CERTIFICATION

We, the undersigned, certify that we have read and hereby recommend for acceptance by the Mzumbe University, A Dissertation entitled Efficiency of the Public Service Recruitment Processes: Perception by Bachelor of Commerce Graduate students in Partial Fulfillment of the Requirements for the Award of Masters of Public Administration (MPA)

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Major supervisor

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Internal Examiner

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External Examiner

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I, Upendo Mmari, declare that this dissertation is my own original work and that it has not been presented and will not be presented to any other university for a similar or any other degree award.

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Date______________________________

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ACKNOWLEDGEMENT

This dissertation is an outcome of the help of many people who devoted their time and financial support to me in reaching this final report writing.

My first and foremost thanks go to almighty God, who gave me good health and ability to accomplish this task timely.

My sincere gratitude should go to my supervisor Prof. Temba who devoted time and efforts to guide me in through the whole process of writing this dissertation. I real appreciated the courage in every step as well as making herself available to me whenever I wanted her assistance; I admit that without her, this work would have been a pipe dream.

Moreover, I would like to extend my sincere thanks to my husband who devoted his time in taking care of me and our babies all the time when I was busy with studies. I real appreciate his moral and financial support throughout my studies.

I will be ungrateful and unthankful if I do not mention the invaluable assistance that I got from Mr Kasambala of PSRS, Juma Msuya and Pasian Siay who used their most limited available time to help me.

My sincere thanks should also go to all my Lecturers who imparted me with knowledge that brightened my future. My fellow students and co-workers deserve special thanks for the strong cooperation that we showed to each other. I admit that their discussion and recommendations throughout the entire course contributed much in fulfilling my goals at Mzumbe Dar es Salaam School of Business.

It is impossible to mention all people who assisted me in one way or another in accomplishing this valuable work. Since this space cannot accommodate all individuals, suffice it to say Thank you and may God bless you!
DEDICATIONS

This dissertation is dedicated to my husband and my children who supported me in every move I wanted to achieve, I believe without their courage this work would have been more tedious.
<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Full Form</th>
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<tr>
<td>BCOM</td>
<td>Bachelor of Commerce</td>
</tr>
<tr>
<td>CSRP</td>
<td>Civil Service Reform Program</td>
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<tr>
<td>ICLSI</td>
<td>International Conference of Labor</td>
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<td>ILFS</td>
<td>Integrated Labor Force Survey</td>
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<td>ILO</td>
<td>International Labour Organization</td>
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<tr>
<td>IMF</td>
<td>International Monetary Fund</td>
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<tr>
<td>NBS</td>
<td>National Bureau of Statistics</td>
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<tr>
<td>PSRP</td>
<td>Public Service Reform Program</td>
</tr>
<tr>
<td>SPSS</td>
<td>Statistical Packages for Social Statisticians</td>
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<tr>
<td>WB</td>
<td>World bank</td>
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ABSTRACT

Since initially all activities in relation to recruitment process in public sectors were decentralized and undertaken by the respective government authorities where the vacancies were available, this study intends to explore the efficiency of the public service recruitment process: perception by bachelor of commerce graduates and the extents to which it managed to meet the intention of its establishment.

The study used questionnaire and interview methods in data collection. The study was descriptive research design (cross section study), with sample size of 100 B.com graduates and 50 PSRS staffs. The Data collected were analyzed by using SPSS version 16.00 and findings were in frequency tables.

Findings showed that job seekers seem to perceive Public Service Recruitment secretariat (PSRS) as inefficient, unfair and not transparent and largely, majority of respondents seem not to trust it in undertaking the recruitment and selection process. Situation was different for successful candidates who seem to agree that PSRS is not transparent but very silent (neutral) on whether it is fair or trusted. PSRS have never carried out any awareness campaign. Also, they agreed that applicants were unaware of various procedures involved in the recruitment and selection process, but they agreed that the number of applicants who apply through PSRS marches with the requirement needs of the job market.

PSRS seems to have so many impending factors such as shortage of fund, dishonest staffs, hackers, and increased number of job applicants than the capacity of the secretariat.

It was recommended for computerized recruitment and selection processes, establish monitoring system, awareness campaign, renew PSRS and enhance fairness, transparency and trust to all applicants.
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CHAPTER ONE

INTRODUCTION

1.1 Background to the Problem

The situation of labour market in Tanzania has been, for a long time, under critical condition that calls for thorough analysis to rescue the country economy. The results of the 2000/01 Integrated Labor Force Survey, for instance, revealed that the estimated labour force for Mainland Tanzania was about 17,827,578 out of which, 8,739,709 were men and 9,087,869 were women. Out of the total economically active population at the time of interview by National bureau of Statistics (NBS), about 15,521,229 were employed, while 2,306,349 were unemployed. Share of two important sectors of economy namely agriculture and public sector to total employment has declined while those of formal sector are rising.

However, agriculture is still a dominant sector. From the results, according to Tanzania definition of employment, total unemployment rate was 12.9 percent. Unemployment rate for females was 14.2 percent and that for males was 11.6 percent. On the other hand, total underemployment rate was 6.1 percent; that for males was 6.8 percent and for females was 5.5 percent. Similarly, the survey revealed that urban labor force was about 3,425,135 persons of whom 1,653,152 were males and 1,771,984 were females as opposed to rural area where labor force was estimated to about 14,402,443 persons of whom 7,086,558 were males and 7,315,884 were females.

Another Integrated Labor Force Survey (ILFS) was conducted in 2006 by the National Bureau of Statistics (NBS) which shows that 2,306349 persons were unemployed, (NBS Data, 2006) which is equivalent to 11.7% of the total labor force population in the country. During that period, the labor force population was 18,821,525 of whom, 16,627,133 persons were employed and among the employed, 1,682,383 persons were in the informal sectorial activities. The estimates of unemployed persons for year 2011 were 2,368,672 persons which is equivalent to 10.7% of the labor force population. At the same time the total number of labor force
population is estimated to be 22,152,320 persons, of whom 19,783,648 are estimated to be employed whereby, among the employed, 2,502,327 persons are estimated to be employed in the informal sectorial activities. It is obvious that, most of Tanzanians engage in a range of activities to earn a living; as a result, unemployment rate seems to be low compared to most of the peoples’ understanding, which confuses between employment in the informal sectorial activities and employment in the formal sectoral economy. Meanwhile, the Government is planning to conduct the Integrated Labor Force Survey in the year 2013; results from the survey are expected to update the Labour market information (http://www.nbs.go.tz/index.php retrieved in 22nd July, 2013)

Moreover, the labor market in Tanzania is affected by large number of graduates with limited job opportunities. Thus, both private and public/parastatal organizations are incapable of absorbing large number of increased graduates. Unemployment and underemployment problem is of large magnitude in Tanzania which leads to political as well as religious interventions.

It is considered to be one among the things that threaten national security (Lowasa, Mwananchi newspaper 17 December 2012). Unemployment is a threat to national security (‘‘Ukosefuwaajirani tishiokwausalamawanchi’’). In his statement he also showed that it is like an explosive bomb that is waiting to explode. (http://www.mwananchi.co.tz/habari/Kitaifa/-/1597296/1645596 retrieved in 16th July 2013). Responding to that the president of the united republic of Tanzania Mr. J. Kikwete during NEC session at Dodoma requested the public and leaders to come out with new ways of increasing employment opportunities in the country instead of blaming the government (Mwananchi newspaper 11 February 2013). The problem of unemployment raises political debates all over the country particularly, youth unemployment.

At regional level, problem of unemployment and underemployment is still a big challenge. Unemployment is the main challenge in the East African region. The signing of the EA Common Market protocol in November 2009 compounded the
employment challenge in the region. Unemployment and under-employment have remained major problems in the region. “Recent reports and statistics show that employment and under-employment have remained major problems affecting all partner states in the EAC,” (Atwoli, 2010). There is minimal policy development in East Africa, specifically that directed at job creation within the region. “So far it is only Tanzania and Rwanda which have managed to form national employment policies; Data from Partner state shows the rate of unemployment is almost similar between Tanzania and Kenya while Rwanda recorded the lowest rate (EAC statistical portal data, 2010, www.statistics.eac.int/index.php)

Unemployment and underemployment is a problem to all East Africa member state as it is shown on the East African Community fact and figure of 2011 as extracted from Bureau of statistics from member state in table 1.1 below.

