OF ADVERTISEMENT

KNOWLEDGE OF SELECTION PROCESS

DURATION OF SELECTION PROCESS

**Independent variable**
**Dependent variable**

**Independent variable**

**Variable**

**Source:** Developed by the Researcher
2.9 Conclusion
This chapter reviewed and explored the usage of recruitment and selection procedures as it has been defined by different scholars. It has provided theoretical analysis concerning recruitment and selection concepts, empirical analysis, as well as the conceptual framework.
CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction
This chapter presented the methodological approaches that were employed by the researcher in the study. These methodologies were chosen according to the nature of the study and types of data that were required. They provided the framework for selecting the types of data and information used in answering the research questions and achieving research objectives.

Research methodology refers to various methods that a researcher uses in order to achieve the desired findings. It is a systematically way applied to solve the research problem it may be understood as science of studying how research is done scientifically (Kothari, 1990).

3.2 Research Design
The research design is the conceptual structure within which the research is conducted; it constitutes the blueprint for the collection, measurement and analysis of data. As such the design included an outline of what the researcher did from writing the hypothetical formulation and its operational implications to the final analysis of data analysis and interpretation. So the research design can be a plan, structure and strategy of a research to find out alternative tools to solve the problems and to minimize the variances (Kothari, 2004).

In order to meet the objectives of this study, the researcher used case study design; through this design the recruitment and selection process at TRA was extensively studied within its real life context. The design was more appropriate and useful in the study because the researcher wanted to conduct both intensive and extensive investigation.

The chosen design was relevant to the phenomenon of study in various ways in relation to merits indicated by Kothari (1990): it is fairly exhaustive method which enabled the researcher to study deeply and thoroughly different aspects of the
phenomenon; it is flexible in respect to data collection method; it saves both time and money.

The significance of selecting TRA as case study was that, it was a public institution which performs its recruitment procedures independently and there were a number of complaints towards the authority from job seekers regarding the validity of how they get their new entrants.

3.3 Study Area
The study was conducted at TRA headquarters in Dar es Salaam Tanzania. The organization has been chosen due to the following reasons: TRA is among the public institution which conducts recruitment and selection independently. Apart from that, TRA headquarters was geographically advantageous to the researcher in terms of data collection as it is located near to the researcher hence promote saving of time and cost. Above all, all recruitment and selection procedures in TRA are performed there at the headquarters.

3.4 Population of the Study
Population is a totality of objects under investigation (Adam and Kamuzora, 2008). The target population of research comprised a number of 50 members from whom the researcher drew a sample of 39 respondents that was 78% of the whole population. The sample size included the top management, director of HR, Senior Human Resources officers, HODs, Head of Departments and other staffs. The sample selected enable the researcher to provide answers to the research questions and come up with comprehensive, reliable and accurate data. The number of respondents was drawn as follows:
Table 3.1: Sample Composition

<table>
<thead>
<tr>
<th>Staff level</th>
<th>population</th>
<th>Sample size</th>
<th>% of the selected sample</th>
</tr>
</thead>
<tbody>
<tr>
<td>Director of Hr</td>
<td>1</td>
<td>1</td>
<td>100</td>
</tr>
<tr>
<td>Senior Human Resource officers</td>
<td>4</td>
<td>2</td>
<td>50</td>
</tr>
<tr>
<td>HROs</td>
<td>8</td>
<td>6</td>
<td>75</td>
</tr>
<tr>
<td>HODs</td>
<td>15</td>
<td>10</td>
<td>67</td>
</tr>
<tr>
<td>Others staffs</td>
<td>22</td>
<td>20</td>
<td>91</td>
</tr>
<tr>
<td>Grand Total</td>
<td>50</td>
<td>39</td>
<td>78</td>
</tr>
</tbody>
</table>

Source: Field Data, 2014

3.4 Sample Size

A sample is a unit out of individuals that is small enough to present the population from which it will be selected Shipman (1992). The sample size of this study was 78% over the entire population which was 50 people.

The reason behind for selecting this sample size is because the entire population was also very small hence can satisfy the requirement of efficiency, representatives, reliability and flexibility.

3.5 Sampling Techniques

Kothari (2004) indicates two basic ways of choosing a sample sometimes referred to as types of sampling. Therefore sampling procedures are techniques that will be used in determining a number of respondents that will be involved in the study so as to provide necessary knowledge. In this regard the researcher employed probability and non probability sampling techniques whereby a purposive and simple random sampling technique was used in determining the required sample.
3.5.1 Simple Random Sampling
The simple random sampling refers to a probability sampling where by all members in the population has equal chance in of being selected to form a sample (Saunders et al, 2000). This helped the researcher to select a sample at random from the sampling frame. As it was emphasized by White (2002), this technique is appropriate where the sampling frame is not too large and each unit is accessible. The method was mostly applied when collecting data from normal staffs and head of departments.

3.5.2 Purposive Sampling
According to Cooper et al (2003), purposive sampling is sometimes known as judgmental sampling, the researcher chooses only those elements which he believes will be able to deliver the required data. In this regard respondents will be selected purposively due to the positions they holds in order to get overviews from different people. This technique was applied to the management team that comprises of Director of HR and senior human resource officers. The technique was used deliberately by the researcher to select the sample from these categories of respondents because the respondents possessed the most relevant information about the study. Thus they delivered the best and unique information that satisfied the research objectives. The purposive sampling is useful in this study because it ensures the balance of group sizes when multiple groups are to be selected (Smith, 2000).

3.6 Data collection Sources
In this study both primary and secondary sources were used to gather and collect data. Primary data involves data observed or collected directly from first-hand experience while secondary data are published data and data collected in the past (Business dictionary, 2008). From Primary data the aim was to collect information concerning i) procedures involved on recruitment process, ii) sources of recruitment undertaken by TRA iii) How long does it take to finalize the process iii) which actors are involved in the process. The researcher used both questionnaires and interviews to collect primary data from the main groups chosen in the case.
3.7 Data Collection Methods

The following data collection methods were used in the study:

3.7.1 Interviews

An interview is a conversation between two people (the interviewer and the interviewee) where questions are asked by the interviewer to obtain information from the interviewee. In qualitative research, interview seeks to describe and the meanings of central themes in the life world of the subjects. The main task in interviewing will be to understand the meaning of what the interviewees say (Kvale, 1996). There are two types of interview namely structured and unstructured interview, This study deployed both types to obtain in depth information since with unstructured one the interviewer happen to encourage the respondent to talk freely about a given topic with a minimum of prompt and guidance, as Questions are not standardized and not ordered in particular way. (Krishnaswami, 1998). The method was used to the respondents who were busy in answering questions especially Director of HR and senior HR officers.

