INFLUENCE OF RECRUITMENT AND SELECTION PROCESS ON INDIVIDUAL PERFORMANCE IN TANZANIAN PUBLIC INSTITUTIONS

CASE OF TANZANIA ELECTRIC SUPPLY COMPANY LIMITED (TANESCO)

BY
NAKIJWA SEKIETE

A Study Given to be Restricted Satisfaction of the Necessities aimed for Honor of Degree of Master of Public Administration, (MPA) of University of Mzumbe.
CERTIFICATION

We, signers below confirm that we have recited and hereby endorse to be received by the University of Mzumbe, a study entitled “Influence of Recruitment and Selection Process on Individual Performance in Tanzanian Public Institutions: Case of TANESCO” to meet partial prerequisites for the award of degree of Master of Public Administration (MPA) of the University of Mzumbe.

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I Nakijwa Sekiete announce that this paper is my personal unique work and that it has not existed and will not be obtainable to any other academy for a comparable or any other degree award.

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DEDICATION

This work is dedicated to the Almighty God through whom everything is possible. It is also devoted to my parents Anne Sekiete and Dr. Simon Samwell Sekiete who got me to the world and raised me up to this level.
<table>
<thead>
<tr>
<th>Abbreviation</th>
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<tr>
<td>MU</td>
<td>Mzumbe University</td>
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<tr>
<td>PS</td>
<td>Public Sector</td>
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<td>PSC</td>
<td>Public Service Commission</td>
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<td>Public Service Recruitment Secretariat</td>
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<td>SPSS</td>
<td>Statistical Package for Social Sciences</td>
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<td>PSO</td>
<td>Public Sector Organization</td>
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<td>VP</td>
<td>Vacancy Process</td>
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<td>SC</td>
<td>Staff Capacity</td>
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<td>PP</td>
<td>Performance Paradox</td>
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<tr>
<td>TANESCO</td>
<td>“Tanzania Electric Supply Company Limited”</td>
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<td>URT</td>
<td>United Republic of Tanzania</td>
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<td>TRA</td>
<td>Tanzania Revenue Authority.</td>
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<td>RP</td>
<td>Recruitment Process</td>
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<td>DE</td>
<td>Direct Employment</td>
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<tr>
<td>MEP:</td>
<td>Management and Employment Policy</td>
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<td>AC:</td>
<td>Appointment Committee</td>
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<td>PSR:</td>
<td>Public Service Regulation</td>
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<td>PSS:</td>
<td>Public Service Scheme</td>
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<td>EG:</td>
<td>Employment Guidelines</td>
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<td>PSRSB:</td>
<td>Public Service Recruitment Secretariat Bureau</td>
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<tr>
<td>HR</td>
<td>“Human Resource”</td>
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<tr>
<td>HRP</td>
<td>“Human Resource Planning”.</td>
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<td>SMEs</td>
<td>Small and Medium Enterprises</td>
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ABSTRACT

This study examined the influence of recruitment and selection process on the performance of individual employees in public institutions where TANESCO was used as a case study. Specifically, the study identified recruitment methods used by TANESCO; selection criteria used to select new employees at TANESCO; determined the perception of employees towards organization’s enrolment and assortment process; examined the magnitude which employment and assortment influenced individual recital and identified challenges facing TANESCO in the recruitment and selection procedures. Data for this study were gathered using questionnaire survey and interview methods. In this study, 50 participants responded to a questionnaire survey while 12 managerial personnel participated in the interview. These included some employee’s human resource practitioners and other administrative staffs.

The study findings revealed that TANESCO uses various recruitment methods to recruit new candidates. Such methods include job advertisements, employee transfer, employee promotion, employment agents, company websites, walk-Ins, Write-Ins, professional bodies and education institutions. The study found that academic qualifications, relevant work experience, personality and interest, performance during the interview, job knowledge and attitude are the criteria used by TANESCO to select new employees.

Furthermore, popular of defendants were of the opinion that if employment procedures are conducted properly can refine individuals’ performances that snowball to the company’s success at large. This is because it helps to build employees’ morale, commitment and satisfaction at work. It is also instrumental in reducing labour turnover; therefore, the process can shape employees behaviour at work. Furthermore, it helps the organization to poach critical skills while retaining potential employees all of which can be translated into higher individual productivity. The study also discovers that in employment procedures recruitment and selection face some challenges relating to poor human resource planning, fewer competent candidates in the labour market, ineffectual job scrutiny, high costs of recruitment and
selection process, favoritism and nepotism together with nonexistence of adherence to employment and assortment policy and procedures.

In recommendations, include the need for public institutions to embrace the culture of practicing active recruiting and selection procedures. This will enable the company to get competent candidates whose performance snowball into higher organization productivity. The study also recommends for the organization to runthrough effectual hiring and selection process, free from biasness, corruption and discrimination. This further calls for the need to introduce stricter measures to ensure that selection according to merit in employee recruitment and selection is attained and maintained.
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CHAPTER ONE

OVERVIEW

1.1 General Overview

Every organization today whether public or private, income or non-profit concerned with needs to be successful and desire to attain constant progress. One of the greatest important aspects for the organization to succeed in latest times is the reputation given to human resources. This comes after it has been realized that people are the keenest resources without which organizations cannot survive. Therefore, when managed effectively people’s traits such as knowledge, skills, talents, experience, attitudes, values and other attributes become considerably crucial for the organizations success and survival. According to Djabatey (2012) this outlines provides acceptance for adding an attention being paid to the recruiting and selecting process, which lay foundation to the individual’s aspect of organizational wellbeing. This signifies that the sustained development of organization depends on the capability to recruit and select high quality personnel at all levels. While recruitment is the process of identifying attractive potential candidates from within and outside the organization to begin evaluating them for employment, selection begins when the right caliber of candidates is identified (Adeyemi, et al.,2015).

Most recruitment and selection processes in many public institutions have segment of subjective conclusion inherent in them. Which hinders most of public institutions from having the proper individuals on correct jobs as the result, they perform poorly or moderately. The appropriate literature shows that the better outcome of the company is directly related with the achieveness of those who work for the organization. With the equal level, under achievement can results into workplace failures. Due to the reason that hiring the erroneous people or fail to forecast variations in employment needs can be costly, it is essential that responsive efforts kept into the recruitment and selection processes (Barney, 2001: Boxall, 1998). However, it has been claimed that in order for the organization to have a good foundation and sustain the viable advantage, proper enrolment is important (Djabatey, 2012).
Therefore, recruitment and selection procedures have turned out to be important in organization for the reason that people need to be fascinated on timely basis, in sufficient number and with appropriate qualifications. This study was set to examine the influence of recruitment and selection process on the performance of TANESCO as a typical public institution.

1.2 Background of the study
It has been globally accepted that recruiting and selecting processes are vital functions of human resource management for any category of organization whether it being public or private; profit or non-profit making organizations. These two items make the process of captivating and selecting the candidates for employment. In Gamage (2014), the worth of human resources the organization ensures, that subject to the effectiveness of these two tasks. Ofori and Aryeetey (2011) argue that recruiting and selecting the wrong candidates affect the organization’s performance negatively. In this case, the purpose of employing and selection within the organization is to obtain the right candidates for filling vacant jobs in accordance to quality and quantity to meet considered objectives of the company at minimal cost.

Scholars have indicated that recruitment and selection differs. Cole (2002) statuses that, the primary intension of enrolment activities is to fascinate satisfactory and appropriate prospective workers to put on for vacancies in the organization. However, the determination of the selection activities is to categorize the most appropriate applicants and convince them to admit a position in the organization. Similarly, Gamage (2014) is of the view that the aim of employing is to make a pool of suitable qualified applicants to help choosing of the right employees for the organization by winning over more and more employees to entreaty in the organization. Whereby, at the other level, the main cause of selection procedure is to select the best candidates to fill the various positions in the company.

Many scholars consider recruitment and selection as impetus factors donating to the performance and achievement of the association. Gamage (2014) points out that there is a helpful and important liaison among recruitment and selection and performance
of an organization. Sang (2005) also study on a constructive relationship between recruiting and selecting in employment procedure and organization achievement. “Ichniowski and Shaw” (1999); “Katou and Bedhwar” (2006); “Wright et al.” (2005) they wrote about comparable productive consequences concerning staffing, selection and performance in Canada, “Finland and in New Zealand”. Other readings such as Syed and Jama (2012) have equally shown that implementing an effectual

Recruitment and selection procedures are absolutely related to organization performance. The findings were in parallel with those of Rauf (2007) which also discovered that sophisticated recruitment and selection procedures are positively related to performance in organization goal. The findings by Omolo et al. (2012) identified that employment and ranging have a positive influence on the presentation of SMEs in Kisumu Municipality. From all these findings, it can be said that in employment process recruiting and selecting processes are very critical to the achieving of goals of public institutions as they enable the organization to obtain people with the right abilities (in terms of knowledge, skills, experience and attitude) required to discharge the organization functions effectively. In this case, the procedure needs to be carefully designed and managed. Poor management of these processes will make organization to employ people with wrong qualifications that will affect organization performance.

According to studies conducted by Lawrence (2006), recruitment and selection are confronted with new tasks. The prime challenge is how to source or recruit the finest individuals or potential candidates for the organization. Other includes deviation from the commendation and guidance of the recruitment and selecting channel by managers in absence of addressing the cause of such differences, which are considered as undue interference. The study conducted by “Djabatey” (2012) on employment process and malt-practices revealed shortage of completed departmental plans and processes hindering operative employment and assortment procedure. Addition to that, many system of government neglect to know which techniques, skills and knowledge are needed from the candidates for vacant positions before embarking on job advertisement. As a result, there is a failure by many organizations
to form recruiting and selecting parallel with the criteria. Another challenge is lack of competence by human resource section.

In many organizations, there is a tendency for such selections to be generalist, yet the field of human resource has become more sophisticated and complex requiring levels of specialization. All these result into ineffective employment process. In reality, ineffective recruiting and selecting process impede any opportunity for genuine candidate for the reason that when enrolment drops short, must proceed with a mere of unwell skilled applicants who become of no benefits to the organization.

In Tanzania, recruitment and selection process can be traced back from the period after independence. During this period, the government did not have clear and well-defined Human Resource policies governing recruitment and selection (Shangali, 2009). It was operating with Public Administration system, which was inherited from colonial period. The process of filling the vacancy during the period was guided by the General orders, Administrative Circulars and Staff Circulars. Graduates and Secondary School Leavers were recruited by direct Employment through Manpower Allocation Committee of the Central Establishment. Internal shortlisting was done with promoting and transfers (ibid).

In this case, serious challenges were that in the public service recruiting and selecting were not based on competence, ability, and that there were no established criteria for the administration of vacancies. This means the employment was done to fill improperly determined vacancies. The operations of Appointment Committees were not very transparent thus, limiting the effectiveness of management in employment decision in Ministries and Regions. Promotions were based on longevity of service than merit. In order to redress these challenges, the government introduced the Management and Employment Policy in 1999, which advocated that filling vacancies should be on open competition. It also insisted on the creation of selection criteria that covers academic or professional qualifications and other aspects such as experience, records of accomplishment and learning potentials. In this case, recruitment and selection procedures were governed by Public Service Act No. 8 of
2002 as amended by Act No. 18 of 2007. Others included The Public Service Regulations (2003); Public Service Scheme (2003); Employment guidelines, Scheme of Service as well as Establishment Circulars.

To make things better the government formed the Public Service Recruitment Secretariat Board to facilitate recruitment and selection procedures in public service through Public Service (Amendment) Act No. 18 of 2007. Despite such continuous improvements in compliance, there is still non-adherence to some recruitment and selection procedures. For instance, Shangali (2009) pointed appointing authorities’ failure to define properly selection criteria, poor record keeping such as a list of applicants, list of shortlisted candidates, employment permit and interview score result to be factors compromising actual employment and assortment procedure. This information is very important evidence in audit or inspection for proving whether there were merit practices or not. In some of the posts, the candidates short-listed for interview do not meet the minimum qualifications for post. This resulted in selecting the wrong candidates. Others include non-adherence to the rules, regulations, procedures governing merit based recruitment and selection, elongated, and challenging exposed employment processes, which make organizations, recruit contract and temporary and hence affect organization performance.

The Public institutions such as TANESCO fall under the ambit of Public recruitment and selection procedures and face similar challenges. Although in TANESCO Human Resource policies (2008) and in its Terms and Conditions of Employment (2008) handbook clearly indicates that, the company finds to provide equal chances in the employment for all persons and prevents discrimination in all aspects of employment. It is unfortunate that mal-practices continue to be evident. For instance, temporary service employees who have served for the organization for several years and gained enough experience, when it comes to employment they are left out and the company recruits new ones of the same qualifications. This act demoralizes the temporary staffs. This study therefore out to examine the influence of recruiting and selection on the performance of public institutions in Tanzania.
1.3 Statement of the problem

Government has taken various measures to ensure compliance with recruitment and selection criteria. Such measures include the introduction of Employment Policy, 1999, establishment of Public Service Act No. 8 of 2002 and its Amendment Act No. 18 of 2007; introduction of Public Service Regulations 2003; Employment Guidelines, 2003 together with Establishment of Circulars. The target is to ensure that recruiting and selecting procedures in the public service bring positive results to individuals that can snowball into organization’s success.

Despite all these efforts, some public institutions continue to perform poorly with the likely noticeable cause of non-adhering to recruiting and selection criteria (Shangali, 2009). The other causes include lack of clearly defined criteria for recruitment and selection process, poor records keeping of important information such as list of nominated contestants, employment authorization and interview score sheets are missing (ibid). This data is considered critical for auditing to establish whether merit practices are followed or not. Apart from that, new employees are recruited while contract and temporary service employees with similar qualifications are left out (ibid). This demoralizes the current employees thereby affecting their productivity hence force deteriorating of the general productivity of the organization. There is limited literature documenting how recruitment and selection process in public institutions influence individual performance and the organization at large. Thus, the research is set to investigate the influence of recruiting and selection process on the performance of individual employees at Tanzania Electric Supply Company as one among Tanzanian public institutions with the belief that recommendations of the researched will guide decision of strategies to improve the situation for better performance of employees and public institutions in general.

1.4 Research Objectives

1.4.1 The Main Objective

The core objective of this study was examination of the influence of recruitment and selection process on individual’s performance in Tanzanian public institutions.
1.4.2 Specific Objectives

i. To identify recruitment approaches used by TANESCO to recruit new employees

ii. To identify selection criteria used by TANESCO to select new employees

iii. To determine the perception of individual employees on organization’s recruitment and selection process

iv. To examine the extent to which recruitment and selection process at TANESCO influence individual’s performance

v. To identify challenges facing TANESCO in the recruitment and selection process.

1.5 Research Questions

i. What recruitment approaches does TANESCO use to recruit new employees?

ii. What selection criteria does TANESCO use to select new employees?

iii. What is the perception of employees on organization’s recruiting and selecting process?

iv. To what extent does recruitment and selection process influence individual’s performance at TANESCO?

v. What challenges does TANESCO face in the recruitment and selection process?