Table 1.1: Unemployment rates in EAC

<table>
<thead>
<tr>
<th>Partner State</th>
<th>2001</th>
<th>2002</th>
<th>2003</th>
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<th>2007</th>
<th>2008</th>
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<th>2010</th>
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<tbody>
<tr>
<td>Tanzania</td>
<td>12.9</td>
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<td>11.0</td>
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<tr>
<td>Uganda</td>
<td>-</td>
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<td>3.5</td>
<td>-</td>
<td>1.9</td>
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<td>-</td>
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</tr>
<tr>
<td>Kenya</td>
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<td>-</td>
<td>12.7</td>
<td>12.7</td>
<td>12.7</td>
</tr>
<tr>
<td>Rwanda</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
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<td>1.2</td>
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</table>

Source, (EAC facts and figures data, 2011)

From 2001 to 2004 Tanzania recorded unemployment rate of an average of 12.9% while 2005 to 2010 the rate recorded was 11.0% (EAC partner state data), Unemployment Rate in Tanzania decreased to 10.70 percent in 2011 from 11.70 percent in 2007. Unemployment Rate in Tanzania is reported by the National Bureau of Statistics. Historically, from 2001 until 2011, Tanzania Unemployment Rate averaged 11.9 percent reaching an all time high of 12.9 percent in December of 2001 and a record low of 10.7 percent in October of 2011. In Tanzania, the unemployment rate measures the number of people actively looking for jobs as a percentage of the labour force. On the other hand, Kenya recorded unemployment rate of 12.7% from
2008 to 2010 while Rwanda the rate was 1.2% from 2008 to 2010. (EAC facts and figures, 2011), Uganda also recorded unemployment rate of 3.5% (2002 to 2004), 1.9% (2006 to 2008), but it rose to 4.2% in 2012 (Uganda Bureau of Statistics, 2012) Burundi records unemployment rate of over 14: 15.8% (950,607). Burundi marks the country with highest unemployment rate in the region.

The global unemployment problem is so huge that the total number of jobless in the ten most populous nations in the world totals 1.1 billion. That is only slightly smaller than the population of China. Macedonia's 33.8% unemployment rate is the world's highest. The figure is 65.2% when the disabled, those no longer looking for work, and the elderly are included (CIA World Fact book 2011).

The trend of recruitment and selection process in Tanzania Public service was inherited from colonial era where it was operated under Public Administration System (PAS) with unclear human resources policies. The process of filling the vacant post was guided by general order, administrative circulars and staff circular whereby graduates and secondary school leavers were recruited by direct employment through Manpower Allocation Committee of central establishment. Later on the power to appoint graduates up to middle level was delegated to Civil service Commission, Local government Service Commission and Teachers Service Commission. However, each commission has its own modalities, standards and procedure for filling the vacant which resulted into unequal treatment to job seekers in public workers in appointment and promotions. The internal promotion was done through transfers and promotions due to many challenges to these traditional systems of recruitments such as appointment were not based on competence, ability and merits but rather longevity of services.

In 1999 the government introduced the Management and Employment policy which advocated for open competition, adherence to academic and professional qualifications, experience, track records and learning potentials(URT, MEP, 1999). Since 1999 to date Statutes governing Recruitment and Selections procedures are governed by Public Service Act No.8 of 2002 as amended by Act No.18 of2007;
The Public Service Regulations of 2003; Public Service Scheme of 2003; Employment guidelines; Scheme of service; Establishment circulars. The public service regulations of 2003 clearly set all procedure for the recruitment and selection by the PSRS as follows: Vacant posts in the Public Service are created through: attrition (an existing post become vacant due to previous incumbent leaving the post) and creation of a new post which is also subjected to size of budget allocated, permit granted and thereafter open recruitment into the public service. Thus, with increased number of job seekers the recruitment and selection process suffered from so many challenges. It is estimated that new entrants into the labor markets are about 800,000 to 1000,000 resulting to large number of unemployment each year especially youth unemployment which is estimated to be 13.4% and female 14.3% (Salim and Eyakuze, 2012).

The history behind reforms of civil service in Tanzania dates back few years after independence following Arusha Declaration of 1967 when the roles of state in all areas of economy were expanded. Even though, initially the results were encouraging with impressive improvements in indicators such as literacy and child mortality rates. The growth of civil service was evidenced more in terms of employment than productivity (Hooper and Teskey, 1999). In the late 1980s, the Tanzania Government attempted to address the disastrous state of the national economy by breaking with the old socialist model. It attempted to redefine the boundaries of the state and give greater space to the private sector and third sector institutions. However, it lacked any effective implementation mechanism (Sichalwe, 2011). The reform of the Civil Service became a priority, and the Civil Service Reform Programme (CSRP) was launched in 1991 with an objective of achieving a smaller, affordable, well compensated efficient and effectively performing civil service.

CSRP focused on restructuring the overall machinery of government, regaining control over the payroll and the size of the establishment, recapturing the control of costs, retrenching surplus staff, and beginning the move towards commercialization, privatization and agency creation (POPSM, 2011). However, progress with staffing reductions were on occasions monitored keenly by the cabinet and ministry of
finance, because of payroll targets agreed as credit conditions with the International monetary Fund (IMF) and World Bank. Thus the CSRP did not put in place any sustainable mechanisms for measuring the impact of reforms on the outputs of the Civil Service.

While the issue was under discussion, the programme came into restructuring in 1998 as a Public Service Reform Programme (PSRP) with broader scope and objective of enabling the public service to deliver the government’s economic and social programmes on a continuous and sustainable basis efficiently and effectively. The programme, among others, intends to provide quality public services to the public, improve performance of public service institutions and accountability and responsiveness, ensure effective and efficient use of public resources, and provide standards for providing comparisons and benchmarking within the public service institutions in Tanzania as well as other public service institutions across the world for continuous improvement (PSRP-I, 2000).

With more weaknesses witnessed under CSRP and having been in its second phase, the PSRP has yet to affirm its successes particularly in public sectors, To date PSRP faces number of challenges like Long and cumbersome procedures, shortage of IT skills and expertise in managing the open recruitment process, failure to adhere with rules and regulations and procedures governing merit based recruitment and selection as well as un-competitiveness of public pay (Shangali, 2009). With this weakness some government agencies or institutions found themselves performing the same function as PSRS as well as increased number of complaints from job applicants seekers; a focus on which this study attempt to seek perception of bachelor of commerce graduates towards PSRS.

Public Service Recruitment Secretariat (PSRS) as an Institution was established as a result of the ongoing service improvements Initiatives in the Government through public service reform program. With the establishment of the secretariat, employers are relieved of the recruitment of employees. The major aim of this institution is to enable employers to concentrate with their core functions as mandated in their
establishment instruments. The secretariat has been mandated to perform functions that will ultimately achieve its mission and vision. To fulfill its mandate, the secretariat decided to use Information and Communication Technology as a tool to deliver effective and efficient services.

1.2 Statement of the Problem

Tanzania has been realizing substantial growth of labour force over years. Data from ILO's Economically Active Population, Estimates and Projections database 2011 indicate that total labour force in Tanzania has observed to escalate from 12 million in 1991 to 22 million in 2010. This has, plus other things, been caused by an increase of enrollment rate in education particularly at tertiary level as it was recorded to peak an average of 2.1% in 2010 different from 0.33% in 1991 (World Trading economics Data, 2012).

It is, similarly, estimated that labour market in Tanzania receive about 800,000 to 1,000,000 school and college graduates each year resulting to high number of unemployed youths in the country. In fact, the problem of unemployment in Tanzania is highly accelerated by large number of graduates, freezing of employments by public sector (Minimum recruitment of new entrants), limited capacity of private sectors to absorb a big number of new entrants in the labour market, increased job seekers and increasing number of laid-off employees who sometimes get difficulties with re-employment, (Salim and Eyakuze, 2012). All these trends show how intense labour market is in Tanzania, particularly in urban areas where there have been greater immigration of residents from rural areas. Dar es Salaam region is the highest region with unemployment rate of 31.1% while other urban areas was 16.3% (ILFs,2006).