3.7.2 Questionnaire

This tool contains set of predetermined and structured questions given to the subject to respond to in writing or to be filled by researcher through self administered questionnaire. The instrument is useful due to the following merits; questionnaires can be distributed to a large number of people, increasing the odds for a greater number of respondents, lower costs than interviewing method in obtaining information. Questionnaires prepared for the purposes of collecting primary data were administered to HODs, HROs and as well as other staffs within their respective divisions and sections This help the researcher to get returns easier and cover those whom do not want to be known if participated in the research.

3.7.3 Documentary Review

Documentary review is an evaluation of publications such as books (Kothari, 2004). The researcher used documentary source in collecting data through reading on various usable materials that were available at TRA. Some of documents include
TRA recruitment and selection reports of 2011 and 2013, TRA job adverts, staff requisition forms and TRA staff regulation act of 2009. The methods enabled the researcher to get a deeper understanding of the subject matter as well as providing a sound platform for carrying out the interview.

3.8 Analysis of the Finding

Data analysis refers to the computation of a certain measures along with searching for patterns of relationships that exist among data groups (Kothari, 2004). Kombo and Tromp (2006) data analysis refers to what has been collected in a survey or experiment and making deduction and inferences. It involves uncovering underlying structures, extracting important variables, detecting any anomalies and testing any underlying assumptions.

In order to make sense of the data gathered, the researcher used both qualitative and quantitative methods of data analysis to analyze data collected to the field. Findings were presented by using statistical models such as tables and figures which were used to summarize the results in order to draw conclusion about effectiveness of recruitment and selection in public sector at TRA. The researcher used Statistical Package for Social Sciences (SPSS) in analyzing data. With the use of SPSS the researcher was able to analyze the information from the findings quickly.

3.9 Data Reliability

In order to ensure data reliability the researcher did the following:

(i) In collecting primary data, questionnaires and interview were used for triangulation purposes. On the side of secondary data the researcher shall relied on documentary reviews. Triangulation enabled the study to obtain convergence among the data produced from one technique. It helped in crosschecking the authenticity of data collected in the sense that no single technique or instrument was considered sufficient in itself in gathering validity and reliability.

(ii) Appropriate operationalization of research concepts and variables and be careful asking of questions to respondents. This was ensured through being explicit, unambiguous, and less complicated when formulating a questionnaire.

(iii) Sometimes a researcher repeated questions
Randomization of questions that are measuring the same construct was done.

3.10 Conclusion

This chapter presented how the study was designed and conducted. It explains the methods and approaches that were used to gather and analyze the relevant data. The next chapter attempts to present and analyze the information collected from TRA. Data collected from the field was based on the research objectives proposed in the first chapter.
CHAPTER FOUR
PRESENTATION OF THE FINDINGS

4.1 Introduction
This chapter presented the study findings and their implications regarding the effectiveness of recruitment process in public sectors particularly at TRA. The analysis of the study findings was directed to the specific objectives and some of research questions of the study. The specific objectives were: to identify procedures involved in recruitment process; to assess sources of recruitment and their effectiveness; to investigate selection procedures involved; to examine time taken on completion of recruitment and selection; to assess awareness of recruitment and selection among human resources officers.

The chapter was organized into two major sections. The first section is about the characteristics of respondents, and the second part presents the data gathered from TRA employees.

4.2 Characteristics of Respondents
4.2.1 Respondent’s Age
About 91.5% of respondents were in the age between 21 and 42 years. The remaining categories (percentage) were aged above 42 years.

The research conducted by Cliff (2004) on effective selection and recruitment conducted at Ministry of Education and culture in Tanzania showed that, 83.4% of consulted employee’s were in age bracket between 21 to 40 years and the remaining percentage were above 40 years. Also research done by Marcus (2008) on assessment of selection process to the performance of public institutions conducted in Tanzania at Muhimbili Orthopedic Institute showed that 75% consulted employee’s were in age of 25 years old to 40 years old, 7.5% below 25 years old and 17.5% were in age between 41 years old to 55 years old. See age distribution of this study in the table 4.1 below.
Table 4.1: Percentage Distribution of Respondent’s Age

<table>
<thead>
<tr>
<th>Age</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>21-31</td>
<td>24</td>
<td>61.5</td>
</tr>
<tr>
<td>32-42</td>
<td>12</td>
<td>30.7</td>
</tr>
<tr>
<td>43-53</td>
<td>02</td>
<td>05.1</td>
</tr>
<tr>
<td>54-64</td>
<td>01</td>
<td>2.5</td>
</tr>
<tr>
<td>Total</td>
<td>39</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Research findings (2014)

4.2.2 Respondent’s Gender

Percentage distribution of respondent’s gender was, 62.5% male and 37.5% female. The gathered data confirmed there is a gender imbalance in TRA, research conducted by Bernadetha (2004) at Moshi municipal on effectiveness of recruitment in organization showed there were 42 male equal to 60.9% and 27 females equals to 31.1% workers, while the research done by Marcus (2008) on assessment of selection process to the performance of public institutions conducted at Muhimbili orthopedic Institute showed that 87.7% of employees consulted were males, while 12.1% were female. These researches noted that male are more employed than female it looks the same in this study. This information is clearly elaborated by the table 4.2 below.

Table 4.2: Percentage Distribution of Respondent’s Gender

<table>
<thead>
<tr>
<th>Gender</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>25</td>
<td>64.1</td>
</tr>
<tr>
<td>Female</td>
<td>14</td>
<td>35.9</td>
</tr>
<tr>
<td>Total</td>
<td>39</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Research findings (2014)
4.2.3 **Respondent’s Education Levels**

In terms of education, the percentage of respondent’s was noted as follows, 25% were degree holders, 20% advanced diploma holders, 35% ordinary diploma holders, 7.5% certificate holders and 12.5% masters holders. Also Marcus (2008) in his study showed 72.5% of employees at Muhimbili orthopaedic there were diploma holder and above education levels. The table 4.3 below specifies the data obtained.