1.6 Significance of the Study

Recruitment and selection processes are of paramount to individual and organization performance. These processes bring competent employees to the organization to perform their tasks more effectively and efficiently to meet organization goals. Therefore, an organization that fails to recruit and select qualified employees digs its own grave. This study has both theoretical and practical contributions.

Theoretically, it contributes to the prevailing information on how recruiting and selecting procedures influence individual performance. It enlarges our capacity of thinking and enable us to know the circumstances of which employment process and
ranging influence employee performance and the general achievements of the company. In the case, it is viable to clearly, envisage analyses and understand how practitioners can effectively deal with recruitment and selection process to bring positive changes to the employees in the organization. Therefore, it helps researchers develop correct models and theories to comprehend the connotation among employment and assortment procedure on the achievements of individuals in the organization.

Practically, findings of the research provide a clear touch to the management on how recruitment and assortment procedure contribute to the achievements of individual employees and the public organizations in general. Therefore, practitioners can develop effective strategies to make recruitment and selection processes bring positive results in the performance of public institutions. The findings suggest that if realistic strategies for managing recruitment and selection processes are in place, these processes can facilitate achievement of organization goals.

Above that, the findings of the study provide a clear picture on proper implementation of recruitment and selection process in the public institutions indicating how individual performance is affected. Therefore, government, and other stakeholders may apply these data researched to advance realistic plans and policies on how to enhance recruitment and selection procedures in public institutions for improvement of individuals’ performance in the public institutions.

1.7 Scope of the Study
This study was carried out to examine the influence of recruitment and selection process on individual employees’ performance at Tanzania Electric Supply Company Limited (TANESCO). The reason for selecting this organization is that TANESCO like other public institutions is facing many recruitment and selection challenges for instance lack of proper selection criteria, poor HR planning and absence of acquaintance on recruiting and selecting function (Shangali 2009). Specifically, TANESCO recruits many temporary, part time and contract employees who also seek permanent jobs. When opportunities arise and they are not nominated they become
dissatisfied. Dissatisfied employees become also unmotivated, uncommitted and unproductive henceforth-affecting individual’s performance. This cumulatively becomes the reason of selecting TANESCO as the case study. TANESCO Mikocheni branch was used as a focal point of this study.

1.8 Definition of Key Concept

1.8.1 Recruitment
Method of recognizing appropriate number of competent people at the right time and place to empower the organization achieve its goals (Castello, 2006). In this case, the process helps the organization to get a mere of potentially competent applicants to fill job vacancies. Opatta (2010) on the other hand, defines recruitment as the process of obtaining and attracting suitably qualified individuals to apply for job vacancies in the organization. Likewise, Ofori and Areyetey (2011) define recruitment as the process of generating a pool of competent individuals to apply for employment within an organization. According to Gamage (2014), the purpose of recruitment is to provide the organization with a pool of potentially qualified job candidates. Henry and Temtime (2009) interpreted recruitment as the entrance point of manpower into an organization and the path an organization must follow from there on to make sure the organization secures qualified people who can perform to accomplish organizational targets. In this study, recruitment is defined as the process of finding and hiring the competent candidate from within or outside of the organization for a job opening in a timely and cost effective manner.

1.8.2 Selection
“Opatha (2010)” outlines selection as the progression whereby few individuals are chose out of a pool of applicants to fill the relevant job vacancy. In the selection process however, specific instruments are engaged to choose from the pool of individuals most suitable for the job available (Ofori and Areyetey, 2011). Similarly, Mondy (2010) defines selection as the procedure of picking on or after a assemblage of interviewees of those persons finest suitable for a specific place in an organization. Likewise, Sarkar and Ku,ar. (2007) define it as the progression of finding the most suitable applicants. According to them this process is supported by pre-determined
criteria namely, job descriptions, job specifications and job profiling and begins after the recruitment process has been done. According to Robbins et al., (2001) the purpose of the selection is to compare the applicant’s capacity, knowledge, skills and experience with job pre requisite in a fair and legal manner. Gamage (2014) points out that the aim of selection are to get the best person to the right job, to establish and preserve a respectable image as a good employer together with maintaining the selection process as cost effective as possible. In this study selection process is termed as the procedure of screening or evaluating candidates to identify applicants who are best suited to perform jobs, which have fallen vacant in an organization in an effective cost manner

1.8.3 Individual Performance
Individual performance is a multi-dimensional concept defined differently by various scholars. Kepha et al., (2012) define individual performance as the ability of an individual to perform their duties by possessing the required skills, experience, attitude and motivation. Munyoni et al., (2011) on the other hand define individual performance as individual's work achievement after exerting required efforts on the job which is associated through getting a meaningful work, engaged profile and compassionate employers around. Other scholars such as Anitha (2014) defines individual performance as an indicator of financial or other outcomes of the employee that has a direct connection with the performance of the organization as well as its achievement. Opatha, (2010) view individual performance as workers’ total performance in meeting the anticipated worth and achievement of tasks under the procedure and time requirements of the organization. Furthermore, Ahmad and Shahzad (2011) define individual performance as a cumulative belief of the employee on their conduct and contributions to the accomplishment of the organization’s goals. They further argue that individual performance expresses the entire conviction of an employee concerning the actions and inputs to the attainment of the organization’s goals and mission. In this case, practices of recruitment and selection in an organization act like benchmarks for performance of individual workers in an organization. Throughout this study, individual performance is defined as the
successful completion of tasks by an employee or employees as set and measured by management against pre-defined acceptable standards.
CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction
This unit offering the collected works pertaining to the recruitment and selection process. The chapter reviews different empirical studies, theories and other issues related to the study using the objective of totaling information and familiarizing the scholar with any further appropriate facts about the problem under study. Consequently, the chapter presents theoretical review, empirical studies and research gap pertaining to recruitment and selection process.

2.2 Theoretical Review
This study is supported by three theories resources based, Human Capital and Justice Theory

2.2.1 Resource Based Theory
Resource based theory was developed by Penrose (1959) with the assumptions that sustainable modest improvement of the organization is achieved when the organization has mortal means mere which cannot be derivative easily by contestants (Barney, 1991). This implies that organizations should constantly focus on their workforce and evaluate the means of procuring people to safeguard that they have the precise people with the exact skills in the right job positions to attain modest improvement. In this case, organizations should employ appropriate recruitment and selection criteria that favor effective selection of competent employees. According to Barney, (1991) effective recruitment and selection processes are of paramount for organization to achieve success. The theory maintained that the major source of any organizations strength or weakness stems from the caliber of people employed and the quality of their working relationships. Thus, Neeraj (2012) established that organizations, which trainee and preserve exceptional employees, have got the ability
to generate mortal principal gain. Recruitment and selection process provide organizations with this advantage.

**Implication of this theory to the study:** The theory is very applicable to this study as it postulates that without competent employees, organizations competitiveness and survival is jeopardized. Competent, skilled, knowledgeable, motivated and experienced employees do not drop down from heaven directly to the organization. They are brought about through recruitment and selection processes. When these processes are effective, employees become satisfied, motivated and committed to perform and this affects positively their productivity. Thus, scholars such as Olatunji and Ugoji (2013) indicated that recruitment and selection procedures adopted and used in an organization influence individual behaviour and his/her performance. Furthermore, Gamage (2014) argued that individual performance is the outcome of behaviour or actions of employees. Therefore, recruitment and selection goes beyond mere filling of vacancies to include individual development and achievement and building a strong organization where effective team work and individual needs are realized at the same time. Similar argument, was witnessed by Motsoeneng (2011) and Gamage (2014) that recruitment and selection processes positively and statistically affect employees’ performance. Armstrong (2006) recommended that conducted recruitment and selection processes ensure the organization with employees who have enough qualifications and ability to do their job. Rahmany (2018) indicated that if not well conducted recruitment and selection process in the public organizations attract political favoritism, bribery, corruption, nepotism, regionalism and that examinations during interviews may be manipulated by recruiters in favor of specific group or candidates. In this case, newly hired employees become less qualified to understand their roles and this affects their productivity. Therefore, TANESCO should abide to effective recruitment and selection processes so that as the theory suggests, it becomes more competitive.

**2.2.2 Human Capital Theory**

Theodore Schuttz, Gary Becker and Jacob Mincer developed the theory in 1970s. However, generally the theory takes its origin from “Adam Smith” 1723-1790 with the central assumption that individuals and their cooperative capabilities, abilities and
knowledge coupled with their ability to deploy these in the interest of employing organization can make a major influence to organizational achievement and constitute a significant source of competitive benefits. According to Subbarao, (2006) technology and capital can be gained by most organizations any time for a price, but it is hard to obtain a ready pool of well-qualified and diligent employees. The theory therefore, requires organizations to be very careful with their recruitment and selection process as they can determine human capital required for effective organization performance.

**Implications of this theory to the study:** The theory is very relevant to this study as it assumes that employees’ capability influences organization performance. Therefore, organization like TANESCO should apply systematic methods of hiring and selection to acquire competent workers. According to Gamage (2014), systematic recruitment and selection process involve identifying vacancies, job analysis, job descriptions, personal specification and advertising, collecting information about qualified candidates, evaluating qualifications of each applicant and making decision about hiring them. When these processes are effectively conducted, employees become satisfied, motivated and committed to perform and this translates into organization performance and survival. Cloete (2007) argued that implements, technologies, invention ways and skills, which establish stiff and easy knowledges, are simply demonstration of whatever had formerly occurred in the thoughts of people in the procedure of concepts, which had become preserved from mortal point of view. As a result, the issue of employee recruiting and selection procedure keen on organizations is supreme to the unceasing reality of an organization hence the failure of the employee is the failure of the organization. TANESCO should implement appropriate methods of recruitment and selection to influence individual performance that snowballs to organization performance and survival.

**2.2.3 Justice Theory**

Dessler (2008) proposed the theory under the main assumption that people feel they are treated justly, if they believe they are dealt with fairly and equitably. Dessler (2008) opined that company fairness or justice has three elements, which are distributive, procedural and interpersonal. Interpersonal justice refers to ways, which
superiors deal with their subordinates’ interpersonal affairs, to the level which superiors serve subordinates with respect. Distributive fairness refers to exactly how benefits are distributed while procedural justice refers to the ways in which managerial decisions are made and HR policies and procedures are managed. According to this theory, employees will feel that they have been treated justly if management’s decisions and procedures are fair, consistent, transparent and non-discriminatory and properly reflect the opinions and requirements of employees. Fair decisions require justice, equity and impartiality on the part of decision makers (Christopher, 2012).

Implication of this theory to the current study: This theory in the current study implies that employment and assortment procedure need to be fair, just and non-discriminatory based on valid criteria. Organizations that do not adhere to effective enrolment and assortment criteria are prospective to get employees who are not qualified. Unqualified employees remain a burden to the organization and affect organizations performance. The management of TANESCO should come up with recruitment and selection decisions and procedures that are fair and that suit all. This will make employees feel recognized and motivated to perform to achieve organization goals.

2.3 Empirical Studies
2.3.1 Recruitment methods used to recruit new employees
Bratton and Gold (2007) view recruitment as the process of generating a pool of capable people to apply for employment to an organization. According to Osemeke (2012), recruitment attempts to attract job candidates who are suitably qualified and therefore capable to fill job vacancies in an organization. In this thinking the purpose of is to encourage job applicants to apply for the available vacant jobs. Furthermore, Castello (2006) on the other hand view recruitment as a set of activities intended to legally obtain a reasonable number of qualified job applicants for the vacant jobs in an organization for the next selection process. In line with this thinking, the basic aim of recruitment is to create a pool of talented job candidates to enable the selection of best candidates for vacant jobs in an organization. Thus, Ekwoaba et al., (2015) once
argued that recruitment is a positive process to generate a pool of qualified candidates to fill vacant jobs. Similarly, Henry and Temtime (2009) construe recruitment as the entry point of work force into an organization and the path an organization must follow to make sure it secures qualified people who can perform to achieve organization goals.

Judging from above definitions, recruitment is a very basic activity for any successful organization. Management in any organization needs to give it a due concern and must devote resources for this process to be done effectively. Based on the argument by Jovanovic (2004) the recruitment process should be given a due concern as it helps to attract a pool of qualified and skilled applicants for the selection process. If conducted poorly, selection process is likely to be poor and the result is to have new employees who are less qualified. Thus, Kepha et al., (2012) argue that under normal circumstances an increase in the pool of qualified candidates improves an opportunity for the employer to select the right people for job vacancies. Similarly, Kamoche and Kamoche (2004) argue that recruitment process creates a good match between job applicants and job requirement. This is what is known as “person – organization fit”.

According to Taylor and Collins (2000), recruitment is critical to any organization and its failure creates difficulties for an organization to be successful. It can adversely affect organization’s profitability and performance due to inappropriate levels of staffing. It is also argued that under-achievement in an organization can be due to recruitment and selection failures as they result into hiring wrong people or failures to anticipate fluctuations in hiring needs. According to Djabatey (2012) in order to build and sustain the competitive advantage, proper staffing is critical. Therefore, recruitment needs to be given a due consideration by an organization striving for success.

There are two main approaches organization can follow to recruit its employees. They include internal recruitment and external recruitment. Armstrong (2006) emphasizes that in deciding what approach to follow organization should take into account the qualifications of current employees, costs of recruitment, recruitment policy and any
other environmental constraints. He demonstrated the two sources of recruitment graphically as follows;

\[
\text{Sources of Recruitment} \\
\begin{array}{c}
\text{Internal sources} \\
\quad \begin{array}{l}
\text{Transfers} \\
\text{Promotions} \\
\text{Internal recommendations}
\end{array}
\end{array}
\begin{array}{c}
\text{External sources} \\
\quad \begin{array}{l}
\text{Media advertisements} \\
\text{Education institutions} \\
\text{Professional bodies} \\
\text{Employment agencies} \\
\text{Walk-ins/Write-ins} \\
\text{Labour offices}
\end{array}
\end{array}
\]

*Source: Armstrong (2006)*

According to Schmidt and Hunter (1998) internal recruitment involves filling job vacant using current employees. That is, when a job arises employees within the organization are notified and encouraged to apply for positions in which they are qualified. In this case, the internal sources include employees transfer from one department to another or through promotions. This kind of recruitment has some advantages over external sources as it increases employees’ morale, retentions of employees, increases employee attendance at work, as well as improves employees’ disciplines. Furthermore, employees require less training, so it is less expensive
(Schmidt and Hunter, 1998). However, they have also highlighted disadvantages to include inbreeding of ideas, a small supply labour market and that it may be costly in the long run in terms of training and developing the employees. It may also create ripple effect as it creates other vacancies.