As a second best in employment creation behind private sector, the government of Tanzania has been taking initiatives to promote employment. Among the initiatives include designing a National Employment Policy of 2008, National Youth Development Policy of 2007, and Comprehensive Employment Creation Programmes 2011-2015, all of which aim at mainstreaming employment at both
macro, sectoral and local levels. Again, to ensure quality service provision in employment arena in the public authorities, the government has centralized all public service delivery by creating PSRS as explained in the preceding section. The secretariat has, then, been a chief organ to put into public the vacant positions in different government authorities, conducting interviews to the pool of job applicants and making allocations of job centers to successful applicants. These secretariat activities were initially being taken into hold by the respective government authorities where the vacancies were available.

The number of new workers recruited decreased to 47,637 in 2011 from 53,442 in 2010. Large numbers of new workers recruited were Technicians and Associate Professionals (18,676 in 2011 from 18,249 in 2010) (EES report 2011). Furthermore, data reveals that, the proportions of the starting salary of the new workers recruited range from Tshs. 70,000 to Tshs. 500,000 which accounts for 79.3 percent in 2011 and 79.0 percent in 2010. (Employment and Earning Survey Report (2010 - 2011)). Despite of all reforms and policy reviews yet the procedure for recruiting and selecting new entrants as well as promotion is unclear.

Young graduates are still blaming the PSRS for failure to control corruption. Some applicants raised claim to PSRS for failure to combat corruption and ensure equitable and fair treatment to all applicants. Again, accessibility of all job adverts is still a problem (http://www.ajira.go.tz/index.php?option=com_docman&task). Others claim to have sat for several interviews without any success and most of them never called for the interview. Thus, with so many formal complaints, besides those who have complaints but never file them, calls for the thorough investigation to come out with job seekers perceptions towards the recruitment and selection process under PSRS. With this view, the study will show the divergences or convergences of expectations of job seekers towards PSRS in performing its core function of recruitment and selection. To gain an insight into this, selected Bachelor of commerce graduates will be involved in the study to see how they perceive the PSRS.
1.3 **Objective of the study**

The following were research objectives

1.3.1 **General objective**

The general objective of the study was to investigate the efficiency of the Public Service Recruitment Secretariat in Tanzania by taking consideration of the Perception of Bachelor of Commerce Graduate students

1.3.2 **Specific Objective**

i. To assess the general performance of the Public Service Recruitment Secretariat in Tanzania

ii. To determine the perception of the bachelor students on the efficiency of the Public Service Recruitment Secretariat

iii. To determine the challenges hindering effective performance of the Public Service Recruitment Secretariat

iv. To identify the measures to improve the efficiency of the Public Service Recruitment Secretariat in Tanzania

1.4 **Research Questions**

a. Is the Public Service Recruitment Secretariat effective in discharging it functions?

b. How do job seekers perceive Public Service Recruitment Secretariat and its functions?

c. What are the challenges facing Public Service Recruitment Secretariat in discharging its duties and functions?

d. What measures should be followed in order to improve the practice of Public Service Recruitment Secretariat?

1.5 **Significance of the study**

Recently, there are few empirical literature in Tanzania which has attempted to explain job seekers perceptions toward PSRS in undertaking the roles assigned to it
since the inceptions. This study, firstly, intended to increase the understanding to the existing body of knowledge about the operational efficiency of RSRS in Tanzania.

Secondly, the rationale behind this study lies in the ongoing public outcry for non-delivery by PSRS, though it is not a merely matter of the extent to which has undertaken its functions, but also the extent to which this new system of recruitment has efficiently performed compared to the then existing decentralized system.

Hence information generated in this study is essential to improve the performance of PSRS, which in turn will improve job seeking situations in the country and benefit both the Bachelor of Commerce and other students in the Market. Thirdly, it is the aspiration of the study to postulate useful recommendations to policy makers in both sides of centralized and decentralized systems of recruitment basing on public views. Even though this study paid an attention to the graduate typically in business programme in Dar es Salaam, the recommendation put in place may shed light to other graduates and non-graduate in the country that are in the labor market.

1.6 Scope and Limitations of the study

The study assessed the Bachelor of commerce graduates perceptions toward PSRS in Tanzania specifically Dar es Salaam region. The study came out with an outcome which may not be limited in generalization due to the fact that the problem of job seekers is to a large extent similar all over the country. Despite the crucial findings in this study, the following are the key limitations that faced the study.

In terms of limitations, the study focused on assessing the perception of Bachelor of commerce students, hence at some point data collected may not be enough to generalize for the whole population of graduate students. Also the researcher was faced with the problem of obtaining the respondents for data collection, hence the researcher spent a lot of time in planning and searching for bachelor of commerce students to engage in the research.
The study used primary data which depends on the willingness of the respondent to respond or not, thus in the course of data collection many PSRS staffs hid so many information arguing that they were confidential. This took a principle researcher more time to elaborate the intention and usefulness of the study, but again they responded with minimal response rate.

Other limitations include, Lack of willingness from some of the respondents in responding to questions, since the study was seen as an assessment of their ability to perform. Also, given that time set by the University was short, the time factor was a major issue which limited the researcher to come out with the best he could for this study.

1.7 Organization of the study
This chapter has shown the nature of the problem under the study, the objectives and significance of the study and the scope of the study. The questions that set the basis for the structuring of the questionnaires have been provided, the importance of which was to ensure that the information that would be collected meet the objectives of the study gap.

This dissertation is divided into five chapters.

**Chapter one** which is introduction presents general information of the Background of the study. Covers background to the problem, statement of the problem, hypothesis, objectives, and significance of study, scope and limitations of study.

**Chapter two** which is literature review contains the examination of various written sources that have been written regarding Public sector and the Recruitment Sector. Generally, this chapter comprises of literature review covering theoretical overview, conceptual framework and empirical review. **Chapter three** which is the research methodology describes the various methods that were employed in data retrieval, processing and analysis.

**Chapter four** which is Research Results, Analysis and Discussion presents findings regarding Public service recruitment secretariat and its analysis according to study
objectives. Lastly, Chapter five which is Summary Conclusions and Recommendations presents the summary of the general study, then the conclusion which focuses on the study objectives and finally recommendations and conclusion.
CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction
This chapter reviews literature on social security issues. Basically, the chapter is essential in providing necessary information to enhance the understanding of the efficiency of PSRS in performing its duties and functions. It intends to provide the information concerning recruitment and selection process in public sector through the use of centralized system. The chapter also gives out theories that essential in proving better understanding of recruitment and selection process. In the end, the chapter presents some empirical studies that exist in the public sector recruitment and selection process.

2.1 Theoretical Literature

2.1.1 Definitions of Key terms
a) Public sector
In general terms, the public sector consists of governments and all publicly controlled or publicly funded agencies, enterprises, and other entities that deliver public programs, goods, or services. It is not, however, always clear whether any particular organization should be included under that umbrella. Therefore, it is necessary to identify specific criteria to help define the boundaries (Dube, 2011).

The portion of a nation's affairs, especially economic affairs, that is controlled by government agencies which is different from public enterprise, which are agencies that deliver public program, good, or services, but operate independently of government and often have their own sources of revenue in addition to direct funding. They also may compete in private markets and may make profits. However, in most cases the government is the major shareholder, and these enterprise partly follow the acts and regulation that govern the core government and also they are considered the major source of employment (ibid)
b) Recruitment and Selection

Recruitment

According to Erasmus et al (2005:206) recruitment can be defined as “those activities in human resource management which are undertaken in order to attract sufficient job candidates who have the necessary potential, competencies and traits to fill job needs and to assist the public service institution in achieving its objectives”. On the other hand Cloete (1997:113) defines recruitment as about making sure that qualified people are available to meet the employment needs of government. Ineffective recruitment precludes any chance for effective candidate selection because when recruitment falls short, selection must proceed with a pool of poorly qualified candidates.