**Table 4.3: Percentage distribution of Respondents Education Background**

<table>
<thead>
<tr>
<th>Education level</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Masters degree</td>
<td>05</td>
<td>12.8</td>
</tr>
<tr>
<td>First degree holders</td>
<td>14</td>
<td>35.8</td>
</tr>
<tr>
<td>Advanced diploma</td>
<td>10</td>
<td>25.6</td>
</tr>
<tr>
<td>Ordinary diploma</td>
<td>08</td>
<td>20.5</td>
</tr>
<tr>
<td>Certificate holders</td>
<td>02</td>
<td>05.1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>39</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

**Source:** Research findings (2014)

4.2.4 **Respondent’s Working Experience**

The collected data showed there are variations of workers job experience which ranges in terms of working years in the organization, the percentage distribution of respondents working experience was, 33.3% from four to five years, 28.2% six years and above, 23.1% two to three years while zero to one year consisted of 15.3%.
Table 4.4: Frequency and Percentage Distribution of Respondent’s Working Experience

<table>
<thead>
<tr>
<th>Working years</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-1</td>
<td>06</td>
<td>15.3</td>
</tr>
<tr>
<td>2-3</td>
<td>09</td>
<td>23.1</td>
</tr>
<tr>
<td>4-5</td>
<td>13</td>
<td>33.3</td>
</tr>
<tr>
<td>6 and above</td>
<td>11</td>
<td>28.2</td>
</tr>
<tr>
<td>Total</td>
<td>39</td>
<td>100</td>
</tr>
</tbody>
</table>

4.3 Data from TRA Employees (both Administrator and Non-Administrator)

4.3.1 Procedures Involved in Recruitment Process at TRA

A number of procedures involved in recruitment process were examined, in this case 39 respondents participated and data was collected through documentary and questionnaires. Since TRA is a public institution which falls under ISO standards, the recruitment process followed are those laid under the regulations of TRA. Moreover the procedures for facilitating the recruitment at TRA are those stipulated under the TRA staff regulation act of 2009. Several questions were asked to find steps followed in recruitment process and how vacancies are established.

4.3.1.1 Steps Followed in Recruitment

Heads of department and some members of Human Resource department were given structured questionnaires a researcher the aim was to identify steps followed in recruitment process. About 5(31%) mentioned all the steps involved in selection process, the steps they mentioned are, preliminary interview, application blank, selection test, selection interview, medical examination, checking reference and final approval, among those 5, 3 were from Human Resource Department.

Almost 4(25%) mentioned four steps which are preliminary interview, interview, medical examination and final approval. Yet 5(31%) mentioned only 3 steps which
are initial screening, interview and final approval. Finally 2(13%) mentioned steps followed within TRA which are Planning, Advertisements, short listing, Invitation for interview, procurement of recruitment consultants, approval for appointment, regrets for, HESLB and Quality management systems reports. However 14 (88%) out of 16 respondents did not identify planning stage of identifying gaps within departments and attraction of candidates as part of recruitment process, they ignore it and claim that they do not participate on the process at all. It was noted that all selectees explained well on the procedures and steps which should be followed however bigger number skip some steps due to ignorance on that process, except for few others who included the missed steps in their conversation which is only 2% of the whole respondents. This mark there is a problem on awareness over the process.

4.3.1.2 Establishment of the vacancies
The question seeks to identify how vacancies are established in TRA and the time taken on accomplishment of that process. Basically this question received response through documentary review from TRA recruitment reports of 2011 and 2013. The vacancies at TRA are established quarterly in a year by identifying the posts that needs to be filled with regard to the need and the importance of the vacancy post. The gaps are identified by head of departments and filled in staff requisition forms, then submitted to Human resource department and Director of Human Resources make an approval depends on the budget. The time taken for this process is almost two months depends on how quick head of departments are and the amount of vacancies to be identified.
Table 4.4: An analysis on the time taken for establishment of a vacancy

<table>
<thead>
<tr>
<th>SN</th>
<th>FINANCIAL YEAR</th>
<th>AVERAGE PREPARATION TIME(weeks)</th>
<th>AVERAGE PENDING TIME BEFORE APPROVAL(weeks)</th>
<th>TOTAL(weeks)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>2010/2011</td>
<td>4.0</td>
<td>8weeks</td>
<td>12.0</td>
</tr>
<tr>
<td>2.</td>
<td>2011/2012</td>
<td>2.5</td>
<td>4weeks</td>
<td>6.5</td>
</tr>
<tr>
<td>3</td>
<td>2012/2013</td>
<td>2.0</td>
<td>4weeks</td>
<td>6.0</td>
</tr>
</tbody>
</table>

*Source: Field Data, 2014*

Figure 4.1: Analysis on time taken for vacancy establishment

Source: Field Data, 2014

The table 4.4 and figure 4.1 shows that the whole process of arranging and preparing vacancy post it takes a minimum of two months or more than that which is equal to 16.6% of the whole year to establish the vacancy posts.
4.3.1.3 Receiving of Applications, Short Listing and Inviting Candidates to an Interview

Findings indicated that, at TRA all applications are done through Human resource information system software; where by the applicants have to feed their data as indicated according to the post they request, hand delivery of applications are not allowed. On deadline of application the software automatically seize from operating. Then HR department would scrutinize and short list the candidates.

Also short-listing process was done by the software, where the HR officer under recruitment command it to process all the required candidates who met the requirements and then the process was over, the criteria used by TRA were those stipulated by the organizations regulations with regard to a particular post. The major criteria considered in the short listing were: academic performance, previous working experience (depending on the requirements of the job) and an extent to which an applicant complied with an advert conditions.