External recruitment involves filling vacant job positions using candidates from outside the organization. According to Schmidt and Hunter (1998) external recruitment involves locating, identifying and attracting job applicants from outside the organization. The sources include media advertisement involving the use of newspapers, magazines, Journals, radio, television, billboards and search engines. Others include education institutions, professional bodies, employment agencies, walk-ins, write-ins (unsolicited applicants), employee referrals, public employment offices and internet as a new source (Taylor and Collins, 2000). Schmidt and Hunter (1998) indicated some consequences of external recruitment to include ability to attract most competent candidates, bring employees with new ideas, skills, background and experience together with ability to poach critical skills. They also demonstrated some disadvantages to include high costs in terms of training, time consuming and that it is risky since performance in the interview does not guarantee good performance. However, many scholars (Bratton and Gold 2007; Newell, 2010; Tendon 2006; Sinha and Thaly 2013) submit that combined approach to recruitment process is probably the most common to make the most of the advantages of each.

The study by Kamran et al. (2015) revealed that large organizations were mostly recruiting from within the organization, as they were confident with their advanced staff than working out for new recruits who might take time to cope thus slow down the performance. Likewise, Adu- Darkoh (2014) conducted a study to characterize employee recruitment and selection procedures in the construction industry in Ashanti region. The study pay attention particularly on elaborating existing employment and selection ways and challenges facing recruitment and selection practices in the construction industry. The findings show that more than 80% of these construction firms miss the formal policy for recruitment and selection. The methods they used for recruitment include newspaper adverts, internal recruitment, labour office, employee
referrals and radio adverts. Most of respondents established that recruitment and selection procedures used affect their performance positively.

Tamanna (2018) conducted a study to determine recruitment and selection approaches and practices in the private sector commercial Banks of Bangladesh. Specifically, the study was devoted to identify mostly used recruitment sources, selection methods, major barriers and strategies for maintaining the effectiveness of recruitment and selection practices. The study was based on both qualitative and quantitative approaches where primary data were collected from Human Resource Practitioners of 14 private commercial Banks through a structured questionnaire with both opened and close-ended questions. Qualitative data were obtained through in-depth interview. The study findings revealed that most commonly used recruitment sources were internal sources, company websites, newspaper advertisement, employee referrals, e-recruitment and talent hunting. The most commonly used selection strategies were inviting applications along with curriculum vital, references check, checking biographical data, evaluation of training and experiences, ability tests, knowledge tests, performance tests, use of assessment centers, behavioral interviews, situational interviews, personality and interest test, aptitude test, face-to-face interview and medical examination.

In the current study, such findings suggest that organizations like TANESCO with a big number of contract and temporary employees can recruit internally as this can enable the organization save time and money. Employees who have experience with the organization and qualifications required do not need much time for orientation. Therefore, they can become more effective than the newly recruited employees who need much time for orientation and may need to be supported, trained and familiarized with their jobs. The internal recruitment could also become a motivator to contract and temporary employees and therefore influence their performance. It is also important for the organization to train its HR practitioners and build their capacity in conducting recruitment and selection practices. In addition, it is vital in place of HR practitioners at TANESCO to be reasonable during employment process
as unfairness may result into unfair selection, which may affect employees’ motivation, attitude and commitment towards their performance in the organization.

2.3.2 Selection criteria used to select new employees

“[Mondy 2010]” views assortment as the procedure of selecting starting from a set of candidates individuals finest appropriate for a precise job in an association. Opatha (2010) defines selection as the process of making the choice of the most suitable applicants from the pool of applicants recruited to fill the relevant job vacancy. In the selection process, specific instruments are engaged to choose from the pool of individuals most suitable for the job available (Ofori and Aryeetey, 2011). In this regard, selection process is different from recruitment process. According to Sunday et al., (2015) selection must be differentiated from recruitment process although they both represent employment process, so to say, staffing. In an organization. Recruitment is considered as a positive process as it motivates more candidates to apply for the jobs. It generates a pool of capable candidates to apply for employment to an organization and as such build a strong base for selection process.

Selection on the other hand, is considered a negative process as it sorts out attracted candidates and in this case rejects inappropriate candidates. Selection involves choosing the most qualified candidates with best abilities, skills and knowledge for the required job (Sunday et al., 2015). So, in the recruitment process more and more qualified candidates are attracted to apply for the job, whereas in the selection process many candidates are rejected and the most qualified candidates are selected. Furthermore, recruitment uses various sources to tap sources of human resources such as advertisement, professional bodies, etc. whereas; in selection process interviews and tests are used to make decisions on the best candidate to be selected. Generally, in recruitment, no any contract is signed between employer and candidates but after selection process, newly selected employees are provided with the contract of service. Lastly, there is no categorization of candidates during recruitment, but during
selection process candidates are divided into two main categories – those who will be employed and those who will not be employed (Sinha and Thaly, 2013).

A general concern is that management decisions about the selection process are critical to the operation of the organization and to a series of outcomes organization expect from the individuals. This answers the basic question of why employers or organizations engage in selection efforts. Employers need to understand the skills; knowledge and abilities required in a particular job and determine which candidates have those capabilities. Various instruments such as conversations, reference forms, assessments and presentations continues can provide employers with support to identify differences among candidates so that they can make appropriate selection decisions. According to Leopold (2002), employees need to be aware of the applicants’ strengths and weaknesses.

Chien and Chen (2008) indicated that selection process need to be consistent and systematic based on valid selection criteria such as education qualifications, relevant experience, candidates attitudes, physical characteristics (appearance, masculine, etc) together with technical knowhow. According to Newell et al., (2012) employers should make selection decision based on pre-defined criteria. This is because identifying and choosing the best candidate who meets the personal specification and competence requirement cannot be effective if rational decisions are not met. Empirical evidence indicate that selection decisions need to be based on pre-defined criteria as this can effectively help organizations reduce early employees turnover, underperformance and enhance employee commitment (Sunday et al., 2015).

Schmidt and Hunter (1998) indicated that selection process requires a methodological approach to the problem of finding the best-matched person for the job. There are various selection techniques, which have been proposed by various scholars, that organizations can use to get best-qualified candidates. They include CVs, which can in identifying whether the candidates with required skills and experience, face-face-interviews, assessment centre, completion of case studies or presentations (Dipboye 1992). Similarly, Schmidt and Hunter (1998) proposed selection tests (tests-
intelligence, attitude, technical, psychometric, ability and interest), reference, background analysis and physical examination. Chien and Chen (2008) suggested the use of data mining techniques to identify the effective pre-screening and selection channels criteria together with the adoption of personality and cognitive tests.

Millmore (2003) suggested work sample tests and job knowledge tests, which can be used to ascertain specific skills required for the job. Job knowledge tests measures critical knowledge area needed to perform a job effectively and are generally used to assess the actual execution of the critical knowledge. Work sample tests involve trained experts observing and rating behaviour of candidates. Newell et al., (2012) on the other hand suggested interviews as a widely used technique. Using interviews provides employers with an opportunity to meet the applicants directly and the vice versa. Its purpose is to collect as much information that can aid in decision making on selecting candidates. During the interview, panel members normally ask questions to which interviewee is expected to respond. Responses to the question are often captured by means of scores as determined by the interviewers. The applicant with the highest scores is recommended for the appointment. Dipboye (1992) recommends personal face-to-face interview as this allows the interviewers to ask questions directly while facing each other thus enables him or her to learn by observing the way candidates respond to the questions. This may help to provide more valid information about the applicant.

2.3.3 Perception of employees on organization’s recruitment and selection process

One of the critical aspects given to organizations and individual performance in today’s world is the increasing importance of human factor at work. Employees are considered vital to any organization as they offer values and attributes that make the organization thrive to achieve its success. When managed effectively, these human potentials become considerably significant to the organization’s survival. Thus, scholars such as Djabatey (2012) postulated that an organization continues to perform
well if it has an ability to recruit and select high quality individuals for vacant jobs. It is from this point that various scholars and people in general perceive recruitment and selection processes differently. For instance, while Mondy (2010) perceive recruitment and selection as the process of identifying and attracting potential candidates from within and outside the organization to begin evaluating them for future employment, Subramaniam et al., (2011) view recruitment and selection process as the process of collecting and evaluating suitability of individuals for jobs. Likewise, Chien and Chen (2008) suggests that recruitment process is more concerned with generation of a pool of capable individuals who apply to an organization for vacant jobs.

Furthermore, Armstrong (2006) argued that the purpose of recruitment is to get the number of suitable and qualified individuals to satisfy the needs of the organization in a timely and cost effective manner. Mondy (2010) perceive selection as a process of choosing from a group of applicants individuals with best qualifications. Sunday et al., (2015) consider selection as the procedure of choosing the best appropriate persons to work for the association. According to them, this process is guided by predetermined selection criteria such as job descriptions, job specifications, individual qualifications and potentials.

According to Wanous (1992) recruitment and selection processes are important tools in supporting employers and the entire organization to hire the right people and retain them. Rahmany (2018) is of the view that there is a direct correlation between recruitment and selection with employee retention. He identified variables that were related to recruitment, selection and retention to include employee compensation, management support, employee autonomy and the general working conditions. Similar observations made by Chien and Chen (2007) revealed that effective recruitment and selection are directly related to the retention of new recruits. Furthermore, Ahmad and Shahzad (2011) in their study found that the organizational conditions related to recruitment and selection, compensation and personal circumstances were significant predictors in employees decisions to leave the organization.
Other scholars perceive recruitment and selection processes as influencing organization performance. For instance, the study by Ekwoaba et al., (2015) revealed that recruitment and selection have significant effect on organization performance. Gamage (2014) had similar perception as his study revealed that recruitment and selection significantly influence the performance of an organization. Likewise, Huselid (1995) had pointed out that recruitment procedures provide a large pool of qualified applicants, and if paired with a reliable and valid selection process provides a substantial influence over the quality and type of skills new employees possess. In this line of thinking, recruitment and selection practices if fairly conducted shape employee behaviour and attitude towards their job. For Gamage (2014) if properly designed recruitment and selection help to identify competent candidates and accurately match them to the job and this translates into higher individual performance.

Selase (2018) conducted a study to determine the impression of employment and ranging criteria on achievement using GN Bank, Accra Ghana. The study analyzed 130 valid responses obtained through questionnaires. The study findings revealed that recruitment and selection criteria have significant effect on individual performance and in this case, the more objective the recruitment and selection criteria, the better the individual performance that translates into organization’s performance in general. Therefore, it is imperative to put candidates under meticulous check cum scrutiny to get the most qualified candidate whose improved performance can influence the general performance of other employees in the organization.

Following the above discussion, considerable efforts need to be placed on effective recruitment and selection process for any organization to thrive well to achieve its goals. Literature has discovered that the achievement of one association depends on the quality of its workforce. Organization’s workforce comes through effective recruitment and selection process (Okoh 2005). As Huselid (1995) outlined, effective recruitment procedures backed up with reliable and valid selection process influence quality and type of skills new employees possess, which ultimately translates to
higher individual performance and organization performance in general. To the current study, organization like TANESCO if conducts fair and effective employment procedures can obtain potential candidates with knowledge, skills, experience and attitude and motivate current employees to perform better.

2.3.4 The extent to which recruitment and selection processes influence individual performance

Olatunji and Ugoji (2013) indicated that recruitment and selection procedures adopted and used in an organization influence individual behaviour and his/her performance. According to Gamage, (2014) individual performance is the outcome of behaviour or actions of employees. Therefore, recruitment and selection goes beyond mere filling of vacancies to include individual development and achievement and building a strong organization where effective team work and individual needs are realized at the same time.

Oaya, Ogbu and Remilekun (2015) conducted the study to examine the influence of enrolment and assortment approach on workers’ presentation on three nominated developed corporations in “Nigeria” with descriptive study study plan. The study used inferential data – “one sample T-test” to discovery the level of connection amongst recruitment and selection scheme and worker performance. The learning shown that recruitment and selection influence individual performance. The findings also indicated that the use of recruitment agencies and internal employee recommendations in the staffing and assortment procedure permits the association to get loyal and fruitful workers. Similarly, Huselid (1995) recommended that recruitment procedures provide a large pool of applicants, and when backed up with effective selection process enable the organization to have a substantial impact over the quality and type of skills new employees possess. The implication to this kind of thinking is that recruitment and selection policies and practices represent important forces for shaping employee behaviour, attitude and commitment all of which translate into improved individual performance.
Rahmany (2018) conducted a study to examine the effect of recruitment and selection processes on employees’ performance in Afghanistan civil service. The study adopted a deductive research approach where facts gathering was completed over opinion poll survey method. Findings indicated a high level of correlation between employees’ performance and recruitment and selection processes. It is therefore, recommended that, government should keep their impartiality in recruitment and selection processes taking into account that they influence individual performance, which translates into public institutions performance. Similar argument, was witnessed by Motsoeneng (2011) and Gamage (2014) that recruitment and selection processes positively and statistically affect employees’ performance. Armstrong (2006) recommended that fairly conducted recruitment and selection processes ensure the organization with employees who have enough qualifications and ability to do their job. Rahmany (2018) indicated that if not well conducted recruitment and selection process in the public organizations attract political favoritism, bribery, corruption, nepotism, regionalism and that examinations during interviews may be manipulated by recruiters in favor of specific group or candidates. In this case, newly hired employees become less qualified to understand their roles.

Opeyemi and Oyesola (2013) revealed that socio-demographic aspects influence view of the linkage amongst assortment conference, collection tests and worker achievement. Their research findings indicated a uppermost score on awareness of linkage amongst assortment interviews, selection test and worker performance. This is an indication that recruitment and selection interviews and tests are virtuous analysts of employee performance in particular if shown in a proper manner. On the other hand, Adeyemi et al. (2015) pronounced that to bring efficiency and improve performance, employees need to be treated fairly and constantly appraised. Likewise, the study findings by Ekwoaba, Ikeije and Ufoma (2015) indicated that employment and assortment measures take substantial consequence on individual performance and that the additional objective on recruitment and selection standards, the good the employees performance.
“Kepha”, Mukulu” and Waititu” 2012 used expressive study designs to study the effect of “recruitment” and selection on the presentation of employee in study organizations in “Kenya”. The study employed a tester scope of 256 staffs drawn from entirely Government possessed research organizations. Data findings exposed that the connection amid workers act and employment and assortment were extremely important at “0.374 (P=0.000).” This result concurs with what Cloete (2007) stated, saying that “what we see as tools, machines, production methods and techniques, which constitute hard and soft technologies are merely manifestation of what had earlier existed in the minds of people in the form of ideas that had become crystallized from human thoughts”. Thus, the issue of employee recruiting and selection procedure into organizations is supreme to the unceasing existence of an organization hence the failure of the employee is the failure of the organization. The organization that fails to recruit and select qualified employees digs its own grave. Thus, the study by Shangali, (2009) discovered that, there is straight connection between” selection process and the individual performance that can influence performance of public institutions.

2.3.5 Challenges facing recruitment and selection processes

Tamanna (2018), revealed some challenges facing recruitment and selection methods to include privation of appropriate human resource planning, accessibility of fewer qualified applicants, difficulty in detecting qualified applicants, lack of strong linkage of HR strategy and organizational goals, lack of experiences in recruitment and selection function, ineffective job analysis, incomplete job advertisement together with high cost of recruitment and selection.