The task of recruitment is to generate a sufficient pool of applicants to ensure that there are people available with the necessary skills and requirements to fill positions as they arise. According to Cherrington (1995:192) recruitment is a process of attracting potential job applicants from the available force. Recruitment can also be defined as the process of exhausting all the sources for finding prospective employees. It is the process of finding suitable employees and stimulating them to apply for jobs in the institution. Its objective is to increase the selection ratio that is the number of applications per job opening. While Ivancevich (1992:208) define “recruitment” as “that set of activities an organization uses to attract job candidates who have the abilities and attitudes needed to help the organization achieve its objectives”. For the purpose of this study, recruitment will be defined as a process of searching for the best candidates that fit the job requirements.

According to Cloete (1997) recruitment is about making sure that qualified people are available to meet the employment needs of government. Ineffective recruitment precludes any chance for effective candidate selection because when recruitment falls short, selection must proceed with a pool of poorly qualified candidates. Cloete (ibid) further states that the task of recruitment is to generate a sufficient pool of applicants to ensure that there are enough people available with the necessary skills and requirements to fill positions as they arise.
Selection
Swanepoel et al (2003:311) defines “selection” as the process of trying to determine which individuals will best match particular jobs in the institutional context, taking into account individual differences, the requirements of the job and the organisation’s internal and external environments. Gerber et al (1992:235) defines “selection” comprises the choosing from a number of candidates a person who, in the opinion of the selector, succeeds in meeting the required standard of performance.

Robert (2005:77) argues that “selection” is basically a task of prediction. It presupposes a screening and sorting procedure in the course of which the candidates with the least potential are separated from those with the most potential. Selection is a complex procedure that comprises the following: collection of information, coding, interpretation retrieval, integration of information and decision-making. Swanepoel et al (2003:311) argues that “selection” is based on individual differences between human beings that is on the fact that attributes differ greatly from person to person, each individual possessing unique traits and abilities.

Essentially, selection is then the prediction of the future in terms of individual differences of individuals, the requirements of the job and the internal and external environment of the institution. Selection requires information about the job or work in question and about the knowledge, skills and abilities needed to do the job successfully.

Selection decisions therefore require one to know how such knowledge, skills and abilities can be assessed, which makes the proper use of predictors in selection very important. Obviously, this is not an easy task. In view of the complexity of the task, public service employers need to take it seriously beforehand to avoid possibly enormous and incalculable costs due to faulty employee selections. Therefore selection can be defined as a process undertaken to identify a match between an individual and the job.
Generally, Recruitment and selection are components of the same system or process and can be considered separately, but they are not mutually exclusive functions. Ineffectiveness in recruitment and selection may lead to poor work performance, unacceptable conduct, and internal conflict, low morale and job dissatisfaction and dysfunctional labour turnover. Recruitment and selection processes should be effective, efficient and fair - effective in generating candidates of appropriate quality and quantity and distinguishing between the suitable and unsuitable; efficient in being timely and resource effective; fair by dealing equitably, honestly and courteously with all applicants and providing a positive framework, within which diverse candidates can demonstrate their abilities.

A contingent approach to recruitment and selection is advocated, whilst recognizing that this may be constrained in practice by standard organizational procedures. Standard procedures will contribute to fairness and consistency, but some flexibility is desirable. Recruiters should be aware of the range, strengths and limitations of recruitment methods and selection techniques as this enables informed choices to be made (Corbridge & Pilbeam, 1998:75).

According to Corbridge and Pilbeam, 1998, recruitment and selection is comprised of the following sub-systems:

i. Attraction: attracting suitable candidates;
ii. Reduction: eliminating unsuitable candidates;
iii. Selection: assessing, choosing and appointing a suitable candidate; and
iv. Transition: Converting the successful candidate to an effective employee

In the context of this study a recruitment practice is a set of principles and standards that guide a department when undertaking recruitment. In addition it involves the way in which the recruitment process is undertaken in an institution and a tradition in doing recruitment.
c) **Efficiency, Self-Efficacy and Competence**

It entails that the public resources are optimally utilized so that efficacy is achieved in the delivery of the services. Cameron and Stone 1995 defined efficiency as “output at the lowest cost”. In general, efficiency describes the extent to which time, effort or cost is well used for the intended task or purpose. It is often used with the specific purpose of relaying the capability of a specific application of effort to produce a specific outcome effectively with a minimum amount or quantity of waste, expense, or unnecessary effort.

Efficiency in this study has been structured to accommodate issues of ethics and accountability. Meaning that ethics and accountability are the important traits which describe desirable characteristics and values that public service employees need to possess in democratic societies. They connote a sense of integrity, responsiveness, answerability and acceptable norms of behaviour that public officials must strictly adhere to in the process of delivering public services to the citizenry also connote high-order values of professionalism that include professional conscience, honesty, neutrality, self-denial and a passion for excellence in the public services. Thus, incorporating the entire traits together makes it easy to define government efficiency in service delivery to the public.

For the case of this study, efficient will be defined as the measure of how a particular body has succeeded in efficiently discharging its duties. Meaning the study will be assessing the manner or the extent to which the Recruitment secretariat has succeeded in fulfilling its duties, but by considering the views from graduate student.

**Self-Efficacy**

This entails the person’s self-belief in his or her ability to perform specific task. A people are making intelligent choices when applying for jobs, they attempt to look attractive to the prospective organizations (Baroukh and Kleiner 2002). Self-efficacy beliefs are considered to be the outcome of a process of weighing, integrating, and evaluating information about one’s capabilities, which, in turn, regulate the choice people make and the amount of effort they apply to a given task (Apperblbaum,
1996). This term in the research was used in the research to determine the caliber and identify the type of people who are varying for posts through Public Service Recruitment Secretariat.

**Competence**
Sanchez and Heene (2005) define competence as the ability to perform an actual occupational role. It is therefore a particular kind of outcome which focuses on the ability to do something in a real context rather than mere possession of knowledge or skill. It also involves owning skills and being able to transfer the skills to many other situations. In other words it calls for flexibility and adaptability at work and aptitude for planning work and problem solving and for using those occupational skills needed to do the job. On the other hand competence is the capacity for continuous performance within specified ranges and contexts resulting from the integration of a number of capabilities. To distinguish Competence from qualified, Sanchez and Heene (2005) defined qualified as holding appropriate documentation and being officially on record as qualified to perform a specified function or practice or having a specified skill depending on the type of qualification. It also involves meeting proper standards, requirements and training for an office or position or task.

d) **Labour and Employed persons**
The International Conference of Labour Statisticians (ICLS) has established conceptual basis of several labour terms to ensure that all survey data are comparable with the overall framework of economic statistics. For instance, economically, active population has been defined to comprise all persons of either sex who furnish the supply of labour for the production of goods and services during a specified time reference period.

According to 1993 version of the system of Tanzania National Accounts, production includes all individual or collective goods or services that are supplied to units of their producer or intended to be so supplied, including the production of goods and services used in the process of producing such goods or services; the production of all goods that are retained by their producers for their own final use; the production
of housing services by owner occupiers and of domestic and personal services produced by employing paid domestic staff.

Likewise, according to the 2006 Employment and Labour Relation Act, an employed person is a person who is currently employed in the sense that, he/she worked for at least one hour on any of the wide range of economic activities or was temporarily absent from such activities while unemployed persons have been defined as the persons who were not employed as defined above but who stated that they were available for work.

e) Employment and Redistribution in Public sector

Among other reasons for state ownership of enterprises included the desire to expand employment. Public enterprises were set up to provide employment opportunities to citizens as well as make provision for training the nation’s labour force. In addition, the governments sought to enhance access to income for those people in some regions that are not attractive to the private sector so as to reduce unequal income distribution. Furthermore, some government wanted to have control over some sectors in the economy that are considered strategic to the country so that they did not remain or be under the control of foreign owners, who may have different priorities from those of the country (Prince 1994).