After being short-listed Human resources officers checked the number if it was too large they outsourced the process of selection and if the number was few selection processes was just centralized at TRA. If the process decided to be outsourced to recruitment consultants then TRA advertise a tender on newspapers. The consultant who got the tender finalizes all the necessary interviews but the recruitment committee was the one which have authority to prove suitable candidates for the post. As it is stipulated in TRA Staff Regulation Act of 2009:

“The Department responsible for Human Resources in liaison with the relevant department shall handle the recruitment process. Nevertheless, management or body may appoint an external recruitment agent to assist in the recruitment process, provided that the final approval shall remain a responsibility of the respective Appointing Authority”.

4.3.2 Assessment on Sources of Recruitment and their Effectiveness

An assessment was made to find sources applied on recruitment and how effective they are on attracting the candidates. Here below are the findings.
4.3.2.1 Sources of Recruitment Applied in TRA

The findings show that the methods of inviting the applicants to the vacant posts practiced by TRA were those approved by human resources department in TRA with special regard to qualifications needed. 10 (52.6%) respondents said TRA use advertisement on newspaper and website, 5(26.3) mentioned only e-recruitment while 4(21%) mentioned advertisement on newspapers, use of website for external advert and TRA intranet for internal advert also they mentioned headhunting and outsourcing, however Head hunting and outsourcing is used when TRA want to fill high level posts in organization especially directors. Hence TRA is applying both internal and external sources of recruitment.

4.3.2.2 Advertisement Quality

TRA use newspapers adverts just to inform the mass that there were new vacancies in the organization. However, it was revealed that the adverts did not contain all the required information. The required information was found in their website where there were all requirements and instructions on how to apply for the post. Findings showed 98% of advertisements issued by TRA through its website were self explanatory. They contained all necessary information such as: job content; realistic description of working conditions, particularly if are unusual; location of the job; compensation includes fringe benefits; job specifications (for example level of education and experience needed); and to whom the applications were addressed.

For example vacancy advert of July, 2014 compliance at TRA was 98% effective, as it contains all the necessary information to the applicant, as indicated on table 4.5 below;
Table 4.5: TRA job advertisement

<table>
<thead>
<tr>
<th><strong>Senior Supplies officers</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Purpose of the Job</strong></td>
</tr>
<tr>
<td>To procure goods and services according to TRA regulations in order to support efficient and smooth operations of the Authority.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Major Activities of the Job</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>(i) Receive requests to purchase from user departments.</td>
</tr>
<tr>
<td>(ii) Analyze requests to purchase and seek purchasing approval.</td>
</tr>
<tr>
<td>(iii) Advice approval to purchase of requested goods and services.</td>
</tr>
<tr>
<td>(iv) Prepare requests for quotations, evaluate and recommend award of tenders.</td>
</tr>
<tr>
<td>(v) Advice on the approval to issue LPOs or contracts.</td>
</tr>
<tr>
<td>(vi) Undertake follow up on orders.</td>
</tr>
<tr>
<td>(vii) Prepare monthly, quarterly, and annual reports.</td>
</tr>
<tr>
<td>(viii) Coordinate disposal of obsolete goods and documents.</td>
</tr>
<tr>
<td>(ix) Prepare responses on procurement related audit queries.</td>
</tr>
<tr>
<td>(x) Prepare procurement related plans and budgets.</td>
</tr>
<tr>
<td>(xi) Perform any other duties assigned by supervisor.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Minimum Job Requirements</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Qualification</strong></td>
</tr>
<tr>
<td>(i) Advanced Diploma or University Degree in Business Administration or Logistics and Procurement or Materials Management or its equivalent from a recognized Institution/University.</td>
</tr>
<tr>
<td>(ii) Certified Supplies Professional (CSP or MCIPS) and registered by the Procurement and Supplies Professionals and Technician Board (PSPTB) or the Chartered Institute of Purchasing and Supplies (CIPS - UK).</td>
</tr>
<tr>
<td>(iii) Postgraduate degree or Masters Degree in Business Administration or Logistics and Procurement or Materials Management or its equivalent from a recognized Institution/University will be added advantage.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Experience</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Four (4) years of relevant experience</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Key Competences</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>(i) Leadership and Team Building</td>
</tr>
</tbody>
</table>
Table 4.5: TRA job advertisement

(ii) Strategic Focus and Managing Change
(iii) Managing Performance and Accountability
(iv) Problem Solving and Decision Making
(v) Integrity
(vi) Computer Literacy.

GENERAL
Applicants MUST be ready to work anywhere in the United Republic of Tanzania.

REMUNERATION
An attractive remuneration package will be offered to the successful candidates.

DEAD LINE
The application should be submitted online by 27th July, 2014. Applicants who will not be contacted should regard themselves unsuccessful.

COMPLETING THE APPLICATION FORM
All applicants are required to properly fill in the application form provided in the system. Please be informed that shortlisting is a machinery process done through the Human resources Information System. Failure to fill in all the fields properly may lead to disqualification.

The Race Relations Act 1976 has similar provisions, making unlawful an advertisement that discriminates against any particular race. As long as race is never mentioned or even implied in an advertisement, you should have no problem in keeping within the law.

The Age Discrimination Regulations 2006 make it unlawful to discriminate against employees on account of their age. Age limits should therefore not be included in advertisements and the wording should not indicate that people below or above a certain age are not wanted. From the TRA advert none of the above allegations are found hence it has tried to suit the purpose.
4.3.3 Assessment on Selection Procedures

Basing on the objective, the focus of the study was to assess selection procedures undertaken by verifying how they are done and to what extent there is fairness, also to analyze number of steps and techniques involved in selection process. Several questions were asked to fulfill the need of researcher to obtain information on the matter.

4.3.3.1 Selection Techniques Involved

Oral interview was the only technique used to conduct selection at TRA. However, it was revealed that when number of applicants was few, written interview or the combination of both oral and written interview and sometimes professional test for those work under contract bases.

If the applicants were many compared to the number of vacancies advertised, TRA outsource the process of selection to a recruitment consultant. The consultant screened the applicants through both written and oral interview, and then submitted the clear list to TRA selection committee which sat again to test the quality of the selected candidates.