Kaplan and Norton (2004) found poor HR planning as a critical challenge to the recruitment and selection process. According to them, the key goal of HR planning is to get the right number of people with the right skills, experience and competencies required. In addition, to ensure timely supply of an adequate qualified workforce, effective job analysis and descriptions, so poorly conducted HR planning affect recruitment and selection processes. Djabatey (2012) identified similar challenges to
include increasing pressure for employment, utilization of informal sources of recruitment and selection together with delegation of recruitment and selection to inappropriate personnel. These problems result into inadequate use of job descriptions and standard employees’ requirement in the process of recruitment.

Furthermore, the study by Adu-Darkoh (2014) revealed some more challenges of employment process to include weak human resource strategy, hence affect job analysis, competence degree on the part of employee, cost of hiring and selection together with unfavorable working condition of workers.

To the current study, it is suggested that organization like TANESCO can use both interior and exterior recruitment methods. It can also face similar recruitment and selection challenges such as lack of proper human resource planning, few qualified applicants, inadequate job analysis, high cost of hiring and selection together with lack of experience in recruiting and selecting function. To bring effectiveness and efficiency in recruitment and selection process, TANESCO can adopt various strategies such as designing specific structural and written recruitment and selection polices, conducting job analysis before recruitment to reduce costs, following rigorous and fair selection process together with integrating recruitment and selection polices with organizational policies and strategic goals. This indicates that it is essential to assess influence of recruitment and selection process going on and individual performance of public institution to reveal areas that need improvement for better individual performance.

Generally, from the discussion above recruitment and selection processes if conducted fairly bring competent employees to the organization and motivate current employees to perform better. It also helps to cultivate positive work attitude, creativity and commitment all of which translate into increased individual performance. This makes employees perform their tasks more effectively and efficiently to meet their goals. When individual goals are met, it means the organization has performed well through its competent, motivated and committed employees. According to Sisson (1994), competent employees enhance a successful
functioning of the organization and make significant contributions to the values and aims of the organization. In this case, if the recruitment and selection system of an organization is very effective, satisfied and qualified employees will be hired and retained in the organization and the outcomes are increased financial performance and output.

2.4 Research Gap

Furthermost of the lesson reviewed under this section focused much on profit making organizations such as commercial Banks and SMEs (Selase, 2018; Tamanna, 2018; Sunday et al., ‘2015; Ekwoab et al., 2015; Omolo et al., 2012). Other studies were geared toward resolving problems in specific organizations such as construction industry and research institute (Adu-Darkoh, 2014; Kepha, Mukulu and Waititu, 2012) in corresponding way that their outcomes cannot be grouped together. For example, the researched by Adu-Darkoh (2014) was centered on resolving employment problems in the construction industry within the Ashati region with specific focus on finding out challenges affecting recruitment and selection practices among these industries. Kepha, Mukulu and Waititu (2012) focused on resolving problems facing research institutes. This shows that recruitment and selection process in service-oriented organizations like TANESCO is deposited behind every study carried out, this causes the scholar to tackle a learning on the influence on recruiting, and selection practices to the performance of public owned organizations like TANESCO to cover up this gap.

Aside of that, almost all of these research was carried outside Tanzania. The countries where these studies were conducted differ greatly with Tanzania geographically, socially, economically and politically, hence their outcomes cannot be generalized. For example, the researched by Kamran et al. (2015) was conducted in Pakistan; the study by Sunday et al., (2015) was piloted in Nigeria; the study by Omolo et al. (2012) was led in Kenya; the study by Tamanna (2018) was conducted in Bangladesh while the study by Selase (2018) was piloted in Ghana. Hence, these researches whitewash the knowledge gap, contextual gap, methodological gap, and geographical location gap.
CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction
In this chapter research, design and methodology are enlightened in detail together with study area, study population, sample size determination and sampling procedures, data collection methods and instruments. Furthermore, validity and reliability, data processing and analysis together with research ethics are clearly described.

3.2 Research Design
This study is based on a case study design because the researcher intends to learn deeply and thoroughly all-necessary information of the observable facts that helped to administer the effect of properly done of recruiting and selecting nearer performance of Tanzanian public institutions. Given time allocated to complete the study, a case study design is more appropriate as it consumes less time. According to Kothari (2006), a research design is the preparation of circumstances aimed at gathering and analysis of data in a way that intend to combine significance to the research purpose with economy in process. Myers and Well (2002) also views research design as the framework founded by the researcher to comprehend and guarantee the whole process of data and facts creation through the application of the category that outfits the study. It founds in most cases the way or style the researcher uses to gather data for the one and only determination of facts conception.

3.3 Area of the Study
This learning was piloted in Tanzania Electric Supply Company Limited (TANESCO) Mikocheni area. Mikocheni branch was nominated for the reason that it is devoted with all the directives to undertake recruitment and selection activities.
Apart from that, it is a regional office in Dar es Salaam with all kinds of employees including engineers, managers, accountants, procurement, human resources, part time employees, contract employees together with permanent and pensionable employees. Given the short time given to complete the study, Mikocheni branch was thought appropriate to offer the data prerequisite for completion of this study.

The other hand, TANESCO like any other Tanzanian public service organizations are facing numerous employment challenges including shortage in proper recruiting and selecting criteria, deprived HR forecasting and lack of proper knowledge on recruitment and selection function (Shangali, 2009) which jeopardize individual performance together with its survival. Another reason is that TANESCO employs many temporary, part time and contract employees who also wish to be employed permanently. When opportunities for permanent employment arise and they are not selected, they become dissatisfied. An employee who is dissatisfied is also demotivated and lacks commitment, and this affects his/her performance, which may snowball to affect organization performance as a whole. This situation prompted the scholar to conduct a learning to examine the influence of recruitment and selection process on the performance of public institutions, TANESCO in particular.

3.4 Research Methodology
This study has used multi-method approach, which is the research approach that involves data collection using multiple data collection methods (Andrew and Halcomb, 2009). According to them, this approach enables the researcher to collect wider information to gain good understanding of an investigated phenomenon. Johnson et al., (2007) on the other hand, consider multi-method approach as a way of assuring validity of research with a variety of methods to collect data on the same topic. In differentiating multi-method from mixed method, Wisdom et al., (2012); Andrew and Halcomb, (2009) stated that in multi-method approach exceeding one approaches are used in data gathering with purpose of generating more information to gain better understanding of the study phenomenon. In mixed method approach, the researcher has the potential of combining quantitative and qualitative data across the research process from the philosophical underpinning to the data collection,
analysis and interpretation phases. In this study, two methods for data collection were used including questionnaire and interview methods. The reason behind was to collect as much information as possible that could enrich the understanding of the influence of recruitment and selection processes on the performance of individuals in public institutions. Therefore, data collected through interview was considered qualitative data while data collected from questionnaire were considered quantitative data.

3.4.1 Qualitative Approach
In this approach, data were collected using interview method. The reason behind was to get more information that could not be captured by using questionnaire alone. Also the study comprises the aspect of attitude that involves issues of behaviors and experiences therefore, the approach was more useful on clarification of some behavioral aspects, which could not be supported by questionnaire approach.

3.4.2 Quantitative Approach
In this kind of research approach, data were collected using questionnaires. According to Kothari, 2006) questionnaires are series of questions each one providing a number of alternative answers from which the respondent can choose. This approach enabled the researcher to reach many people so it was appropriate approach in collecting wider information to understand the influence of recruitment and selection process on individual performance in public institutions. In addition, the approach helped the researcher to obtain general views and understanding of each respondent in the study and therefore its conclusion was true representation of population.

3.5 Population of the study
The population of the study included all 258 employees from all departments at TANESCO Mikocheni branch. Specifically, employees were categorized as contract employees for unspecified period, contract employees for specified period of time (professional and managerial cadre employees), executive management, and senior management, contract employees for a specific task together with permanent and pensionable employees.
3.6 Sample Size Determination and Sampling Procedures

3.6.1 Sampling Technique

Non – probabilistic techniques of sampling were chosen, which in accordance with Saunders et al. (2012) offers a spectrum of various means for selection of samples for judgmental decisions. Therefore, convenience sampling and “purposive” investigation group techniques were opted for assortment of sample size as here, below explained;

3.6.1.1 Convenience Sampling

This technique was used to select non-management staffs. It comprises pick out applicants basing on their accessibility and preparedness to respond (Shaughnessy et al., 2000). The reason for selecting this technique is based on the fact that, it allows participants, to be selected basing on how much are they available and willing to reply, data collection, being conducted within shorter period of time and that researcher can acquire required data on the study without encountering any difficulties by means of a random sample (Ross, 2005). It also a cost saving technique as compared to probabilistic kind of.

3.6.1.2 Purposive Sampling

This is also known as judgmental kind of sampling. In this technique scholar elects only those features, which he considers to provide the required information. In addition, its major criterion for sampling was the possession of knowledge in terms of expertise or experience with the subject matter. According to Palys (2008) in purposive sampling, decisions concerning inclusion of the individuals are done using a range of methods, which may include professional qualifications on the field of research and how willing they are to take part in the study. However, the technique was used to choose professionals in management for undertaking the research as they were considered to require awareness, expertise and capability essential to provide the precise and required information.
3.6.2 Sample Size for quantitative study

In quantitative study, the literature does not provide exact number of sample size required. “Saunders et al”, 2009 suggested that the sample size depends on the nature of the research question being investigated. Greene (2007) suggested sample magnitude to be $N \geq 50 + 8(K)$ where $(K)$ is the number of independent variables. Comrey and Lee (1992) recommended at least 50 cases and above. Palys and Atchison (2008) argued that large sample size is better for factor analysis and recommended 300 cases, while Leedy, (1993) recommended 50 cases to be the minimum. In this case, a rule of thumb was adopted where 50 participants were selected as the minimum number of sample size to be satisfactory as argued by Bernard (2002). In this case, 10 (20%) were the Contract employees for unspecified period of time, 10 (20%) were contract employees for specified period of time, 3 (6%) were senior management, 7 (14%) were permanent and pensionable employees, 5 (10%) were Contract employees for a specific task, 3 (6%) were executive management 4 (8%) were HROs/Administrators and eight (16%) were lower cadre employees. Spreading of respondents is shown in table 3.1 below.

Table 3. 1: Distributions of Respondents

<table>
<thead>
<tr>
<th>Level</th>
<th>Number</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contract employees for unspecified period of time</td>
<td>10</td>
<td>20%</td>
</tr>
<tr>
<td>Contract employees for specified period of time</td>
<td>10</td>
<td>20%</td>
</tr>
<tr>
<td>Senior management</td>
<td>3</td>
<td>6%</td>
</tr>
<tr>
<td>Permanent and pensionable employees.</td>
<td>7</td>
<td>14%</td>
</tr>
<tr>
<td>Contract employees for a specific task</td>
<td>5</td>
<td>10%</td>
</tr>
<tr>
<td>Executive management</td>
<td>3</td>
<td>6%</td>
</tr>
<tr>
<td>HROs/Administrators</td>
<td>4</td>
<td>8%</td>
</tr>
<tr>
<td>Lower cadre staff</td>
<td>8</td>
<td>16%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>50</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

Source: Researcher’s construct (2019)
3.6.3 Sample size for qualitative study
According to Creswell (2013), in qualitative study sample size involves few individuals who can provide extensive details about the topic under investigation. These individuals were selected based on their expertise, experience and background on the subject matter. He recommended four to twelve cases. But Morse and Field, (1995) recommended that sampling in qualitative studies is not a matter of information richness therefore, representatives were picked until the point of saturation was reached. Saturation is the point where no more new information in the data is generated. In this study, 12 participants were involved. They were selected based on their expertise, background and experience with the organization and they included human resource officers, administrators and employees.

3.7 Data collection methods
Data for this study were composed over questionnaire survey and interview methods.

3.7.1 Questionnaire
According to Kothari, (2006) a questionnaire is a feedback form in an arrangement of serially prescribed problems, which offers answers on behalf of respondent to make choice. The questionnaires were distributed to human resource practioners, individual contract employees, and administrative staffs in collaboration with the heads of departments for respondent to answer by themselves under the guidance of the researchers. This was cast-off to quicken the exercise of data collection and avoid biasness, as the heads of departments know better the recruitment and selection procedures employed. There are many advantages coiled to the use of questionnaires including limited biasness by interviewers, thorough answers by respondent through having enough time to work on, respondents to accessed, reaching with possible anonymity. In addition, questions were both unlimited and limited questions for streamlining the reliability and viability of responses. Questionnaires were given to contract employees, part time employees, administrators and other senior employees. The researcher provided 50 questionnaires and was able to collect all 50 questionnaires giving a 100% collection rate.
3.7.2 Interview

The researcher conducted interview with human resource officers, administrators and employees to obtain their views on how recruitment and selection influence individual performance. A total number of 12 participants were interviewed. These participants were selected based on their expertise and position in the organization in relation to recruitment and selection practices. Researcher prepared interview guide questions in advance and used them during the interview (Appendix 2). This method helped the researcher to get supplementary information to enrich data obtained from the questionnaire survey. Kothari (2006) considers interview as a range of enquiries managed orally or verbally or it is an eye-to-eye contact discussion between the researcher and the interviewee or respondent. The interview information collected was sorted and coded systematically to identify main ideas. The researcher created descriptive multidimensional categories of ideas to form a preliminary analysis. Representative verbatim quotes were used to cement on the main ideas identified.

3.8 Data Analysis

In this study, quantitative and qualitative data were analyzed differently depending on their type. After collecting quantitative data researcher made preliminary steps before actual analysis. These included data coding and data set management. This was followed by entering data into SPSS and doing data cleaning to ensure everything was fine for analysis. By using “Statistical Package for Social Science version,” 17.0 quantitative data were subjected to scrutiny and results were presented in tables whereas descriptive statistical measures such as percentages, frequencies and averages were shown used to explain demographic characteristics of respondents.

Qualitative data were sorted and coded systematically to identify main ideas. The researcher created descriptive multidimensional categories of ideas to form a preliminary analysis. Representative verbatim quotes were then used to cement on the main ideas identified.
3.9 Ethical Consideration
In piloting this thesis, the scholar considers most virtuous principles of good research. According to Bryman (2012), scholar at all periods and underneath of situations report and submit the reality in an influenced manner. In this research, the participants were openly up-to-date about the objective of the study and assured that results to remain confidential. This tactic helped to ensure that respondents give their comments openly and honestly not fearing identification for victimization. Kothari (2006) point out that concerned parties frequently claim access to information obtained during the research. He argues that regardless of how much such requirements are projected; it would be immoral to relate such information to them.