By the end of the 1970s, the state enterprise sector in Least Developed Countries had expanded and in some countries contributed as much as 10% of their Gross Domestic Produce although there were differences that existed among different countries. This growth of the output received from the public enterprises, geared the establishment of centralized means to select and recruit employees, so as to continue boosting the performance of the enterprises which in one way or another will lead to the improvement of the economy in general (Cook and Kirkpatrick, 1988). With this in mind, majority of countries in the world, started to establish a centralized body to handle public sector recruitment which also resulted to Tanzania having one of its own secretariat which is also responsible for selecting and recruiting workers for public sector.
2.2 Recruitment and selection process under PSRS

The Public Service Recruitment Secretariat was established in accordance with Section No. 29 (1) of the Public Service (Amendment) Act, No. 18 of 2007. One of the main functions of this organ is to advertise vacant posts occurring in the Public Service and conduct recruitment process. The vacancy advertised is result of the requirement of the institutions from local or central government. The responsible government agency prepare job description and personal specification for PSRS, thereafter, the PSRS collects them together and advertise on its website (www.ajira.go.tz/) and newspaper. People apply directly to PSRS secretariat, thereafter, candidates are shortlisted for the interview and lastly, successful candidates are informed and negotiate for employment contract.

2.3 Theories which guided the study

This section discusses theories related to recruitment and selection in order to understand and evaluate recruitment process and practices in the country in general and PSRS in specific.

Institutional theory

Glover and Rushbrooke in Masete (2006:58) argue that institutions have certain features in common, with each possessing an identity such as a name, an objective, a written constitution, a list of employees and methods of replacing and recruiting new employees to ensure continuity. These institutions have certain characteristics in common such as institutional objectives, the use of employees to achieve the task, a form of structure to coordinate the people expected to achieve the objective, and a changing environment to operate within.

In this endeavor to review institutional theory, focus will be directed to the uses and limits of rationality in Public Administration as put forward by the formal theories of organization. Particular attention will therefore be given to the two key features of the rational systems theory, namely goal specificity and formalization.
Institutions as rational systems

According to Scott in Masete (2006:58–62) institutions are viewed from rational perspectives as instruments designed to attain specific objectives. The extent of their efficiency and effectiveness depend on many factors that are explained by the concept of rationality structures. Rationality in this context refers to functional rationality – that is the manner in which a series of actions are organized in order to lead to predetermined objectives with maximum efficiency. From this point rationality refers to the means necessary to achieve objectives rather than how they are selected. According to advocates of the rational systems approach, there are essential elements or key features of this approach, namely goal specificity and formalization that helps to distinguish institutions from other types of collectivizes.

According to advocates of the rational systems approach, goals are viewed as conceptions of the desired ends, with such conceptions varying in terms of the precision and specificity with which the criteria of desirability were formulated. The specificity of goals assists in providing a clear criterion for selection among alternative activities. This means that, where there is no clear preference ordering among alternatives, there is no possibility of any rational assessment and choice. These theorists note that specific goals do not only supply criteria for choosing among alternatives, but also guide decisions about how institutional structure should be designed. Through the specific goals the task to be performed, the calibre of employees to be recruited, and the ways in which resources are to be allocated among participants are clearly specified. Consequently, it has been considered generally more difficult to design a structure in an attempt to pursue more general or diffuse goals (Scott 2005:59).

Formalization as a key feature of institutions has its existence assumed and its importance presumed by all rational theorists. According to the rational systems view a structure is regarded as formalized where the rules governing behavior are precisely and explicitly formulated and where the roles and role relations are prescribed independently of the personnel attributes of individuals occupying positions in the structure. The advocates of this school of thought view formalization
as a way of standardizing and regulating behavior in an attempt to make the structure of relationships among a set of roles and the principles that govern behavior in the system more explicit and visible.

As such an institutional structure is viewed as a means or instrument that could be modified whenever it is necessary in order to improve performance. The formalization of structures creates room for processes of succession, where there is the movement of individuals into and out of offices, which could be routinized and regularized so that one appropriately trained person could replace another with minimal disturbances to the functioning of the organization (Scott 2005:63).

Finally, the rational systems theorists consider the formalized structures as having been rendered independent of the participation of any particular individual, which means that it is of less importance to recruit more competent and qualified individuals in high positions. The power and influence of leaders could be determined in part by the definition of their offices and should not be made a function of their personal qualities or competence (Scott 2005:64).

**Rational systems model**

According to systems theorists, institutional boundaries contribute to the institutional rationality. In this particular case, reference is made of the characteristics of bureaucracy which are identified as defining rational legal systems. These characteristics, such as the stipulation that officials should be appointed by free contracts based on their competence and qualifications are intended to ensure that selection criteria are institutionally relevant, and that the selection process would be relatively free from the influence of other social affiliations, whether religious, economic political or familial. These theorists view external identities of individual participants as relatively insignificant and view it primarily as a problem to be managed by appropriate recruitment criteria and control mechanisms (Morrison 2006:379).
2.4 Empirical literature review

Several studies have been conducted recruitment and selection boards in different regions. Such researches include:

The first one was conducted in Kenya is by Gijana (2011) which was titled Assessing Challenges in Public Appointments and Recruitment Processes in Chris Hani District Municipality: A case study of Human Resource Department in Lukhanji Local Municipality (2008 -2010). This study aimed at assessing the nature and extent of recruitment and appointment process in the municipality under study. To perform this study, the researcher utilized interviews, questionnaires and literature reviews.

This study concluded that it is clear that most of the respondents were of the opinion that affirmative action is a good thing and it was important in addressing past imbalances and gender equity. Furthermore it was evident that political appointments were only supported by politicians (ward councilors) and the majority of respondents disliked it and they believed that people should be recruited and appointed on their ability to do the job not only because they supported the ruling party. In the end this study recommended that all stakeholders should be involved in the recruitment and appointment process and Political appointments must be stopped.

Second study was conducted in South Africa by Motsoeneng titled “Recruitment Policies and Practices in the Department of Public Service and Administration”. This study aimed at valuating recruitment policies and practices in the Department of Public Service and Administration (DPSA) to determine challenges with the recruitment of competent and qualified candidates. Findings of this study revealed that if the DPSA’s well-crafted recruitment and selection policies were to be translated into practice, then the public service would be the employer of choice. In the end this study recommended that The DPSA should create an enabling environment in which communication between management and non-management freely takes place without people being victimized.
The third research was conducted also in South Africa by Szabo in (2013) which was titled Public Employment in the Context of Economic Cycles, this study aimed at understanding how the toolbar of the public employment has improved over the past decades. In doing so the study utilized questionnaires, interviews and literature reviews as the major methods for data collection.

This study concluded that Public employment has not been developed, both in quantitative and qualitative terms over the past two decades, to some extent it offered the same tools to the increasingly heterogeneous target groups. This study recommended that in order to improve the situation, the general systems should be changed instead of current practice there is a need to shift to new and better methods that utilize better human and material conditions.

The last study was conducted in Uganda which was titled The Quest for Efficiency: Role of Human Resource Management in Public Sector Reforms in Uganda. This study aimed at examining the view that private sector enterprises are more efficient than public enterprises in terms of their methods of recruitment and selection. In order to come to the intended conclusion, this research utilized interviews and questionnaires. In the end this study concluded that the private sector has a better way to perform recruitment and selection process compared to public sector. Hence there is a need for public sector to adapt some of the ways from private sector in order to improve its practice in general.

2.5 Synthesis and Research Gap
The literature review has tried to present several studies that have focus on recruitment and selection process in general, which were conducted in any region of Tanzania and nearby areas. An in-depth analysis of these scholarly works gave research a deep understanding on the efficiency of public sector recruitment and selection process. But thorough reviewing of these literatures gave the researcher several important points. These points are as follow:
i. While there is much literature on the public recruitment and selection in general, there is little on the needs of specific groups of researchers, including the research on effectiveness of recruitment secretariat such as that of Tanzania (Public Service Recruitment Secretariat).

ii. No comprehensive study has been conducted on the Public Service Recruitment Secretariat in terms of assessing its effectiveness or at least searching for challenges that are facing the secretariat in Tanzania.

Due to the above points, despite lack of information concerning the research topic, the researcher though that, since there are no researches that have been conducted in the country concerning Public Service Recruitment Secretariat while it is essential tool for employment especially in the public sector, then the researcher will attempt to perform a study on this Secretariat but the main focus will be to determine its efficiency by assessing how the student perceive the efficiency of the secretariat.