If the number of applicants was few, selection process was done internally, where structured questions with their answers were prepared by head of departments. Those questions were prepared in line with the required academic qualifications for each particular post. The questions were then presented to the human resource department for moderation before the commencement of an interview. Selection committee which was subject to changes after every 5 years contained some of Human Resource department staffs especially those under recruitment section, directors, senior officials and heads of each department for particular post to avoid biasness. Before conducting an interview the panel was taken for a short training to remind themselves about the procedures.

The study findings showed that, large number of staffs employed between a years 2010 up to 2013 underwent the combination of both oral and written interview as a selection method.
Table 4.6: Frequency distribution table showing the type of interview the selectees underwent

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oral interview</td>
<td>5</td>
<td>25</td>
</tr>
<tr>
<td>Written Interview</td>
<td>4</td>
<td>20</td>
</tr>
<tr>
<td>Oral and written Interview</td>
<td>10</td>
<td>50</td>
</tr>
<tr>
<td>Professional Test</td>
<td>1</td>
<td>5</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>20</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

**Source:** Field data, 2014

The findings (50% of respondents) revealed that TRA used oral and written interview to the job seekers. About 18 (80%) of the respondent said that oral interview was commonly used because it was simple, cost effective, gave the real picture of the person in terms of physical expression, competency as well as behavioural expression was ease during the interview. Written interview was common since it gave a real picture whether a person went was competent in terms of writing and reading. About 2 (10%) of the respondents said they did not know why that oral and written interview was commonly used. However, it was discovered that 2 (10%) out of 20 (100%) of the respondents who had once been interviewed were not satisfied with the interview. The reason behind their dissatisfaction was that both oral and written interview lacked seriousness of the interviewers and the interview questions were very tough compared to their ability and completely out of their profession.

The conduct of interview indicated that during an interview session every panel member was required to mark every question asked to each candidate. The scores from each member were then summed up in order to find the total scores of each candidate. Then the percentage for each candidate was calculated to find the final score. Scores then were ranked according from the highest to the lowest. The pass mark cut-off was 50% and above. Depending on the number of the available
vacancies, candidates for filling the posts were selected basing on their performance. The successful candidates were then notified through phones and emails.

Of the 20 (100%) interviewee, about 3 (15%) complained that although the selection was based on pass mark, yet unqualified candidates were selected. This was due to corruption in the form of bribery, favoritism and nepotism.

The findings implied that recruitment and selection procedures used at TRA was not effective. The defect was not with ignorance or overlooking the requirement to adhere to the procedure but was due to corrupt system. The recruitment and selection system was deliberately corrupted in order to preserve the interest of few TRA officials who employed their relatives regardless of their competencies.

4.3.3.2 Effectiveness of Selection Criteria at TRA
Study findings show that, 25% of the respondents had negative attitude toward the process they went through. Yet 75% had positive attitude towards the criteria. This implies that to some extent there is fairness in the selection exercise however there some modification which must be done to improve the quality of the process.

<table>
<thead>
<tr>
<th>Sn</th>
<th>Attitude</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Unfair</td>
<td>5</td>
<td>25</td>
</tr>
<tr>
<td>2</td>
<td>Fair</td>
<td>15</td>
<td>75</td>
</tr>
<tr>
<td>3</td>
<td>None of the above</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>20</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

**Source:** Field Data, 2014

The study findings also showed that, the reasons behind unfair selection of employees as reported by 5(25%) respondents are due to issues of nepotism and, favoritism, however 15(75%) answered negatively, insisted there is fairness.
Table 4.8: Descriptive Table showing reasons for unfair selection

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Violation of procedures</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Nepotism</td>
<td>3</td>
<td>15</td>
</tr>
<tr>
<td>Favoritism</td>
<td>2</td>
<td>10</td>
</tr>
<tr>
<td>Corruption</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Gender</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>None of the above</td>
<td>15</td>
<td>75</td>
</tr>
</tbody>
</table>

Source: Field Data, 2014

Figure 4.2: Analysis on reasons for unfair selection

Source: Field Data, 2014
Table 4.8 and figure 4.2 showed that 3(15%) of respondents said there are some tendencies of nepotism in selection process, while 2(10%) said issues of favoritism are also common but did not specify which kind of favors. However, more than half of respondents about 75% insisted the selection process in TRA is completely fair.

4.3.4 Average Time Taken in Recruitment and Selection Process at TRA
The TRA recruitment manual showed that it took 2 and half months to complete the recruitment process for internal vacancies but 4 months for external vacancies, the reason behind the gap was that the internal posts did not include a lot of candidates and long procedures like tendering of recruitment process.

Table 4.9: An average Time Taken in Recruitment and Selection Process

<table>
<thead>
<tr>
<th>SN</th>
<th>Year of application</th>
<th>Internal/external post</th>
<th>Dates of advert (months)</th>
<th>Dates of interview (months)</th>
<th>Date of approval (months)</th>
<th>Employment notification (months)</th>
<th>Average time of process (months)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2010/2011 Internal</td>
<td>July</td>
<td>November</td>
<td>November</td>
<td>December</td>
<td>December</td>
<td>6</td>
</tr>
<tr>
<td>2</td>
<td>2011/2012 External</td>
<td>October</td>
<td>January</td>
<td>February</td>
<td>February</td>
<td>February</td>
<td>5</td>
</tr>
<tr>
<td>3</td>
<td>2012/2013 External</td>
<td>May</td>
<td>September</td>
<td>October</td>
<td>October</td>
<td>October</td>
<td>6</td>
</tr>
</tbody>
</table>

Source: Field Data, 2014

Table 4.9 above indicated that, at TRA the process of recruitment takes an average of not more than 6 months for a new job candidate to be legally employed. The process takes longer time compared to what has been indicated on recruitment schedule. The study discovered that such duration can distort the quality of the process as it increases chances of nepotism and favors.

However the extension of time on the process it is verified by one respondent that is due to an increase on the number of applicants who have the required qualifications compared to the number of vacancies advertised. Hence it requires much more time
to conduct interview sessions which leads to violation of the TRA recruitment regulations.