3.10. Validation of Research instruments
Validity and reliability were considered a priority, so before fieldwork, the questionnaire was subjected to pre-testing. The pre-testing was carried out through identified 20 respondent classes with the aiming to find out reliability and suitability of questions for the study. All observations determined during the assignment were noted and improvements of questionnaires were done accordingly. The results of pre-testing helped the researcher to refine the instrument. For instance, on designation and tenure of participants before pre-testing only three categories of participants were indicated which included permanent and pensionable employees, contract employees and temporary employees. After pre-testing it was realized that other categories of employees were left out and in this case, the instrument was harmonized to include also specific tasks employees, fixed term contract employees, part time employees, attached and field work employees. Also before pre-testing recruitment and selection were treated as a single component, but after pre-testing it was realized that for clarity the two terms need to be treated separately. This led to the formulation of specific objectives for each component where one based on recruitment and the other with selection. Questions were also redesigned to include questions on the part of recruitment methods and questions on the part of criteria used for selection. It had also an impact on how empirical studies were organized.
3.11 Summary
For the current research, the approach applied to is being present in this chapter. The researcher discussed in details the design, earmarked population, sample selection techniques, ways and devices for collection data, authentication of tools for the research, examination of data as well as ethical issues. In addition, the population of current study was identified by using techniques which is not probabilistic including convenience and purposive kind of. By using design of various methods; quantitatively, data was collected using questionnaires while qualitatively data was collected by interviewing and observing.
CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

4.1 Introduction
This section provides detailed information on the analysis, clarification and argument of the study conclusions. Aim of this assignment is to evaluate influence in employment process on the performance of Tanzanian Public Institutions. Moreover, specifically the assignment aimed to identify methods used by TANESCO. To recruit new employees; to identify the criteria used by TANESCO to select new employees for jobs; to determine the perception of employees towards organizations enrolment and selection process, to clarify the size to which recruiting and selecting procedure influence individual performance at TANESCO and; to identify challenges facing TANESCO in the recruitment and selection function.

Data for this paper was composed from staff of TANESCO employed in various departments including Human resource department, Marketing, Distribution, Transmission, Finance, Accounting and Procurement departments. Data were collected using questionnaire and interview methods. In this chapter, findings are elaborated, analyzed and considered in accordance with the research problem. The outcomes are presented in a range of ways including narration, tables and charts.

4.2 Demographic Profile of Respondents
This section provides demographic characteristics of respondents in accordance to age, gender, level of education, department, and designation of respondents and tenure of service at TANESCO. The central focus is to capture the correct type of respondents, which can provide the information in need.

4.2.1 Age of Respondents
The research showed, out of 50 (100%) respondents, 14 (28%) of them belong to age of years from 21 and 30, 14 (28%) belong age of years from 31 and 40, 15 (30%)
ranked years from 41 and 50 while 7 (14%) were higher than 50 years. These findings specify that a numeral of the interviews, which is 43 (86%) range from age of years, 21 to 50. The class of respondents is a lively demographic class possessing higher experience and ability to provide the required information. The results are indicated in table 4.1 below;

Table 4.1: Age of Respondents

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>21 - 30 years</td>
<td>14</td>
<td>28.0</td>
</tr>
<tr>
<td>31 - 40 years</td>
<td>14</td>
<td>28.0</td>
</tr>
<tr>
<td>41 - 50 years</td>
<td>15</td>
<td>30.0</td>
</tr>
<tr>
<td>Above 50 years</td>
<td>7</td>
<td>14.0</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Field Data (2019)

4.2.2 Gender of Respondents

These findings indicate, out of 50 (100%) respondents, male and female are each 25 (50%) in number. This entails that number of participants in terms of gender is equal, therefore achieving gender balance. Parallel to that, the views of research were collected from both male and female respondents. The findings are presented in table 4.2 below.

Table 4.2: Gender of Respondents

<table>
<thead>
<tr>
<th>Gender</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>25</td>
<td>50.0</td>
</tr>
<tr>
<td>Female</td>
<td>25</td>
<td>50.0</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Field Data (2019)
4.2.3 Education Level of Respondents

In this demographic group, findings have showed, out of 50 respondents i.e. (100%), 8 respondents which is (16%) holding master’s degree, 29 respondents that is (58%) holding bachelor degree, and 10 respondent which is equal to (20%) holding Diploma level whereby 3 (6%) holders of certificate. Therefore, examining the level of education for respondents is vital as the levels have an implication on conducting the study. With appropriate education, the respondent can easily understand what the researcher requires and can offer right responses. In general, findings indicated that level of education for the respondents, extending from certificate to master’s degree is adequate to enable the researcher to gather important data for the assignment.

Table 4.3: Education Level of Respondents

<table>
<thead>
<tr>
<th>Education Level</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Master degree</td>
<td>8</td>
<td>16.0</td>
</tr>
<tr>
<td>Bachelor degree</td>
<td>29</td>
<td>58.0</td>
</tr>
<tr>
<td>Diploma</td>
<td>10</td>
<td>20.0</td>
</tr>
<tr>
<td>Certificate</td>
<td>3</td>
<td>6.0</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Field Data (2019)

4.2.4 Department of Respondents

The study findings indicate that 9(18%) of the respondents work in Human resource department, 13 (26%) were drawn from Marketing department, 13(26%) were drawing from Distribution department, 8(16%) were drawing from Transmission department, 2(4%) from Accounting department whereas 2(4%) from Procurement department. The implication in this study is that respondents were drawn from all departments. In this case, information obtained cut-across the departments within the organization and therefore can be generalized. This intensifies the intensity of the authenticity of the information obtained. The results are indicated in table 4.4 below
Table 4. 4: Department of Respondents

<table>
<thead>
<tr>
<th>Department</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human Resource</td>
<td>9</td>
<td>18.0</td>
</tr>
<tr>
<td>Marketing</td>
<td>13</td>
<td>26.0</td>
</tr>
<tr>
<td>Distribution</td>
<td>13</td>
<td>26.0</td>
</tr>
<tr>
<td>Transmission</td>
<td>8</td>
<td>16.0</td>
</tr>
<tr>
<td>Finance</td>
<td>2</td>
<td>4.0</td>
</tr>
<tr>
<td>Accounting</td>
<td>3</td>
<td>6.0</td>
</tr>
<tr>
<td>Procurement</td>
<td>2</td>
<td>4.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>50</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

Source: Field Data (2019)

4.2.5 Designation of Respondents

In this study, the respondents were asked to indicate their designation. The findings show that out of 50(100%) respondents, 16(32%) were permanent and pensionable, 12(24%) were temporary employees, 9(18%) were specific task employees, 8(16%) were fixed term contract employees, whereas five (10%) were part time employees. Implication of this distribution to the study is that almost all categories of employment at TANESCO were involved in the study. This has a positive impact of the information generated from the respondents. The outcomes are shown in table 4.5 below;

Table 4. 5: Designation of Respondents

<table>
<thead>
<tr>
<th>Designation</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Permanent and Pensionable</td>
<td>16</td>
<td>32.0</td>
</tr>
<tr>
<td>Temporary employee</td>
<td>12</td>
<td>24.0</td>
</tr>
<tr>
<td>Specific-task employee</td>
<td>9</td>
<td>18.0</td>
</tr>
<tr>
<td>Fixed term contract employee</td>
<td>8</td>
<td>16.0</td>
</tr>
<tr>
<td>Part time employee</td>
<td>5</td>
<td>10.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>50</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

Source: Field Data, 2019
4.2.6 Tenure of Service by Respondents
The intention here was to find out on the duration respondents have worked with TANESCO. The results showed that out of 50(100%) respondents, 9(18%) have worked in less than a year. 13(26%) have worked between 1 to 2 years, 10(20%) have worked between 6 to 8 years, 4(8%) worked between 9 to 10 years whereas nine (18%) worked above 10 years. The findings has indicated a very unique finding that temporary employees at TANESCO can work for more than a year. The suggestions of these findings are, the study has drawn knowledge and information from people with different knowledge, skills and experience with TANESCO. This has made it possible for the study to come up with rich information that enabled to examine the influence of recruitment and selection process on the performance of public institutions. The results are indicated in table 4.6 below;

Table 4.6: Tenure of service of Respondents at TANESCO

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than a year</td>
<td>9</td>
</tr>
<tr>
<td>1 - 2 years</td>
<td>13</td>
</tr>
<tr>
<td>3 - 5 years</td>
<td>10</td>
</tr>
<tr>
<td>6 - 8 years</td>
<td>5</td>
</tr>
<tr>
<td>9 - 10 years</td>
<td>4</td>
</tr>
<tr>
<td>Above 10 years</td>
<td>9</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>50</strong></td>
</tr>
</tbody>
</table>

Source: Field Data (2019)

4.3 Recruitment Methods used by TANESCO
The section presents information based on specific objective one, which respond the research question “What recruitment methods does TANESCO use to recruit new Employee?” To attain this objective a lot of questions were given to respondents using of five-point Likert scale comprising of Strongly agree, Agree, neither agree nor disagree”, Disagree and Strongly disagree. The results are presented in table 4.7 below.
Table 4. 7: Recruitment Methods used by TANESCO

<table>
<thead>
<tr>
<th>Recruitment Methods</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Neither</th>
<th>Disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Advertisement</td>
<td>54</td>
<td>40</td>
<td>2</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Employee Transfer</td>
<td>32</td>
<td>56</td>
<td>4</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Employee Promotion</td>
<td>36</td>
<td>46</td>
<td>8</td>
<td>6</td>
<td>4</td>
</tr>
<tr>
<td>Employment Agents</td>
<td>4</td>
<td>14</td>
<td>24</td>
<td>38</td>
<td>20</td>
</tr>
<tr>
<td>Employee Referrals</td>
<td>10</td>
<td>16</td>
<td>14</td>
<td>32</td>
<td>28</td>
</tr>
<tr>
<td>Public Service Recruitment Secretariat</td>
<td>4</td>
<td>12</td>
<td>10</td>
<td>40</td>
<td>34</td>
</tr>
<tr>
<td>Company Websites</td>
<td>12</td>
<td>52</td>
<td>6</td>
<td>14</td>
<td>16</td>
</tr>
<tr>
<td>E-Recruitment</td>
<td>2</td>
<td>14</td>
<td>8</td>
<td>42</td>
<td>34</td>
</tr>
<tr>
<td>Talent hunting</td>
<td>2</td>
<td>24</td>
<td>22</td>
<td>32</td>
<td>20</td>
</tr>
<tr>
<td>Labour Officers</td>
<td>2</td>
<td>12</td>
<td>26</td>
<td>24</td>
<td>36</td>
</tr>
<tr>
<td>Walk-Ins</td>
<td>4</td>
<td>42</td>
<td>28</td>
<td>14</td>
<td>12</td>
</tr>
<tr>
<td>Write-Ins</td>
<td>16</td>
<td>42</td>
<td>20</td>
<td>10</td>
<td>12</td>
</tr>
<tr>
<td>Professional Bodies</td>
<td>32</td>
<td>44</td>
<td>8</td>
<td>6</td>
<td>10</td>
</tr>
<tr>
<td>Education Institutions</td>
<td>12</td>
<td>60</td>
<td>4</td>
<td>6</td>
<td>18</td>
</tr>
</tbody>
</table>

Basis: Field Data (2019)

Briefly, the results above show that TANESCO uses number of methods to recruit its employees. These methods include job advertisement (94%), Employee transfer (88%), Employee promotion (82%), Company Websites (64%), talent hunting (26%), Walk-Ins (46%), Write-Ins (58%), Professional bodies (76%) and Education Institutions (72%). These findings are inconsonance with the findings by Hsu (1999) who conducted a study on Recruitment and Selection Process in Taiwanese companies revealed that internal recruitment methods such as promotion, transfers and job rotations were commonly used by many organizations in Taiwan.
Similarly, Sunday et al. (2015) indicated that announcement of job vacancies to the public, use of recruitment agents and employee referrals were highly the mode of recruiting potential employees for Access Bank. Likewise, the study by Tamanna (2018) on the recruitment and selection strategies and practices in the private sector Commercials Banks of Bangladesh indicated that mostly used recruitment methods were internal sources, company websites, newspaper advertisement, employee referrals, e-recruitment and talent hunting. In the same vein, the study by Adu-Darkoh (2014) on the recruitment and selection practices in the construction industry in Ashanti region showed that the commonly used methods of recruitment were newspaper advertisement, internal recruitment such as promotion and transfer, employee referrals together with radio advert.

Other scholars such as Djabatey (2012) indicated that internal recruitment methods are more effective as compared to external recruitment methods. According to him internal recruitment is cost effective contrast to external recruitment and is regarded to help organization responsibilities and job satisfaction for current employees which foremost to lower employee turnover rates and higher productivity. He furthermore, stated that organization, which use internal recruitment fairly, are possibly to be succeeded financially than organizations that rely on external recruitment for top talents. Bratton and Gold (2003) argued that the skills, abilities and knowledge required by the organization are obtained from the recruitment and selection process. Therefore, recruitment methods should be well thought as the quality of recruitment practices determines the relative effectiveness of the selection process that depends on the quality of applicants attracted (Odiorne, 1998). Smith and Robertson (1993) similarly, observed the more effective the recruitment phase is applied and carried out, the simple and accurate the selection procedure becomes in making decision on which applicants to select. Kamran et al. (2015) argued that recruitment is the process of discovering potential candidates for actual or anticipated organization vacancies, so it should be well planned and carried out. Oaya et al. 2017 argued that the strength and weakness of an organization come from the caliber of its employees, so good recruitment strategies enable the organization to get committed, qualified and
productive employees who can perform to enable the organization realize its goals. Therefore, organization like TANESCO need to give more emphasis on best recruitment strategies that can enable it secure people who are qualified, committed and productive. Also, need to base on the recruitment methods that can increase employee motivation, morale and loyalty but also help the organization reduce costs such as training and development costs.

4.4 Employees’ Rating of Activity for Recruiting and Selecting at TANESCO

The intention of the section is to obtain information that helped to understand the way employees rate the entire activity of recruiting and selecting at TANESCO. Achieving the objective, respondents were provided with three rating options including good, moderate and poor. The results indicated that out of 50 (100%) respondents, 17 (34%) rated the process of recruitment and selection at TANESCO to be good, 29 (58%) rated it to be moderate whereas four (8%) were poor. These findings imply that major of respondents (58%) are of the view that recruitment and selection procedure at TANESCO is moderate. That means, majority of employees (66%) are not satisfied with the recruitment and selection process at TANESCO, and this may be due to weak recruitment and selection strategies such as lack of transparency, corruption, favoritism, nepotism and other uncouth practice. These practices may result into selecting incompetent employees who may affect organization performance. According to Zinyemba (2014) recruitment and selection, process should be fair, meet legal requirements, while ensuring consistency in hiring staff, and reduce the risk of bias or discrimination. If employees cannot observe these elements, they will view recruitment and selection process as poor.