2.6 Conceptual framework

A conceptual framework is an assemblage set of research concepts cum variables showing the logical relationships between dependent and independent variables (Ndunguru, 2007). The conceptual framework of this study consisted of dependent and independent variables, whereby dependent variable is the one that depends upon or is the consequence of the other variable; and independent variables consist of those variables that are antecedent to the dependent variable (Kothari, 2004). This proposed conceptual framework to the study guides understanding of the interconnectedness among variables as shown below.

It shows the relationship between variables, which form a major basis for developing the study design and analyzing the information collected. The conceptual framework assumes that there is a composite dependent variable constituting level of fairness, trust, and transparency of PSRS.

These elements are assumed to be determined by, among other things, fairness, trust, and transparency of its decisions to the job seekers are likely to be greatly
enhanced thus job seekers will develop positive image toward PSRS hence, more likely to apply through it and vice versa. Thus, with the following diagram, it is obvious that all variables are clear enough to portray the interconnectedness. Under this study, dependent variable was described as efficiency of Public Service Recruitment Secretariat while independent variables consisted of among other: Trust, fairness, Workers Competence, Mode of selection (Technology) and Policies and Law.

**Conceptual framework**

Independent variable
Dependent Variable

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**Source**: Research data (2013)
CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction
Research methodology is a way to systematically solve the research problem (Kothari: 2004). This chapter presents details of the methodological approach to this study. It opens with research design adopted and proceeds with justification for the selection of the study area, study population, sampling procedures and sample size, and instruments and methods of data collection. The chapter closes with methods used in data analysis.

3.1 Area of the study
The study explored job seekers perceptions towards PSRS in recruitment delivery service by taking consideration on public views particularly from Bachelor of Commerce graduates from Dar es Salaam region. The rationale to choose Dar es Salaam as the area of the study based on the fact that the region has been a harboring city for the most of graduates while searching for startup as well as permanent employment. It has been also selected because of its closeness to the working station of the researcher and, therefore, easier to undertake the study. Also the area was selected due to researcher familiarity, convenience and desirability to the researcher in terms of the nature of the study, as well as financial and time constraints.

3.1 Research Design
Research design refers to the detailed blueprint used to guide a research study toward its objectives (Aaker, et al, 2002). This is the blue print for the collection, measurement and analysis of data in coherent and logical way. The type of design depends on the nature of the research problem (Sharma,2002). The study used descriptive research design specifically cross sectional since the intention of the study was to study the perception of job seekers in a single time period. Kerlinger (1969) points out that, descriptive studies are not restricted to fact finding, but may often result in the formulation of important principles of knowledge and solutions to
significant problems. They are more than just a collection of data, they involve measurement, classification, analysis, comparison and interpretation of data.

Orodho and Kombo(2002) argue that this form of research design can be used when collecting information about people’s attitudes, opinions, habits or any of the variety of education or social issues. Hence this design. It will give snapshot picture of the prevailing situation and therefore, whatever information obtained will be specifically for that time period.

3.3 Target Population
The target population is defined as a group of subjects from whom the researcher expects to draw conclusions about the research topic (Kothari, 2004). The study’s target populations for the study were selected bachelor of commerce graduates who were available in Dar es Salaam during the period of data collection. As the researcher is aware of few of the graduates in the field of business, it was anticipated that the few known graduates would enlarge the sample to the appropriate size.

3.4 Sample and Sampling Procedures
A sample is a small group of subjects drawn from the population in which researcher is interested in gaining information and drawing conclusions about the universe (Kothari, 2004). Sample size is a part of the population selected to represent the whole population, it enables the researcher to achieve objectives with reduced resources. The study’s sample size used was 150 respondents (100 Job seekers and 50 PSRS staffs) who were chosen randomly but taking into consideration the reach-ability factor. Respondents were selected randomly from among those who already had an opportunity to get interviewed with PSRS.

However, to free the study from bias, the intention of the study was to cluster the respondents into two segments. The first segment comprised of graduates who had already been interviewed by PSRS with the successful offers of employments while the second segment without offers of employments.
Sampling procedures involve the techniques to which the sample will be drawn from the population. The selection of the required respondents was done by a combination of purposive or judgmental which was used to select the group of students, where the main reason was to select a group of students who are selected specially out of those who holds the bachelor of commerce. Stratified and simple random sampling techniques was used to select the remaining group which contained staff members and other beneficiaries basing on their level of education, experience and age. This is because of their large number; and also they were stratified proportionally and selected randomly according to the departments and sections where they are working to help the researcher to have equal representation of workers from each department involved and section and avoid element of biasness.

3.5 Data collection techniques and quality control and data handling

Data collection refers to gathering specific information to serve or prove some facts. In data collection methods a researcher must have a clear vision of the instrument to be applied, the respondent and the selected area. Data collection is important in research as it allows for dissemination of accurate information and development of meaningful programs (Kombo and Tromp, 2006).

Both primary and secondary data were collected for this study. Kothari (2004) defines primary data as those data which are collected afresh and for the first time, and thus happen to be original in character while secondary data are those data which have already been collected by someone else and which have already been passed through the statistical process. The primary data were collected from the field through interviews and questionnaires while the secondary data were obtained from review of relevant literature such as; acts and legislations, periodicals, websites and annual reports.

3.5.1 Interview

Interview is the data collection method which involves presentation of oral-verbal stimuli and reply in terms of oral-verbal responses. This can be used through personal interviews and, if possible, through telephone interview (Kothari, 2004).
This method enabled the researcher to get the inner feelings of the respondents about the overall efficiency and performance of PSRP.

Interview guides were used by principal researcher to ensure that correct information were collected from respondents. Both open and closed ended questions were used. Open ended questions were designed specifically to give respondents more rooms to provide their views and opinions concerning the issue at hand, while closed ended questions were meant to guide the researcher in keeping track of the main issues to be investigated. To guarantee the validity of the data, the interview guides were reviewed at the end of the day to see their completeness, accuracy, and consistence. Interview guide was used solely for Public Service Recruitment Secretariat staffs. Both structured and unstructured interview questions were set to allow PSRS staffs to express their perceptions towards job seekers in the course of recruitment and selection process.

3.5.2 Questionnaire

According to Babbie and Mouton (2001) a questionnaire is a set of written questions and or statements to which the research subjects are to respond in order to provide data, which are relevant to a research topic. Generally, a questionnaire is an instrument that is designed for a specific purpose, containing relevant items (questions) to determine the link, cause or result between variables in order to establish the current or potential position of matters in respect of the uniqueness of the subject that is examined. For the case of this study, the main aim of the questionnaire was to find opinions, experiences and perceptions about recruitment practices in the PSRP. Bachelor of commerce graduates were given a set of questionnaires to fill in.

Questionnaires were developed and administered to various levels and it included a mixture of closed and open ended questions. Closed ended questions were in the form of multiple choices and respondents were asked to put a tick against the answer of their selection, while for open ended questions, the respondents were required to
fill in the empty spaces so as to give their recommendations, feelings, opinions and experiences.

The information collected from questionnaire was stored by principal researcher. The trial of small sample on methodology and tools was done to some respondents’ responses to crosscheck the worthiness of the entire activity. The identified potential problems enabled the researcher to revise the methods and logistics of data collection before starting the actual fieldwork and, hence, improve validity and reliability of data.

3.5.3 Documentary review

Documentary review was one of the methods used to collect secondary data. This method assisted the researcher to understand and provided interpretation of the subject matter under study, also it allowed the researcher to have access to documented information. Secondary data were obtained through reviewing different literature concerning the research topic from both published and unpublished sources.

The source most used was ‘’utumishi’’ website, International labor Organization database (ILO) documents and ministry of work and youth development website. The information collected from secondary sources added the valuable contributions to primary information. This was of help to the researcher to obtain perspective on the most recent findings related to the research topic and also helped the researcher to improve interpretation of research results. It further assisted to determine the actuality of research on a through comparing with one has been done in this particular topic.

3.6 Plan for data processing, analysis and presentation.

In essence, data analysis and interpretation helps the researcher to tackle the research problem, derive conclusions and eventually suggest possible policy implications and actions in useful manner. The data collected either primary or secondary, needs to be
processed because analyzed information is the one that is used for decision making rather than the raw data.