**Table 4.10: The Difference between Candidates Needed and Number of Applicants**

<table>
<thead>
<tr>
<th>SN</th>
<th>Financial Year</th>
<th>Date Of Advert</th>
<th>Date Of Short listing</th>
<th>No. Needed Candidates</th>
<th>No. Of Applicants</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2010/2011</td>
<td>July</td>
<td>October</td>
<td>10</td>
<td>500</td>
</tr>
<tr>
<td>2</td>
<td>2011/2012</td>
<td>October</td>
<td>January</td>
<td>12</td>
<td>750</td>
</tr>
<tr>
<td>3</td>
<td>2012/2013</td>
<td>May</td>
<td>December</td>
<td>20</td>
<td>1200</td>
</tr>
</tbody>
</table>

**Source:** Field Data, 2014

**Figure 4.3: Comparison between Candidates Needed and the Number of Applicants**

![Comparison between candidates needed and the number of applicants](chart.png)

**Source:** Field Data, 2014
The graph 4.3 shows that number of applicants concerning different post in TRA has been increasing yearly compared to the number of vacancies advertised and this lengthen the whole process of selection because the competition is high.

4.3.5 Awareness of Recruitment and Selection process among individuals performing recruitment and selection in TRA

This study results shows that, the interview panel comprised some of members who were not HROs professionally neither did they had any expertise in the recruitment techniques and ethics for example head of departments, but they only get that selection training prior the interview session. It also found that out of 15 required members, it was only 7 of them who were HR knowledgeable by virtual of their profession. This implies that 53% of prescribed members might have no expertise in HR function.

According to the research findings 72% of the 11 respondents, they highlighted the difficulties which they encountered during an interview process. The problems included: Difficulties in assessing and rating the candidates, blindness in interpreting HR rules and regulations and personal biasness.

Figure 4.4: Analysis showing problems Faced by Interview Panel Members

Source: Field Data, 2014
The findings summarized in figure 4.4 shows that, 18% of the respondents had the problem on how to assess and rating the candidates properly during an interview, 45.4% of respondents were blind on Hr regulations and while 9% had elements of personal biasness during an interview. However 27.2% had no problem at all.

On the other hand the selectors were examined in order to determine their understanding of recruitment process in employment perspective. About 12(75%) respondents responded that recruitment was all about choosing the right candidate for the right job, though they responded differently using different words but their answers meant the same, and only 4 (25%) of the responded that the process of identifying vacancies and attracting candidates to fill the vacancies. To quote the few they said:

“Recruitment is the process of picking the right candidate to the right job (Interview, Geoffrey Mtetema, 24/6/2014).”

“Recruitment is the process of matching job requirement and the candidate to match the right position (Interview, Halimoja Masoud Mdimu, 24/6/2014).”

“Recruitment is the process of choosing the right candidates which met the job requirement; fit them in right position as institute desire (Interview, Rosemary Mtafya, 26/6/2014).”

“Recruitment is the process of identifying vacancies and attracting right candidates to fill the identified vacancies (Interview, Piliel Selemani Mjaki 28/6/2014).”

From the above definitions provided by the respondents it was revealed more than half which is 75% of respondents, think that recruitment and selection are the similar processes but in real sense they differ and each one contain its own role in the process of recruitment and selection.

4.4 Conclusion

This chapter presented research findings obtained at TRA. The presentation reflected the research objectives and answered all research questions asked that guided the
study. To make the easier understand of the findings, figures and tables to show percentage and frequencies were used. More discussion of research findings were presented in chapter five.
CHAPTER FIVE
DISCUSSION OF THE FINDINGS

5.1 Introduction
This chapter presented the discussion of the findings regarding the effectiveness of the selection and recruitment and selection processes in the public sectors, the case study of TRA. The discussion of the findings was directed to the specific objective of the study proposed in the first chapter.

5.2 Procedures involved in recruitment process at TRA
The study findings showed that at TRA all applications are done through Human resource information system software. Applicants have to feed their data as indicated according to the post they request, hand delivery of applications was not allowed. On deadline of application the software automatically seized from operating. Then HR department would scrutinize and short list the candidates. Also short listing process was done by the software, where the Human resource officer under recruitment commands it to process all the required candidates who met the requirements and then the process was over. Selection process was outsourced when the number was big or just done internally if the applicants were few. The reason behind was serving time and money. The consultant who got the tender finalized all the necessary interviews but the recruitment committee was one which had authority to prove who was suitable for the vacant position. As it was stipulated in TRA staff regulation act of 2009
The approval system by the recruitment committee was good and reduced chances of recruiting unqualified candidates.
On the other hand the online system of recruitment is brilliant as it reduce much time which could be spent on short listing the candidates and also minimizes chances of favoritism because candidates are shortlisted regarding the criteria used by software. However the process was an obstacle to those job hunters living in remote areas where internet access is the problem so may be TRA could think of using both means online and physical receiving of applications. But still the advantages towards the electronic system are many compared to the disadvantages.
5.3 **Sources of recruitment and their effectiveness at TRA**

TRA advertised the vacancies to all qualified Tanzanians to fill the vacancies. TRA used newspapers adverts just to inform the mass that there are new vacancies in their organization but that advert do not contain all the required information. The required information will be found in their website where there are instructions also on how to apply for the post. Findings showed 98% of advertisements issued by TRA were self explanatory. They contained all necessary information as it is insisted by Jyoth, 2006, about having

(i) job content
(ii) Realistic description of working conditions, particularly if are unusual
(iii) Location of the job
(iv) Compensation includes fringe benefits
(v) Job specifications( for example level of education and experience needed)
(vi) To whom a person applies

For example vacancy advert of July, 2014 compliance at TRA was 98% effective, as it contains all the necessary information to the applicant. The advert was not biased on bases of gender, age or races and encourages anyone with qualification to apply for the post. This promotes effectiveness on the whole process.

5.4 **Assessment on selection procedures involved at TRA**

The combination of both oral and written interview and sometimes professional test for those work under contract bases were suitable techniques at TRA. If the applicants are many compared to the number of vacancies advertised, TRA outsource the process of selection to a recruitment consultant. The consultant screened the applicants through both written and oral interview, and then submitted the clear list to TRA selection committee which again sat to test the quality of selected candidates. If number of applicants was few, selection process was done internally, where structured questions with their answers were prepared by head of departments. Those questions were prepared in line with the required academic qualifications for each particular post. The questions were then presented to the Human resource department for moderation before the commencement of an interview. Selection committee
which was changed after every 5 years it contains Human resource department staffs, Directors, Senior HR officials and heads of each department for particular post to avoid biasness. Before conducting an interview the panel was taken for a short training to remind themselves about the procedures.