This may result into lack of commitment and motivation at work. Similarly, Mustapha et al. (2013) opined that the aim of recruitment and selection should go beyond the mere filling of vacancies to include individual development and achievement together with building effective teamwork and realize individual needs at the same time. If this is not achieved employees will always feel that recruitment and selection process are not fair something that keep them unmotivated, uncommitted and unproductive.
4.5 Placement of new employees in relation to experience and qualifications

The intention of this selection was to recognize if nominated employees are position in the right post and position in the organization to bring positive act results. The results indicated that out of 50(100%) respondents, 41(82%) showed that they are placed and positioned appropriately in unity to their experience and qualifications, 9(18%) respondents indicated that they are not posted and positioned at the right position in accordance to their experience and qualifications. The indication is that a number of respondents 82% are posted and placed in accordance to their experience and qualifications. These findings are in agreements with the researched by DeVaro (2008) who indicated that proper positioning of employees according to their qualifications could lead into positive organizational outcomes. Similarly, Aleksandra et al. (2015) opined that organization would have little chance of success if it fails to position the selected employees appropriately in accordance to their qualifications. Therefore, for TANESCO to be successful recruitment and selection strategies should aim at not only obtaining the best qualified candidates, but also in ensuring that the selected candidates are placed at the right post and position in accordance to their qualifications and experience.

4.6 Management’s provision of feedback regarding individual employees’ performance and satisfaction level at work

The segment intentions at attainment information that may help to understand if management at TANESCO provides feedback on the performance and satisfaction level of individual employees after they have been selected and placed at their appropriate job positions. The results showed that out of 50(100%) respondents, 13(13%) said “yes” whereas 37(74%) said “no”. This implies that majority of the respondents (74%) are not provided with feedback regarding their performance after they have being given jobs. According to Aleksandra et al. (2015), this may de-motivate employees and result into poor performance of employees. Mustapha et al. (2013) argued that the aim of recruitment and selection goes beyond mere filling of vacancies to include other issues such as training and development, employee’s achievement together with motivation of employees. Feedback on employees’
performance is a critical aspect that enables management understands the level of performance of employees to put proper strategies that can increase employees’ performance. TANESCO should conduct regularly evaluation of employee’s performance to be in position of understanding where to make improvements. This is important for the organization to improve its performance.

4.7 Selection criteria used at TANESCO

In this part, responses to the question “Which criteria does TANESCO use to select new employees for job?” are provided. With second objective of this research, the same question was used, which sought to identify criteria used by TANESCO to select new employees for jobs. To reach this objective various questions were given to the respondents on a five points Likert scale comprising of Strongly agree, Agree, agree nor disagree, Disagree and Strongly disagree. The acquired results are availed in table 4.8 below.

Table 4. 8: Selection criteria used by TANESCO

<table>
<thead>
<tr>
<th>Selection criteria used by TANESCO</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Neither</th>
<th>“Disagree”</th>
<th>“Strongly disagree”</th>
<th>Percent (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academic qualifications</td>
<td>70</td>
<td>22</td>
<td>4</td>
<td>-</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Relevant work experience</td>
<td>34</td>
<td>48</td>
<td>8</td>
<td>6</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Personality and interests</td>
<td>32</td>
<td>50</td>
<td>8</td>
<td>4</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>Performance during interview</td>
<td>56</td>
<td>20</td>
<td>14</td>
<td>6</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Recommendations from employee referrals</td>
<td>34</td>
<td>20</td>
<td>18</td>
<td>26</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Technical know-how (Job knowledge)</td>
<td>38</td>
<td>40</td>
<td>6</td>
<td>6</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>Attitude ( Positive and Negative attitudes)</td>
<td>16</td>
<td>38</td>
<td>16</td>
<td>22</td>
<td>8</td>
<td></td>
</tr>
<tr>
<td>Physical characteristics such as appearance, masculine, feminine, etc</td>
<td>14</td>
<td>8</td>
<td>14</td>
<td>34</td>
<td>30</td>
<td></td>
</tr>
</tbody>
</table>
Selection criteria used by TANESCO

<table>
<thead>
<tr>
<th>Selection criteria used by TANESCO</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Neither</th>
<th>“Disagree”</th>
<th>“Strongly disagree”</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technical know-who (Based on somebody you know)</td>
<td>26</td>
<td>50</td>
<td>4</td>
<td>14</td>
<td>6</td>
</tr>
<tr>
<td>Length of service with TANESCO</td>
<td>34</td>
<td>44</td>
<td>6</td>
<td>10</td>
<td>6</td>
</tr>
</tbody>
</table>

Source: Field Data (2019)

Outcomes in table 4.8 above indicate as TANESCO use various criteria to select new employees. Among these include academic qualifications (92%), relevant work experience (82%), personality and interest (82%), performance during interview (76%), recommendation from employee referrals (54%) and technical know-how (job knowledge) (78%). Other criteria include attitude (positive and negative attitude) (54%), length of service with TANESCO (78%) together with technical know-who (based on somebody you know). Same findings were also presented by Tamanna (2018) whose study shows that most commonly selection strategies were references check, checking biographical data, evaluation of training and experience, ability tests, knowledge tests, performance tests, use assessment centers, behavior interviews, personality and interest test together with aptitude tests. Likewise, Hsu (1999) revealed that most selection techniques used were competency test, one-to-one or interviews, tests of psychometrics and centers for assessment. Thus Murage et al. (2018) indicated that selection process should be fair and involve ethical issues where discrimination was ranked the most unethical selection practice.

According to Aleksandra et al. (2015) selection criteria is a feature that the candidate must possess in order to successfully perform the job. Therefore, selection criteria should be related to the, motivation, intelligence, diligence, appropriate risks and reliability. They identified selection criteria such as academic qualifications, work experience, personality and interest, attitude, job knowledge together with performance during interview to be effective and most common selection criteria.
Zinyemba (2014) argued that selection criteria should ensure conformity with the exiting legal requirements. Likewise, Okoh (2005) argued that fair and effective selection criteria and strategies enable the organization to select the best employees who are likely to perform to increase productivity. Gamage (2014) opined that selecting wrong people who are not able to do their task has enormous negative costs which organization cannot bear. Thus, organization like TANESCO need to always ensure that selection process is fair and effective so that right people are selected and employed to perform their jobs and enable the organization achieve its goals.

4.8 Satisfaction with the recruitment and selection criteria used by TANESCO

This section intended to gain information that helps to understand if employees at TANESCO are satisfied by the selection criteria used. The respondents were provided with option “Yes” or “No”. The results indicated that out of 50(100%) respondents, 17(34%) were satisfied, whereas 33(66%) were not satisfied with the selection criteria TANESCO used to select new candidates. Murage et al. (2018) opined that if selection criteria are not fair employees become dissatisfied with the whole process. They suggested that to make selection fair all candidates need to be subjected to similar selection criteria and that selection should also be based on adherence to well documented selection policy and code of ethics requiring interviewer to declare any existence of conflict of interest during selection process. Aleksandra et al. (2015) argue that organization will have little chance to succeed if it fails to select people with the required qualifications. Kaplan and Norton (2004) argue that effective selection process is only possible if the organization has the dedicated and competent human resource team. This is because competent human resource personnel influence the employment process.

4.9 Employees’ Perception on Recruitment and Selection Process at TANESCO

This section provides detailed information to respond the third research study question “What is the perception of employees towards organization recruitment and selection process?” This question was grounded on the third objective of the study, which was to determine the perception of the employee towards organizations employment. To achieve these objective respondents were provided with various
questions given on a five-point Likert scale consist of “Strongly agree”, “Agree”, “Neither agree nor disagree”, “Disagree” and “Strongly disagree”. The outcomes are as shown in the table below:

Table 4.9: Employees’ Perception on Recruitment and Selection Process at TANESCO

<table>
<thead>
<tr>
<th>Perception of Employees towards Recruitment and Selection Process at TANESCO</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Neither</th>
<th>Disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>I feel that employment process at TANESCO is biased</td>
<td>24</td>
<td>58</td>
<td>2</td>
<td>6</td>
<td>10</td>
</tr>
<tr>
<td>Recruitment and Selection at TANESCO is discriminatory</td>
<td>14</td>
<td>66</td>
<td>6</td>
<td>2</td>
<td>12</td>
</tr>
<tr>
<td>Recruitment and Selection at TANESCO is not based on job analysis</td>
<td>20</td>
<td>54</td>
<td>6</td>
<td>12</td>
<td>8</td>
</tr>
<tr>
<td>Recruitment and Selection at TANESCO is not based on job merit</td>
<td>22</td>
<td>44</td>
<td>8</td>
<td>14</td>
<td>12</td>
</tr>
<tr>
<td>Recruitment and Selection at TANESCO consumes a lot of time that affects organization performance</td>
<td>26</td>
<td>48</td>
<td>2</td>
<td>12</td>
<td>12</td>
</tr>
<tr>
<td>Recruitment and Selection at TANESCO is not based on the existing policies</td>
<td>30</td>
<td>38</td>
<td>8</td>
<td>18</td>
<td>6</td>
</tr>
<tr>
<td>Recruitment and Selection enables TANESCO to get most qualified employees</td>
<td>30</td>
<td>48</td>
<td>12</td>
<td>8</td>
<td>2</td>
</tr>
<tr>
<td>TANESCO follows best procedures and criteria in recruiting and selecting new employees</td>
<td>12</td>
<td>34</td>
<td>6</td>
<td>26</td>
<td>22</td>
</tr>
</tbody>
</table>

Source: Field Data (2019)
The results in Table 4.9 above, indicates various perceptions of employees regarding recruitment and selection function at TANESCO. The results have shown that majority of respondents (82%), perceive recruitment and selection process at TANESCO to be biased; 80% perceive recruitment and selection process as being discriminatory; 66% perceive the process as not based on job analysis; 74% perceive recruitment and selection at TANESCO as consuming a lot of time that affect organization performance. Furthermore, 68% perceived it as not based on the existing policies; 78% perceived recruitment and selection as enabling TANESCO to get most qualified employees; 48% said that TANESCO does not follow the best procedures and criteria in recruiting and selecting new employees. Ikwesi (2010) whose findings revealed that selection supports these results and recruitment procedures in the public service in Nigeria are not strictly trailed during employment process. Politicization and other informal processes dominate recruitment and selection procedures and that merit principles do not always count in securing employment in the Public service. Likewise, Public service commission (PSC) of South Africa (2015) found that most departments do not effectively implement recruitment and selection practices irrespective of principles and guidelines provided by national statutory and regulatory bodies.

Furthermore, majority of respondents said recruitment and selection practices were not effective and were non-compliant with the existing policies and procedures. In addition, majority of respondents perceived recruitment and selection procedure are unfair as discrimination, nepotism and favoritism were common. Murage et al. (2018) opined that unethical issues in recruitment and selection process make employees perceive the process to be biased, discriminatory and unethical. Aleksandra et al. (2015) stated that lack of transparency in recruitment and selecting progress make employees perceives it as biased, discriminatory and unethical. Likewise, Gamage (2014) opined that biased and discriminatory recruitment and selection practices result into selecting wrong applicants who are not able to do their tasks and affect organization performance. Thus, Catano et al. (2009) proposed that recruitment and selection procedure has be fair and based on the existing policies and procedures.
Best practices of recruitment and selection contribute to the success of an organization as it enhances the appointment of the right employees to the right jobs.

4.10 The extent to which recruitment and selection process at TANESCO influence individual performance

This section provides detailed information to answer the fourth research question “To what extent does recruitment and selection process influence individuals’ performance at TANESCO?” This question is based on the fourth objective of the study, which was to determine the extent to which recruitment and selection process at TANESCO influence individual performance. To understand this objective different questions were given using a five-point Likert scale consist of “Strongly agree”, “Agree”, “Neither agree nor disagree”, “Disagree” and “Strongly disagree”. The results are as shown in table below.

Table 4.10: The extent to which recruitment and selection process at TANESCO influence Individual performance of individuals

<table>
<thead>
<tr>
<th>The degree to which recruiting and selecting activity at TANESCO influence individual performance</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Neither</th>
<th>Disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Motivate employees to work hard</td>
<td>28</td>
<td>22</td>
<td>6</td>
<td>18</td>
<td>26</td>
</tr>
<tr>
<td>Enables the organization to get most qualified candidates</td>
<td>32</td>
<td>26</td>
<td>10</td>
<td>20</td>
<td>12</td>
</tr>
<tr>
<td>Helps to build employees morale and commitment</td>
<td>28</td>
<td>36</td>
<td>8</td>
<td>14</td>
<td>14</td>
</tr>
<tr>
<td>Brings into the organization employees with new ideas, skills, background and experience</td>
<td>10</td>
<td>40</td>
<td>10</td>
<td>18</td>
<td>22</td>
</tr>
<tr>
<td>Helps the organization to poach critical skills</td>
<td>14</td>
<td>70</td>
<td>10</td>
<td>4</td>
<td>2</td>
</tr>
<tr>
<td>Helps the organization to retain its employees</td>
<td>20</td>
<td>62</td>
<td>4</td>
<td>10</td>
<td>4</td>
</tr>
</tbody>
</table>
Enables the organization to perform better

<table>
<thead>
<tr>
<th></th>
<th>26</th>
<th>46</th>
<th>6</th>
<th>14</th>
<th>8</th>
</tr>
</thead>
</table>

**Source: Field Data (2019)**

The results from Table 4.10 above, show that out of 50(100%) respondents, 50% indicates that recruitment and selection motivate employees to work hard. 58% Shows that the process enables the organization to get most qualified candidates. 64% Showed that, the process helps to build employee’s morale and commitment. 50% Indicated that, it brings into the organization employees with new ideas, skills, background and experience. 84% Indicated that, it helps the organization poach critical skills; 82% showed that it helps the organization to retain in employees whereas 72% showed, that the process enables the organization to perform better.

Selase (2018) whose findings revealed that recruitment also supports these findings and selection process has significant effect on the performance of individuals and the organization as a whole. Ekwoaba et al. (2015) reported similar findings when assessing the impact of recruitment and selection criteria on organization performance at the Fidelity Bank PLC, Lagos, Nigeria.

The findings also concur with those of Kepha, Mukulu and Waititu (2012) that the correlation between employee performance, recruitment and selection were highly significant at 0.374. Similar findings were also given by Sang (2005) who shown that there is a relationship of recruitment and selection with individual performance. Syed and Juma (2012) and Rauf (2007) indicated that refined employment procedures positively relate to productivity of labour. Gamage (2014) emphasize that recruitment and selection intensity is highly and positively not only correlated with labour productivity, but also with product quality. Therefore, organizations concerned with quality should focus more attention on recruitment and selection intensity practices.

The study by Opeyemi and Oyesola (2013) established that recruitment and selection interview and tests are good forecasters of individual performance when done in a regular manner. Likewise, Ekwoaba et al (2015) revealed that criteria set in order to carry out employment activity have significant effect in performing business of the
organization and as the criteria become more objective, the better the performance individuals and organization at large. Odiorne (1984) stated that the outcomes of effective recruitment and selection process are the reduction on the labour turnover, good employee morale, improve individual performance and increase organization performance. Castello (2006) opined that the recruiting and selecting activity does not only affect people performing but also enables the business to achieve its ultimate goals. This is because according to Bratton and Gold (2003) skills, abilities, knowledge and experience needed by the organization to improve its performance is obtained through effective recruitment and selection process. Thus, Oaya et al. (2017) opined that good recruitment and selection strategies enable the organization to get suitable and qualified employees that can enhance organization performance.