During data analysis, all quantitative data were analyzed by using SPSS programme and Microsoft Excel. This was done by coding all the responses in order to produce simple frequencies, percentages and charts. Data from the interview were sorted and organized, then subjected to content analysis whereby the content was analyzed basing on the study objectives. The data were analyzed by using tables and graphs in order to depict trends and patterns of recruitment and appointment processes. In addition, descriptive data analyses were used in order to elaborate the thematic issues in question that could not be adequately captured in numbers and percentages. The descriptive analysis mainly covers those areas where respondents were asked for their opinion, or asked to give a recommendation on a certain topic.

3.7 Ethical consideration

The study considered several ethical issues before, during, and after finishing data collection processes. Before starting field work the researcher applied for all necessary permits required during research from Mzumbe University. During data collection process the researcher assured the confidentiality of information given by respondent and their strict use for academic purposes only. To ensure confidentiality, during interviews the researcher was not interested in asking names of the respondents in order to make their answers anonymous. Meanwhile the participants were also free to withdraw from the study at any time, the manner which would demand replacement as to ensure balance of the targeted sample size.

Then, after finishing data collection process, the data collected for this study was stored with maximum care such that no unauthorized person could access or identify them.
CHAPTER FOUR

RESULTS AND DISCUSSIONS

4.0  Introduction
These chapter presents research findings them in relation to objectives of the study presented in early Chapters. The chapter is divided into different sub-sections according to the main issues being addressed as the objective of the research entails. It starts with demographic characteristics of the respondent which was divided into Part one shows descriptive findings and findings per research objective from bachelor of commerce graduates and the other part shows findings from PSRS staffs. Then this is followed by the general assessment of the efficiency of PSRS.

4.1  General information of the respondents
In this, the researcher had several questions which were designed specifically to provide the research with the clear picture of the respondents that were involved in the research. Generally, the researcher was interested to obtain the information in terms of gender, age, working experience and working departments and area of specialization. In order to easily understand the population of study, the research divided the general information section into two parts. Part A: which shows the characteristics of Bachelor of commerce students and part B: which shows the characteristics of PSRS staffs

A: Respondents Characteristics:

Gender of the respondents
Among the on-going struggles in the world, gender equality and equity stands a top of the list where people try to achieve both gender equality and equity at all levels of life without having bias in any of the genders. In this, the researcher was interested in establishing the number of people involved in the research in terms of their genders. In this the table below presents this data.
Table 4.1 Respondents’ Gender

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>54</td>
<td>54.0</td>
<td>54.0</td>
<td>54.0</td>
</tr>
<tr>
<td>Female</td>
<td>46</td>
<td>46.0</td>
<td>46.0</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Source, Field data, 2013

Table 4.1 above shows that males were 54(54%) and females were 46(46%). The study considered both genders without prejudice. The only factor that was used was the willingness of the respondents to fill the questionnaires. Thus, with these findings, the proportion of males to females was not large hence both were incorporated in the study. Basically, there was no observable difference in terms of responses from male and female respondents, both respondents seemed to be aware of the topic in question and they were very confident responding to the asked questions.

Respondents’ Age

Age composition of the respondent entails the well-being and succession of responsibilities in the organization. Each organization, in order to achieve better performance, need to have good combination of varying ages. In order to establish the age of the respondents involve in the research, the researcher asked the respondent to indicate their ages in questionnaires provided to them. Table 4.2 below present the findings in terms of age of respondents:-
Table 4.2 Respondents’ Age

<table>
<thead>
<tr>
<th>Age Range</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>18-30 years</td>
<td>71</td>
<td>71.0</td>
<td>71.0</td>
<td>71.0</td>
</tr>
<tr>
<td>31-42 years</td>
<td>24</td>
<td>24.0</td>
<td>24.0</td>
<td>95.0</td>
</tr>
<tr>
<td>43-55 years</td>
<td>5</td>
<td>5.0</td>
<td>5.0</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Source, Field data, 2013

Table 4.2 above shows that largely youths aged between 18-30 years were mostly found to look for job which is almost about 71(71%) of all respondents. Moreover, age 31-42 were 24(24%) while age 43-55 years were only 5(55%). The implication we can drive from these findings is that young people (youth) are the ones mostly seeking for job. Global Employment Trends for 2012 show that 74.8 million youths aged 15-24 were unemployed in 2011, rising by around four million since 2007. Globally, young people are nearly three times as likely as adults to be unemployed, on the basis of an annual report on global employment by the International Labor Organization (ILO) (The Guardian, 26 January 2013).

Respondents’ Specialization

The researcher was also interested in establishing the specialization of the respondents that were involved in the research. Basically, the respondents were asked to tell which bachelor of commerce course they were specialized in their degree program. Table 4.3 below shows the findings for this section:

Table 4.3 Respondent’s specialization

<table>
<thead>
<tr>
<th>Specialization</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
</table>
Table 4.3 above shows that 43(43%) were B.com in Accounting, 23(23%) Marketing, 20(20%) Finance, 7(7%) material management, 4 (4%) Tourism and Hospitality Management while only 3 were in Human Resources and Management. The implication we can get from these findings is that largely students of Bachelor of Commerce in Accounting, finance and marketing comprises large part of this study. This data can be presented graphically as follows:

![Respondent's Education Specialization](image)

**Figure 4.1: Respondent’s specialization**

**Respondents’ number of years since graduation**

In this section, the respondents were asked to state the duration of time since they graduated. Table 4.4 below shows the findings:
Table 4.4 Respondent’s number of years since graduation

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-5 Years</td>
<td>62</td>
<td>62.0</td>
<td>62.0</td>
<td>62.0</td>
</tr>
<tr>
<td>6-10 Years</td>
<td>35</td>
<td>35.0</td>
<td>35.0</td>
<td>97.0</td>
</tr>
<tr>
<td>Above 10 Years</td>
<td>3</td>
<td>3.0</td>
<td>3.0</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Source, Field data, 2013

Table 4.4 above shows that large number of respondents who graduated since last 5 years were 62(62%), 6-10 years were 35(35%) while only 3(3%) were above 10 years. Findings show that largely graduates from last 5 years are still looking for job which defines number of years graduates take before they get employed. However, recent graduation does not mean that one is a youth since any age can start the first degree.

B: Characteristics of PSRS staffs

Gender of the respondents

In terms of PSRS staffs, about 50 PSRS staffs were asked to indicate their gender in the questionnaires and findings were recorded on table below:-

Table 4.5 Respondent’s gender

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>36</td>
<td>72.0</td>
<td>72.0</td>
<td>72.0</td>
</tr>
<tr>
<td>Female</td>
<td>14</td>
<td>28.0</td>
<td>28.0</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Source, Field data, 2013

Table 4.5 above shows that 36(72%) of all respondents were male and 14(28%) were female indicating how women lag behind in many public agencies. However, the choice of respondents was done randomly hence everyone had a chance of appearing but males seemed to occupy large part of the study. Despite this, the general
employment structure of the office show there is a balance between female and male employment in the secretariat. In terms of results, in this section, no difference in terms of answering patterns between male and female were observed during data analysis. Both genders seemed to be well aware and informed concerning their job activities and the secretariat in general.

Respondents’ Job position
The researcher was also interested to establish the job position of the PSRS staffs. Generally, this was instrumental because the researcher’s focus was to try as much as possible to obtain staffs who are responsible for the recruitment process, so as to assist in providing sufficient information that will be essential in enriching the study. Table below present the information of respondents job position.

Table 4.6 Respondent’s Job position

<table>
<thead>
<tr>
<th>Job Position</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Junior</td>
<td>37</td>
<td>71.2</td>
<td>74.0</td>
<td>74.0</td>
</tr>
<tr>
<td>Middle</td>
<td>9</td>
<td>17.3</td>
<td>18.0</td>
<td>92.0</td>
</tr>
<tr>
<td>Senior/Managerial</td>
<td>4</td>
<td>7.7</td>
<td>8.0</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>96.2</td>
<td>100.0</td>
<td></td>
</tr>
<tr>
<td>Missing System</td>
<td>2</td>
<td>3.8</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>52</td>
<td>100.0</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source, Field data, 2013

Table 4.6 above shows that 37(74%) were in junior position, 9(18%) middle and 4(8%) in managerial position. The study included respondents from all job positions in order to have a wider coverage of subject matters under the study. Hence, this selection was instrumental in obtaining information concerning recruitment process and challenges in the PSRS.