Findings have showed that, during an interview every panel member was required to mark every questions asked to each candidate. The scores from each member were then summed up in order to find the total scores of each candidate, and then the percentage for each candidate was calculated to find the final score. Candidates were then ranked according to their performance from the best performer to the least. The pass mark was 50% and above.

However 5(25%) out of 20 respondents complained that other candidates who are not qualified they are also selected as new staffs, this is due to favoritism and nepotism promoted by prolonged screening procedures.

Also the study conducted by Makalamagi (2002) on relationship between recruitment and workers performance at National housing cooperation showed same problems, that NHC did not fully adapt to recruitment procedures, recruitment was done to favoring some people.

To support that argument there was a former researcher commented that, It was further recommended to avoid of favoritism during taking such sensitive personnel task, since recruitment and selection intend to get qualified personnel to perform at work, therefore a great care should be observed in executing it (Lukumai, 1978).

In literature, nepotism and tribalism plays a major role in the job market as written by Annasi (2004) in his book titled “Corruption in Africa,” he further said for those who cannot access nepotism the only option left for them was to buy their way in, they would have to corrupt in positions to get them jobs.
Still 75% of respondents concerning fairness on selection process, insisted the process was done fairly. There was not a problem at all, rather there is too much screening.

However about 2 (50%) of senior Human Resource Officers, said the criteria of measuring performance used in TRA was not effective enough, since other candidates were very good on expression but not good performers. Hence sometimes it was a challenge as they appointed less competent people only because the criteria used was just checking on how someone expressed and answer questions correctly but was not a performer at all. And this can influence others to think there were tendency of favoritism to some of candidates though was not true at all. The problem also has been indicated by Armstrong (2006) especially when there was a possibility of using selection panel:

“Selection boards tend to favors the confident and articulate candidate, but in doing so they may miss the underlying weaknesses of a superficially impressive individual. They can also underestimate the qualities of those who happen to be less effective in front of a formidable board, although they would be fully competent in the less formal or less artificial situations that would face them in the job.”

Here indicated that the problem was not favoritism but mere weakness criteria used on selecting candidates, hence there was a need to design more effective criteria.

The study findings also identified that a large number of potential candidates with same qualification applying for the same job and this makes it difficult to pick the right candidate as reported by 50% of HROs. In literature it was noted that a large supply of applicants can significantly complicated a selection decision since the organization has many people from which to chose, (Ivancevich, 1992).

5.5 Average Time Taken in Recruitment and Selection Process at TRA
TRA recruitment guidelines required the process to be conducted within 2 and half months for internal posts but 4 months for external vacancies and the reason behind
the gap was internal posts did not include a lot of candidates and long procedures of tendering recruitment process as compared to external posts.

Findings shows that, at TRA the process of recruitment takes an average of not more than 5 months for a new job candidate to be legally employed regardless the post was advertised internally or externally. The process takes longer time compared to what has been indicated on recruitment manual. This tendency can somehow reduce the quality of the process as it increases chances of nepotism and favoritism and sometimes reduce a good reputation of the organization.

The only thing TRA can do is to design simple system and more advanced selection technique which can offer chances of minimizing length of the process and at the same time getting the right candidates.

5.6 Awareness of recruitment and selection among individuals performing that process in TRA

People who were appointed to the selection panel at TRA, they highlighted number difficulties which they encountered during an interview process. The difficulties among others were difficulty in assessing and rating the candidates 18%. Inability in interpreting Human resource rules and regulations 45.4% and personal biasness 9%. This totalizes to 72.4%. The rest 27.2% do not face any challenges and this is because most of them are senior HROs which are within recruitment section. This can jeopardize the process because more than half of personnel involved in selection faced problems that led to improper selection. There was a need to modify those prior interviews training to equip panel members with enough knowledge.

However, Cole (1990) cautions recruitment officers that they should conduct activities of recruitment in a manner which enhance good reputations of the organization. Applicants should be treated so that even if they were not selected for particular post, they would remain good ambassador of the organization. Also personnel professional should however take into consideration a number of things in selecting potential employees. Firstly, they should have enough knowledge of
appropriate sources of potential employees so as to minimize unnecessary cost incurred when choosing from irrelevant sources.

5.7 Conclusion
This chapter presented discussion of the research findings obtained at TRA. These discussions were presented by reflecting several research questions asked to respondents and objectives of the study in order to make clear understanding of the findings. Summary of the study, conclusion and policy implications shall be seen in the next chapter.
CHAPTER SIX
CONCLUSION AND RECOMMENDATIONS

6.1 Introduction
This chapter aims at presenting the summary of the study, conclusion, recommendations and areas for further research. Based on the objectives of the study and research questions,

6.2 Summary
The study examined the assessment on the effectiveness of recruitment and selection in public sectors. The case was TRA. In data collection the researcher consulted both administrative and non administrative staffs of TRA.

The findings indicated how recruitment and selection process succeeded and failed in the following areas:

By using online recruitment TRA decreases the chance of favoritism and be transparent in the recruitment process, since shortlisted candidates are only those who suits in stored criteria’s within the software and were not the ones who have direct relationship with recruiters. However with this method only; there some applicants who stayed in remote areas can miss the chance to apply since Tanzania infrastructures are not well broadened.

Inadequate method of advertisement the findings shows that TRA used web adverts and internal adverts with no News paper adverts. This caused some qualified candidates to have no access on that available vacant post.

It was found that, selection panel had the function of making approval of interviewed candidates from recruitment consultant. This helped TRA to satisfy themselves with the quality of applicants. Moreover, the presence of departments’ representatives in the Employment panel minimized the chances of biasness during an interview and helped to promote meritocratic recruitment. However, it was found that more than
half the panel faced some problems on rating and HR functions. This more often than not led to poor selection of candidates.