4.11 Challenges Facing TANESCO during Recruiting and Selecting

The part provides detailed information to answer the fifth research question “What challenges are facing TANESCO in the recruitment and selection process?” Also the question centered on addressing the fifth objective of this study, which aimed to identify the challenges facing TANESCO in the recruitment and selection process. Respondents were provided with questions on a five-point Likert scale comprising of “Strongly agree”, “Agree”, “Neither agree nor disagree”, “Disagree” and “Strongly disagree”. The outcomes are as shown in table below.
Table 4.11: Challenges Facing TANESCO during Recruiting and Selecting

<table>
<thead>
<tr>
<th>Challenges Facing TANESCO during Recruiting and Selecting</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Neither</th>
<th>Disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unavailability of proper Human Resource Planning</td>
<td>40</td>
<td>40</td>
<td>6</td>
<td>6</td>
<td>8</td>
</tr>
<tr>
<td>Availability of fewer qualified applicants</td>
<td>26</td>
<td>54</td>
<td>-</td>
<td>14</td>
<td>6</td>
</tr>
<tr>
<td>Competition for the same applicants with other organizations</td>
<td>42</td>
<td>40</td>
<td>2</td>
<td>6</td>
<td>10</td>
</tr>
<tr>
<td>Ineffective job analysis</td>
<td>20</td>
<td>58</td>
<td>4</td>
<td>12</td>
<td>6</td>
</tr>
<tr>
<td>High cost of recruitment and selection</td>
<td>36</td>
<td>38</td>
<td>8</td>
<td>12</td>
<td>6</td>
</tr>
<tr>
<td>Lack of experience in recruitment and selection function</td>
<td>36</td>
<td>32</td>
<td>10</td>
<td>20</td>
<td>2</td>
</tr>
<tr>
<td>Favoritism and Nepotism</td>
<td>30</td>
<td>38</td>
<td>8</td>
<td>14</td>
<td>10</td>
</tr>
<tr>
<td>Poor working conditions</td>
<td>32</td>
<td>46</td>
<td>10</td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td>Lack of adherence to recruitment and selection policy</td>
<td>16</td>
<td>60</td>
<td>6</td>
<td>10</td>
<td>8</td>
</tr>
<tr>
<td>Lack of adherence to TANESCO Code of Ethics and Conduct</td>
<td>16</td>
<td>62</td>
<td>12</td>
<td>4</td>
<td>6</td>
</tr>
</tbody>
</table>

Source: Field Data (2019)

The findings from table 4.11 above show that a number of the respondents agreed that TANESCO are facing many challenges on recruitment and selection procedures. These challenges as indicated above include, lack of proper HR planning 80%; availability of fewer qualified applicants 80%; Competition for the same applicants with other organizations 82%; inadequacy of job analysis 78%; high cost of recruitment and selection 74%; Lack of experience in recruitment and selection 68%; Favoritism and nepotism 68%; Poor working condition 78%; Lack of adherence to recruitment and selection policy 76% and lack of adherence to TANESCO code of ethics and conduct.
These findings meet with the findings by Sunday et al. (2015) who revealed that the recruiting and selecting activity is challenged by poor HR planning and lack of competency among HR practitioners. Similar findings were also reported by Tamanna (2018) who revealed challenges confronting recruitment and selection process to include lack of HR planning, availability of fewer applicants, difficult in detecting qualified applicants, competition for the same applicants, no strong linkage with HR strategy and organization goals, ineffective job analysis together with incomplete job advertisement. Likewise, Adu-Darkoh (2014) revealed the same challenges to include poor HP planning, ineffective job analysis, and high costs of recruitment and selection process together with poor working condition of workers. PSC (2015) revealed that, non-compliance with recruitment and selection policies and procedures, nepotism, favoritism, corruption and discrimination whereby Priyanath (2006) indicated lack of systematic methods for recruitment and selection, while Zinyemba (2014) indicated brain drain, high labour turnover, scarcity of skills and expertise in the labour market, costs associated with recruitment, lack of human resource planning, geographical location of jobs together with problems associated with the use of information technology in advertising jobs.

According to Zinyemba (2014) these challenges need to be dealt upon, otherwise, they can result into lack of transparency, untrustworthiness of employees and affect organization performance. The challenges if remain unresolved may affect negatively employees selected and result into selecting incompetent employees. Incompetent employees may affect organization performance. It is the sole role of the management of TANESCO to ensure that, the organization conducts proper human resource planning, writing accurate job descriptions, improve employees working conditions in making sure that competencies precede during recruitment and selection as necessary for the achievement of the organization goals.

4.12 Findings from the interview
Employees and key management staff including HR officers and administrators were interviewed to comprise the information acquired from the questionnaire survey. The purpose was to boost understanding gathered from information accrued by conducting
interviews and administering questionnaires on how recruitment and selection process influence performance of public institutions.

Respondents interviewed provided information basing on their opinions, expertise and experience. When asked on the selection criteria used to select candidate’s various criteria were given including academic qualifications, relevant work experience, and performance score during interview and job knowledge or expertise. Others indicated technical-know whom and recommended that if you know somebody at TANESCO who is at the top position it is easier to secure the job. One of the respondents said “I remember two employees who were selected just because had relatives at the top position” He continued saying “I am employed five years ago but I remember some people who were employed without being subjected to the interview... this habit real affect TANESCOs recruitment and selection process”. Another respondent was quoted saying;

I am sure a big company like this has well stipulated policies and procedures together with clear selection criteria. However, the problem with TANESCO is that the organization does not follow the laid down criteria, policies and practices and this result into such behaviors as nepotism and favoritism.

When they were asked on how effective these criteria are in selecting best-qualified candidates, many responded that the criteria used are not effective because during selection process, they are not followed. One of the respondents was state saying “at times you just find new employees reporting at work but no interview conducted. This is mostly occurring to lower level employee including temporary and contract employees”. Another respondent said “the situation like this de-motivate employees and affect the performance as some of them need also to be provided with permanent employment.” When asked if they are contented with new employees’ selection tactics many of them showed that they are not satisfied. Among the respondents was retell saying, “I am not satisfied at all, since recruitment and selection process at TANESCO is based on whom you know.” Another respondent was marked saying, “senior human resource managers sometimes use their description to determine who
is offered the job. He/ she can bring his/her relatives or if you are known to them they can provide you with the job and this is the situation”.

Another respondent claimed, “We are not satisfied at all with the way recruitment and selection process is conducted particularly with temporary and contract employees”. Another respondent responded that;

The process of recruitment and selection is not motivating employees at all since corruption and other unwanted practices are realized. Also temporary and contract employees may stay for a long period without being granted full employment. A good example is I myself. I was employed as a temporary employee since 2011 up to date. I have not been employed permanently. It is heartening to see new recruits being employed while we are left out with our qualifications.

When asked if there are some criteria they think worth to be accompanied but not used, most respondents said they need to see temporary and contract employees are given permanent employees after a certain period. One of the respondents was quoted saying, “we need to see temporary and contract employees with long service are given permanent employment”. Another respondent said, “There is a need to set a clear line of time period under which a temporary employee is employed permanent”. He continued, “When opportunities for permanent job arise, first priority should be given to temporary and contract employees with qualifications required”. Others suggested that to make employment process better at TANESCO it is important to use external boards or external interviewers or Public Service Recruitment Secretariat to avoid corruption, biasness, discrimination and other unwanted practices during selection session. One of the respondents was marked saying “human resource managers sometimes use their own discretion to select people they know. When external bodies are used, this cannot happen”.

When asked as to how they rate recruitment and selection process at TANESCO majority were of the view that it was moderate, followed by those who recommended it to be poor. One of the respondents was quoted saying “it is moderate because when it comes to selection temporary and contract employees with the qualifications
required are not employed while those not familiar with their jobs and organization are provided with jobs. “This is not fair”.

Another respondent said, “The process is poor since it does not follow the existing policies therefore lacks to be systematic”. Another respondent added “it is poor since those who turn up during interviews are not selected rather those who were not even there during interview are given jobs”. Other respondents were explained that recruitment and selection process was moderate because there is high level of nepotism. Other respondent’s shows that the process of recruitment and selection procedures do not influence individual performance since it is full of corruption and other unwanted practices. However, many interviewed human resource practitioners were of the view that recruitment and selection was good since it follows the laid down policies and procedures. One of the respondents was quoted saying;

“We have different categories of employees including permanent and pensionable, temporary employees, specific task employees, fixed term contract employees and part time employees. All these are employed depending on the laid down policies and procedures. For instance, candidates who are scrutinized by the NBAA Board fill most senior positions.

Normally they are employed on contract of 2 to 3 years renewable. They are doing good job.

When they were asked about temporary and part time employees, one of the respondents said, “In this cadre due to high costs of recruitment and selection process, sometimes we may recruit them without conducting interviews. We only satisfy ourselves that the candidate possess the required qualifications”. When they were asked about recruitment and selection challenges, they said that the process is not very smooth. Many challenges are attributed including higher costs of recruitment and selection which sometimes cause people to be employed without undergoing a fully procedure of recruitment and selection like conducting interview. One of the respondents was cited saying, “a very critical challenge is providing senior positions to the contract employees. These sensitive positions were all required to be under the
permanent staff”. He continued, “Another challenge is lack of qualified and experienced candidates”. All these challenges affect employment procedures, which ultimately shake performance of individual and organization at large.

In summary, the interview findings revealed that many employees at TANESCO are not satisfied with the whole process of recruitment and selection. What they see is that the process is biased, discriminatory and not based on merit. Temporary and contract employees work for a long period without being employed permanently. When employment opportunity for permanent job arise, temporary and contract employees are not given priority and this de-motivate them. Due to these unwanted practices, most employees view recruitment and selection process to be poor or moderate. Itis also realized that employment procedures face many challenges including poor HR planning, fewer qualified candidates ineffective job analysis, high costs of recruitment and selection, favoritism and nepotism, higher positions being subjected to contract employees and lack of adherence to recruitment and selection policies and procedures. These findings are in consonance with the findings by Adu-Darkoh (2014) who revealed that recruitment and selection process is challenged by poor HR planning, ineffective job analysis, high costs of recruitment and selection, together with poor working condition of workers. Similarly, PSC (2015) revealed non-compliance with recruitment and selection policies and procedures, nepotism, favoritism, corruption and discrimination. In the same line of argument, Tamanna (2018) indicated difficult in detecting qualified candidates, competition for same applicants by other organizations, lack of linkage between HR strategy and organization goals, ineffective job analysis together with incomplete job advertisement.

The implication of these findings is that TANESCO like other organizations may face this recruitment and selection challenges and may affect its performance. It is useful for the organization to train its Human resource practitioners and build their capacity in conducting recruitment and selection process. It is also important for them to be fair during selection process as unfair, biasness and discrimination may result into organization getting unqualified employees and affect organization performance. The
organization can also give more emphasis on internal recruitment since it employs many temporary and part time employees. This will not only increase employee motivation and loyalty but also reduce external costs of advertising, selection activities, orientation, training and development needs.

According to Oaya et al. (2017), organization strength or weakness comes from the caliber of its workforce and good recruitment and selection strategies enable organizations to get proper and qualified workers that can improve performance. TANESCO need to make and use best recruitment and selection strategies that can enable it obtain potential candidates who can perform to achieve organization goals.
CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction
This section summarizes findings, conclusion and recommendations extracted from the data analysis, presentation and discussion as presented in chapter four.

5.2 Summary of Findings
Generally, the study aimed to scrutinize the influence of recruiting and selecting process has on functioning of individual performance in Tanzanian public institutions. Specifically, it aims to classify recruiting methods used by TANESCO to recruit new employees, and identify selection criteria used by TANESCO, to select new employees for jobs. To determine the perception of employees towards organizations recruitment and selection process; to examine the extent to which recruitment and selection process at TANESCO influence individual performance and; to identify challenges facing TANESCO in the recruitment and selection process.

Studied findings indicate that TANESCO use different ways to recruit candidates including job advertisement, employee transfer, employee promotion, company websites talent hunting, walk-ins, write-ins, professional bodies and education institutions. The findings further indicated selection criteria used by TANESCO to include academic qualifications, relevant work experience, personality and interest, recommendations from employee referrals, job knowledge, employee attitude, length of service with TANESCO, but also technical know-who was reported as criteria. As a result, larger number of respondents (66%) were not satisfactory with the recruiting and selecting criteria used by TANESCO.

Disclosure of the detection is that a number of respondents perceived recruitment and selection process to be biased, discriminatory and not based on merit system.
Respondents also perceived the process not to be based on job analysis and that it consumes a lot of time that affects organization performance. Moreover, findings revealed that effective employment procedures such as recruiting and selecting influence individual performance. If conducted appropriately, it motivates employees to work hard, enables the organization to get most qualified candidates who can perform to achieve organization goals, helps to build employees morale and commitment, brings into the organization employees with new skills, ideas, background and experience, helps to poach critical skills and enables the organization to retain its employees. All these translate into good individual performance in an organization that snowball to organization success.

Furthermore, findings revealed that recruitment and selection process at TANESCO is faced by various challenges including poor HR planning, fewer qualified candidates in the labor market and inefficient job analysis. High value of hiring and selecting favoritism, nepotism, higher positions being subjected to contract employees, lack of adherence to recruitment and selection policy and procedures. All these challenges threaten the organization from obtaining potential candidates and affect individual and organization performance.

5.3 Conclusion
Study findings have showed that effective recruitment and selection practices influence individual performance in an organization. This is because it helps to build employees’ morale, commitment and satisfaction at work. It is also instrumental in reducing labour turnover; therefore, the process can shape employees behaviour at work. For instance, employees who are motivated and committed are ready to deliver, they observe punctuality at work, they maintain discipline and always work hard to produce positive results at work. Thus, scholars such as Gamage (2014); Syed and Juma (2012); Rauf (2007) contended that recruitment and selection practices are positively related not only to increased individual performance but also increased product quality.
Although recruitment and selection process is instrumental in influencing individual performance, the process is confronted by different challenges such as poor HR planning, ineffective job analysis, favoritism and nepotism, high costs of recruitment and selection together with fewer qualified candidates in the labour market. Therefore, management of TANESCO should deal with these challenges to build hiring process well organized in bringing the productive employees in the organization. Recruiting and selecting procedures should encounter that and bring into the organization new ideas, skills, background and experience, which can all be translated into improved performance. They must also take into consideration that administrative departments are the main resources for the prosperous of the company so a well-organized procedures of employing is definitely related to individual performance.
5.4 Policy Implications.

Theories are coming from policy implications. These policies become programs when government authority initiates them as conditions towards successful performance. Implementation is intricate the ability to push consequent links in the contributory chain for desired results (Van Schaik Publishers 137).

In addition, Gamage, (2014) define Policy implementation as it consists deeds by government and non-government or company that are concentrating to reach purposes established in aforementioned procedural conclusions. Perfect discrepancy is made among interconnected theories on execution, presentation, even influence. They observe that effect studies typically ask what happened whereby the carried out studies ask why it has happened.

This learning concentrated on scrutinizing the influence of employment and choices procedure on the performance of public institutions. TANESCO has been used as a study case. In general, the study findings revealed that enrolment and choice processes at TANESCO are not smooth. is the whole process is faced by a number of challenges such as poor HR planning, ineffective job analysis, favoritism, and nepotism, higher positions being subjected to contract employees together with high costs of enrolment and choices. In addition, the findings revealed that technical know-who was used as one of the criteria for selecting candidates for jobs. In this regards, many respondents perceived recruitment and selection process at TANESCO to be biased, discriminatory and not based on merit system. Up to 66% of respondents were not satisfied with the recruitment and selection process.

Policy makers and other practitioners need to use the findings of this study to develop strategies that can make recruitment and selection process at TANESCO a success factor. As argued by Gamage, (2014) the standards of human means of the association has relied on the successfulness of enrolment and ranging process. Recruiting and selecting wrong candidates, affect the organization’s performance. Researchers cannot believe that organization like TANESCO lacks clear recruitment and selection criteria. However, what is revealed by the study findings is that the existing criteria are not clear and that procedures are not adhered to. According to
Ofori and Aryeetey (2011), the aim of recruitment and selection is to obtain the right candidates to fill vacant jobs in terms of quality and quantity to fulfill intentional objectives of the group at marginal costs.

What the study revealed is a contradiction of this objective. Deficiency of operative criteria for recruitment and selection procedures and poor implementation of the recruitment and selection procedures may result in obtaining candidates without the required qualifications. Therefore, there is a need for policy makers and other practitioners to revisit the existing public institutions recruitment and selection criteria to see how procedures are implemented to be able to identify wrong or weak criteria used and intervene accordingly. Otherwise, public institutions like TANESCO will continue relying on wrong criteria and procedures that affect performance. Generally, it can be said that lack of detailed policies and procedures for recruiting and selecting hinders effective employment process resulting into poor performance.

The Public Service Recruitment Secretariat board was established by the government to facilitate enrolment and ranging in the community provision through Public Service (Amendment Act No. 18 of 2007. Policy makers need to see the same tune is sang in all public institutions like TANESCO. This will help to minimize bias, discrimination, unfairness during selection and help to eliminate unwanted selection criteria like that of selecting candidates basing on technical know-who. It will promote openness, transparency and fairness and make recruitment and selection at TANESCO based on merit. TANESCO like other public institutions need to use PSRS in recruiting and selecting candidates for effective performance. It is the belief of the researcher that policy makers can use findings of this study to develop realistic strategies and policies to improve employment process in public institutions. It should be noted that little chance of success exists if organizations fail to select people with required qualifications.

5.5 Recommendations

TANESCO like other public organizations need to understand that there is slight fortuitous of achievement if it flops to select people with the required educations. It is important therefore, to deal with all recruitment and selection challenges identified.
Otherwise, such challenges may result into other unethical practices including corruption, lack of transparency, favoritism and dissatisfaction among employees. These uncouth practices may affect employees selected and result into selecting incompetent employees. Incompetent employees may affect negatively organization performance. Therefore, the following are recommended;

i. Public Service Recruitment Secretariat should undertake the role of recruitment and selection at TANESCO as it does for other public institutions and as required by the law to avoid unethical practices when executing recruiting and selecting activity at TANESCO.

ii. Recruitment and selection at TANESCO should be based on merit for the organization to perform better

iii. The organization should follow new selection techniques and methods such as panel interview for better performance

iv. The members of the selection committee should be well qualified and experienced people so that selection of employees will be more effective

v. Recruitment and selection process ought to include several departmental crowns when selecting individuals for jobs because they be able to analyse better practical information relating to the job for the particular department

vi. Senior human resource managers and other human resource management practitioners should avoid using their own discretion to select candidates for the jobs as this may even lead to the selection of incompetent candidates while encouraging nepotism

vii. TANESCO have a duty to arise up with a policy on ensuring that ethic and integrity is adhered to during recruitment and selection process

viii. Employment procedures and ranging process should not only be based on skills alone but also on positive attitude of candidates as the right attitude influences individual performance and helps to maintain workplace morale that contributes to progress inclusive routine of the organization.

ix. TANESCO should keep abreast of changes in the labour market to ensure that their recruiting and selecting methods equal with the opportunities occurring in the labour market.
x. Recruiting and selecting in public organizations should ensure that no illegitimate discrimination happens on the grounds of sex, color, ethnic group, religion, etc but should be based on merit.

xi. TANESCO should introduce stricter measures to ensure that meritocracy in employment process under governmental institutions can be attained and maintained.

xii. There is a need to conduct an in-depth investigation to other various public service institutions to establish the size to which recruitment and selection challenges affect their performance.

5.6 Areas for Additional Studies

Basing on the findings of this study, further studies can be carried out on ethical issues in recruitment and selection process among public institutions. Another study can be conducted to show selection criteria various public institutions use to come up with generalized criteria that can bring consistency and be used to improve performance of public institutions.
REFERENCES


Murage, S., Sang, A. and Ngure, S. (2018). Ethics issues in Recruitment, Selection and Employee Performance in Public Universities in Nyeri country,


Sang, C. (2005). Relationship between human resource management practices and perception of organizational Taiwan performance, roles of management style, social capital and culture: Comparison between manufacturing firm in Cambodia and Taiwan: National Cheng Kung University


APPENDENCES

Appendix One: Questionnaire for staff at TANESCO

Dear respondents,

My name is Nakijwa Sekiete. I am a postgraduate student pursuing Master of Public Administration (MPA) of Mzumbe University. I am conducting a research study on “Influence of Recruitment and Selection Process on the Performance of Public Institutions: A case of TANESCO”. The purpose of the study is to find out ways in which recruitment and selection process can be managed effectively for better organization performance. Kindly respond to the attached questions as accurately as possible. Where additional space is required, please use the backside of the questionnaire form. You are assured that the information you provide is strictly confidential and will be used for academic purposes only.

Part One: Demographic Profile of Respondents

Please tick (√) the appropriate answer

Age: Below 20 years ☐ 21 – 30 ☐ 31 – 40 ☐ 41– 50 above 50 ☐

Gender: Male ☐ Female ☐

Education level: PhD ☐ Masters ☐ Bachelor Degree ☐ Diploma Certificate ☐

Others specify …………………………………………………

Department: (Please specify)

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…………………………………………………………………………………………
…………………………………………………………………………………………
Designation and Tenure:

Designation:
The table below indicates a set of statements each portraying designation of employees in an organization. Please indicate your designation by putting a Tick (√) in the appropriate answer

<table>
<thead>
<tr>
<th>Designation</th>
<th>Tick (√)</th>
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<tbody>
<tr>
<td>Permanent and Pensionable</td>
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<tr>
<td>Temporary employee</td>
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<tr>
<td>Specific Task employee</td>
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<tr>
<td>Fixed-Term contract employee</td>
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<tr>
<td>Part time employee</td>
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<td>Attached</td>
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<tr>
<td>Field work</td>
<td></td>
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</tbody>
</table>

Tenure of Service at TANESCO: Tick (√) the appropriate answer

<table>
<thead>
<tr>
<th>Years Served at TANESCO</th>
<th>Tick (√)</th>
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</thead>
<tbody>
<tr>
<td>Less than a year</td>
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<td>1 – 2 years</td>
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<td>3 – 5 years</td>
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<td>6 – 8 years</td>
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<td>9 – 10 years</td>
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<td>Above 10 years</td>
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</tbody>
</table>

Part Two: Recruitment Methods used by TANESCO

The table below indicates a set of statements relating to your perception on the recruitments methods used by TANESCO during staffing. Please indicate your level of agreement by putting a Tick (√) for each statement. The levels start from

1 = strongly agree; 2 = Agree; 3 = neither; 4 = Disagree; 5 = strongly disagree
<table>
<thead>
<tr>
<th>S/N</th>
<th>Recruitment methods</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Job Advertisement</td>
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<td>2</td>
<td>Employee Transfer</td>
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</tr>
<tr>
<td>3</td>
<td>Employee Promotion</td>
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<tr>
<td>4</td>
<td>Employment Agents</td>
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<tr>
<td>5</td>
<td>Employee Referrals</td>
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<td>6</td>
<td>Public Service Recruitment Secretariat</td>
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<td>7</td>
<td>Company Websites</td>
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<td>8</td>
<td>E-Recruitment</td>
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<tr>
<td>9</td>
<td>Talent Hunting</td>
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<tr>
<td>10</td>
<td>Labour Officers</td>
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<tr>
<td>11</td>
<td>Walk-Ins</td>
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<tr>
<td>12</td>
<td>Write-Ins</td>
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<tr>
<td>13</td>
<td>Professional Bodies</td>
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<tr>
<td>14</td>
<td>Education Institutions</td>
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</table>

Others please indicate:

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15. How do you rate the whole process of recruitment and selection at TANESCO?
   A. Good
   B. Moderate
   C. Poor

16. Has the organization placed you at the right post and position according to your experience and qualifications?
   A. Yes
   B. No
17. Has the management team given you feedback regarding your performance and satisfaction level at work?
   A. Yes
   B. No

Part Three: Selection Criteria used by TANESCO

The table below indicates a set of statement relating to your perception on the criteria used by TANESCO to select new candidates for vacant jobs. Please show your level of agreement or disagreement by putting a Tick (✓) for each statement. The levels start from 1 = strongly agree; 2 = Agree; 3 = neither; 4 = Disagree; 5 = strongly disagree

<table>
<thead>
<tr>
<th>S/N</th>
<th>Selection Criteria</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>Academic qualifications</td>
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<td>2</td>
<td>Relevant work experience</td>
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<tr>
<td>3</td>
<td>Personality and interest</td>
<td></td>
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<td>4</td>
<td>Performance during interview</td>
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<tr>
<td>5</td>
<td>Recommendations from employees referrals</td>
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<tr>
<td>6</td>
<td>Technical know-how (Job knowledge)</td>
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<tr>
<td>7</td>
<td>Attitude (positive and negative attitude)</td>
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<td>8</td>
<td>Physical characteristics such as appearance, masculine, etc</td>
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<tr>
<td>9</td>
<td>Technical know-who (Based on somebody you know)</td>
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<tr>
<td>10</td>
<td>Length of service with TANESCO</td>
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<tr>
<td></td>
<td>Others please indicate:</td>
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</table>

11. Are you satisfied with the recruitment and selection criteria used by TANESCO?
A. Yes
B. No

Part Four: Perception of employees towards recruitment and selection process at TANESCO

The table below shows a set of statements relating to employees perception on the recruitment and selection process at TANESCO. The levels start from 1 = strongly agree; 2 = Agree; 3 = neither; 4 = Disagree; 5 = strongly disagree

Please Tick (√) appropriate answer

<table>
<thead>
<tr>
<th>S/N</th>
<th>Employees Perception</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>I feel that recruitment and selection at TANESCO is biased</td>
<td></td>
<td></td>
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<td></td>
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</tr>
<tr>
<td>2</td>
<td>Recruitment and Selection at TANESCO is discriminatory</td>
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<td></td>
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<tr>
<td>3</td>
<td>Recruitment and Selection at TANESCO is not based on merit</td>
<td></td>
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<tr>
<td>4</td>
<td>Recruitment and Selection at TANESCO is not based on job analysis</td>
<td></td>
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<tr>
<td>5</td>
<td>Recruitment and Selection at TANESCO consumes a lot of time that affects organization performance</td>
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<tr>
<td>6</td>
<td>Recruitment and Selection at TANESCO is not based on the existing policies</td>
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<td></td>
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<tr>
<td>7</td>
<td>Recruitment and Selection enables TANESCO to get most qualified employees</td>
<td></td>
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<tr>
<td>8</td>
<td>TANESCO follows best procedures and criteria in recruiting and selecting new employees</td>
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</table>

Others specify

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86
Part Five: The extent to which recruitment and selection process at TANESCO influence individual performance

The table below indicates a set of statement relating to your perception on the extent to which recruitment and selection practices used by TANESCO influence individual performance. Please show your level of agreement or disagreement by putting a Tick (√) for each statement. The levels start from 1 = strongly agree; 2 = Agree; 3 = neither; 4 = Disagree; 5 = strongly disagree

Please Tick (√) appropriate answer

<table>
<thead>
<tr>
<th>S/N</th>
<th>Recruitment and selection process at TANESCO;</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Motivate employees to work hard</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Enables organization to get most qualified candidates</td>
<td></td>
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<td></td>
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<tr>
<td>3</td>
<td>Helps to build employee morale and commitment</td>
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<tr>
<td>4</td>
<td>Brings into the organization employees with new ideas, skills, background and experience</td>
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<tr>
<td>5</td>
<td>Helps organization poach critical skills</td>
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<tr>
<td>6</td>
<td>Helps the organization to retain its employees</td>
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<tr>
<td>7</td>
<td>Enables the organization to perform better</td>
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</table>

Others please specify:

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Part Six: Challenges facing TANESCO during recruitment and selection process

The table below indicates a set of statement relating to the challenges facing recruitment and selection practices facing TANESCO. Please show your level of agreement or disagreement by putting a **Tick (✓)** for each statement. The levels start from 1 = strongly agree; 2 = Agree; 3 = neither; 4 = Disagree; 5 = strongly disagree

Please Tick (✓) appropriate answer

<table>
<thead>
<tr>
<th>S/N</th>
<th>Challenges facing TANESCO during recruitment and selection process</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Lack of proper HR Planning</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Availability of fewer qualified applicants</td>
<td></td>
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<tr>
<td>3</td>
<td>Competition for the same applicants with other organizations</td>
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<tr>
<td>4</td>
<td>Ineffective job analysis</td>
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<td></td>
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<tr>
<td>5</td>
<td>High cost of recruitment and selection</td>
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<tr>
<td>6</td>
<td>Lack of experience in recruitment and selection function</td>
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<tr>
<td>7</td>
<td>Favoritism and nepotism</td>
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<td>8</td>
<td>Poor working conditions</td>
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<tr>
<td>9</td>
<td>Lack of adherence to recruitment and selection policy</td>
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<tr>
<td>10</td>
<td>Lack of adherence to TANESCO code of Ethics and Conduct</td>
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</tbody>
</table>

Thank you for your good cooperation
Appendix 2: Interview Guide Questions to Human Resource Practitioners

1. What selection criteria do you use to select candidates both internally and externally?
2. How effective are these criteria in selecting the best-qualified candidate for the organization?
3. Are you satisfied with the criteria TANESCO use to select new employees?
4. Are there any other criteria you think are worth to be used but not used by TANESCO?
5. As the HR practitioner, how do you rate the whole process of recruitment and selection at TANESCO (Moderate, Good, Poor)?
6. What recruitment methods do you use to recruit new candidates for the job at TANESCO?
7. What strategies do you use to evaluate the perception of employees on the strengths and weakness of recruitment and selection process?
8. According to you, does recruitment and selection influence individual performance at TANESCO.
9. What criteria do you use to recruit temporary and contract employees?
10. When it comes to recruitment of new permanent employees, do you give priority to temporary and contract employees? If not, why?
11. What challenges do you face in undertaking recruitment and selection function at TANESCO?