The process of tendering the recruitment process to a successful recruitment consultant expected to modify the quality of the process and reduce unfair tendencies since the consultant will have an eye on keeping its good reputation towards TRA. Also the measure reduced a risk of using the same consultant each year.

TRA still depended only two techniques of interview which was oral and written. This turned to be a problem on oral interview whereby they sometimes failed to identify good candidates, as other knows much to express themselves compared to how they perform. Hence it turned them to select poor candidates. There was a need to design more advanced techniques to carter on the problem.

6.3 Conclusion
From the findings it was concluded that the recruitment and selection process at TRA were still not effective enough as it contained a number of challenges which have negative impact on the whole process if not well handled. The main mitigating factors for its ineffectiveness were involvement long recruitment and selection procedures compared to what has been indicated on the TRA recruitment manual, selection panel members faced number of challenges which made the process to be difficult. However the inadequacy in selection methods led them to get less competent candidates, interviewing approach was not effective enough because it lacked expertise and would cause biasness and the acquisition of incompetent employees. On another part TRA was succeeded to develop good method in recruitment as they use e-recruitment which reduces tendencies of favoritism and still minimizes the time which should be used in short listing hence it saves time and money. However the design of job advert was good as it contained all necessary information to job seeker but also it was not biased in terms of gender, race and sex.
6.4 Policy Implications

As concluded above, the recruitment process in TRA was not very much effective. In view of this, the researcher recommends the following opinion to enhance effective recruitment process in the public sectors:

Training was required for the members of recruitment board which led to improve skills and objectivity in the recruitment and selection process. The organization should eliminate favoritism/nepotism and corruptions in recruitment.

TRA and other public institutions should try design new selection criteria rather than depending much on oral and written interviews which sometimes hinder them to get right candidates.

In line with the above suggestion, they should reduce unnecessary prolonged selection procedures which promote chances of favoritism and unfairness.

Employment panel members should be equipped with interviewing skills, techniques and ethics. This should enable them to perform their duties effectively and confidently. As a result an organization would acquire the right and competent employees.

However the use of e-recruitment can help to shorten the whole process and at the same time will reduce tendencies of favoritism since everything was controlled within a software.

6.5 Need for further Research

Very few studies have been conducted on the effectiveness of recruitment process in public sector organizations. Since the study was limited to the case study design in which the research was conducted on only one unit. Its result may not be generalized to entire public sectors, as there are other public sectors which conduct their recruitment and selection process through Public Service Recruitment Secretariat and there are many complaints on that system. Therefore, there was a need for more
comprehensive research for assessing the effectiveness of recruitment and selection process in public sectors in a wider perspective.
REFERENCES


APPENDICES

Appendix I:

Appendix I: Questionnaire for Employee’s

Dear respondents, assist this work by answering the following questions as honestly as possible. The information provided by you will be treated confidential and used solely for the purpose of this study. There is no need for you to disclose your name unless otherwise you specifically wish to do so.

SECTION A: Respondent profile

1. Name of the Organization……………………………………………………

2. Age
   (i) Between 21-31 (   )
   (ii) Between 32-42 (   )
   (iii) Between 43-53 (   )
   (iv) Between 54-64 (   )

3. Sex
   (i) Male (   )
   (iii) Female (   )

4. Employee position in the organization (tick the appropriate position you belong)
   (i) Manager (   )
   (iii) Normal staff (   )
   (iii) Non managerial (   )
5. Department.

..............................................................................................................
..............................................................................................................

6. Education Level .................................................................

7. Experience in the job (tick in appropriate space)
   (i) Year (   )
   (ii) 2-3 years (   )
   (iii) 4-5 years (   )
   (iv) 6 and above years (   )

SECTION B: Questions to respondent (normal staffs)

1. Do you have any idea on how recruitment process is conducted in TRA?
..............................................................................................................
..............................................................................................................

2. How do you think the recruitment process at TRA is conducted?
   (a) On merit basis
   (b) On biasness

3. How long did it take for you to become an employee at TRA?
..............................................................................................................

4. What kind of interview did you attempt before being employed? (Tick the correct answer)
   (a) Oral Interview
   (b) Written Interview
5. Can you tell the strength and weakness of hr department in conducting an interview at TRA

(i) Strengths
……………………………………………………
……………………………………………………
……………………………………………………

(ii) Weaknesses
……………………………………………………
……………………………………………………

(iii) According to the above weaknesses, what solution do you think should be taken?
………………………………………………………………………………
………………………………………………………………………………
………………………………………………………………………………

(iv) What is your opinion regarding the effectiveness of recruitment process at TRA?
………………………………………………………………………………
………………………………………………………………………………
Appendix II:

QUESTIONNAIRE TO HUMAN RESOURCE DEPARTMENT AND HEAD OF DEPARTMENTS

1. Do you have any idea about recruitment procedure in public organization?
(Provide short explanation)

2. Have you ever participate in the recruitment process in your organization? If yes, please indicate the stage which you were involved.

3. What methods do your organizations normally use in attracting the applicants to vacant post?
(i)…………………………
(ii)…………………………
(iii)…………………………
(iv)…………………………
(v)…………………………

4. Do you think these methods are effective enough in attracting the candidates?
If not what is your opinion?

5. From your opinion, how do you consider the short listing criteria in TRA service?
• Fair
• Unfair
• None of the above

6. How long does it take to conduct recruitment and selection process?
7. In your opinion, what do you recommend about recruitment function in TRA to be?
   - Centralized to one board
   - Outsourced
   - Remain as it is

8. What do you think are the major problem which hinders the effectiveness of the recruitment in your organization?
   ............................................................................................................................
   ............................................................................................................................
   ............................................................................................................................
   ............................................................................................................................

   What is your recommendations concerning the improvement of the recruitment process in your organization?
   ............................................................................................................................
   ............................................................................................................................
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THANK YOU FOR YOUR COOPERATION
Appendix III:

INTERVIEW GUIDE QUESTIONS
(1) What procedures do you follow when conducting recruitment and selection?
(2) What details are included in job advertisement?
(3) How long does it take to finalize the whole process?
(4) Who are the individuals involved in selection of applicants?
(5) Which challenges do you face when conducting the whole process of selection?

THANK YOU FOR YOUR COOPERATION