Respondents’ working experience
The study was also interested in understanding the working experience of PSRS staffs. Working experience adds value to professionalism and workers competence. Under normal conditions it is believed that, as one practices something for a long period of time, they become more efficient undertaking such endeavor. As for this study, the researcher was also interested in establishing the experience level of the staffs working in PSRS. Table below present the findings that were recorded:

Table 4.7 Respondents’ working experience

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid 1-5 years</td>
<td>13</td>
<td>25.0</td>
<td>26.0</td>
</tr>
<tr>
<td>6-10 years</td>
<td>23</td>
<td>44.2</td>
<td>46.0</td>
</tr>
<tr>
<td>Above 10 years</td>
<td>14</td>
<td>26.9</td>
<td>28.0</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>96.2</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source, Field data, 2013

Table 4.7 above shows that many respondents who filled the question worked for between 6-10 years 23(46%), above 10 years were 14(28%) while 1-5 years were 13(26%). The implication we can drive from these findings is that highly experienced staffs plus inexperienced staffs participated in the study. With this view the study is likely to generate findings that will reflect the reality of what is happening with PSRS. This also implies that, most of the respondents have longer experience in this industry hence provision of accurate information concerning the topic due to their vast experience in the institution and the sector in general.

Respondents’ education level

Public service Recruitment Secretariats (PSRS) staffs were also required to show their education level. Experience without proper professional foundation cannot make one a real expert. Education level of the respondents was diagnosed to bring to
light the adequacy of education to these people involved in PSRS Table 4.8 below shows these findings:

Table 4.8 Respondents’ education level

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid Certificate/Diploma</td>
<td>3</td>
<td>5.7</td>
<td>6.0</td>
<td>6.0</td>
</tr>
<tr>
<td>Degree</td>
<td>32</td>
<td>60.4</td>
<td>64.0</td>
<td>70.0</td>
</tr>
<tr>
<td>Masters and above</td>
<td>15</td>
<td>28.3</td>
<td>30.0</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>94.3</td>
<td>100.0</td>
<td></td>
</tr>
<tr>
<td>Missing System</td>
<td>3</td>
<td>5.7</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>53</td>
<td>100.0</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source, Field data, 2013

Table 4.8 above shows that 32(64%) were degree holders, 15(30%) were masters holders while only 3 (6%) were diploma holders. With these findings it can be argued that PSRS staffs are highly educated which gives one hope that technical knowhow is not a problem to them. With this educational level plus the above working experience the study considers PSRS to have good skilled man power.

After assessing this, the researcher obtain different data which aimed at answering the research objectives. In order to create a well arranged data analysis structure, the researcher arranged the data against the objectives they intended to cover. This enable easily presentation of the data received.

4.3 General performance of the Public Service Recruitment Secretariat in Tanzania

In this section, the researcher was interested in understanding the general performance of the PSRS in Tanzania, in terms of discharging its functions of recruiting and selecting graduates. In simple terms, performance can be termed as the way in which somebody or an organization does a job in a better manner judged by its effectiveness in accomplishing its intended objective and functions. For the
purpose of understanding the performance of the PSRS, the researcher researched on several items which include: Awareness of applicants on PSRS procedures, Awareness of students over the existence of the institution, Number of people employed through PSRS,

4.3.1 Awareness of students over the existence of the secretariat

In this, in order to establish the general performance of the secretariat, the researcher was interested to first understand the awareness of the students over the existence of the institution. This is because, prior to establishing effectiveness in terms of discharging its functions, it’s important to know the number of people that are aware of this secretariat. In this, the table below present the data that were obtained where the researcher asked the respondent to explain if they have ever applied from the jobs announced by the secretariat.

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>65</td>
<td>65.0</td>
<td>65.0</td>
<td>65.0</td>
</tr>
<tr>
<td>No</td>
<td>35</td>
<td>35.0</td>
<td>35.0</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

*Source, Field data, 2013*

Table 4.9 above shows that 65 (65%) of all respondents had applied through public Service Recruitment Secretariat (PSRS) and about 35(35%) had never ever applied. The fact that a large number of respondent had applied through PSRS implies that many graduates are aware of its existence; however, the main questions in this aspects remains to be, how many people have been employed through this secretariat? This is because, only being aware is not enough, the secretariat must also employ more than 50% of the applicant at least, to be considered as near effective in discharging its function and duties.
4.3.2 Awareness of applicants on PSRS procedures

Prior to checking the number of people employed through PSRS, the researcher was interested to understand in the applicants are aware of the procedures that are involved during the process of application. In this, the PSRS staffs were asked to tell whether many applicants were aware of the necessary procedures involved in applying for jobs through it. PSRS staffs were asked this because they are the one that go through the applications, hence they might have the better results for this section that the students. In this, they were given likert five point scale to rate themselves from strongly agree to strongly disagree. Table below presents the findings:-

Table 4.10. Describing awareness of applicants on PSRS procedures

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid Strongly agree</td>
<td>6</td>
<td>11.3</td>
<td>12.0</td>
<td>12.0</td>
</tr>
<tr>
<td>Disagree</td>
<td>33</td>
<td>62.3</td>
<td>66.0</td>
<td>78.0</td>
</tr>
<tr>
<td>Neither</td>
<td>6</td>
<td>11.3</td>
<td>12.0</td>
<td>90.0</td>
</tr>
<tr>
<td>Agree</td>
<td>5</td>
<td>9.4</td>
<td>10.0</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>94.3</td>
<td>100.0</td>
<td></td>
</tr>
<tr>
<td>Missing System</td>
<td>3</td>
<td>5.7</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>53</td>
<td>100.0</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source, Field data, 2013

Table 4.10 above shows that 33(66%) disagreed (Applicants are not aware), 6(12%) were neutral, 11(22%) agreed that most of their applicant were aware with various procedures involved in applying for various vacancies as advertised by PSRS. If one could consider the preceding sections it is obvious that many applicants never get a chance to hear anything about PSRS than writing a letter with necessary attachments as per tradition in every job adverts to permanent secretary (PSRS). Hence, this indicates that, large number of the respondents are aware of the procedures so in case
of failure to receive a particular job, it is either through lack of qualification or other factors but not the failure to adhere to procedures.

4.3.3 Number of people employed through PSRS

In this, the researcher’s aim was establish the number of people that were employed through PSRS after the completion of their degrees. The importance of understanding this, was to establish the number of people that the secretariat can employee out of all that graduate annually. Establishing this, is essential because it gives out the clear picture of the performance of the Secretariat in providing employment opportunities for graduates, particularly bachelor of commerce students. Table below presents the data that were obtained in this sub section:-

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>22</td>
<td>22.0</td>
<td>22.0</td>
<td>22.0</td>
</tr>
<tr>
<td>No</td>
<td>78</td>
<td>78.0</td>
<td>78.0</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>100.0</td>
<td>100.0</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Table 4.11 Respondent’s whether employed through PSRS

Source, Field data, 2013

Table 4.11 above shows that only 22(22%) of all respondents managed to get a job through Public Service Recruitment Secretariat (PSRS), and the rest 78(78%) comprise of job seekers and those who managed to get job without going through PSRS. The findings show that out of 39 employees only 22 managed to get job through PSRS and 17 through other former procedures. Basically, for an institution established for the purpose of employing graduates, this statistics is very poor. If the established mechanism cannot employ more than at least 50% of the students graduating, then it is possible to argue that there are very big weakness inside the institution in terms of their recruitment process. This institution requires quick improvements in order to boost this number, this is because, this rate of employment in indirect proportion with the rate of students
graduating from university. Hence continuing employing at this rate will cause the rate of unemployment triple annually.

4.3.4 Factors affecting internal performance of PSRS

For this section, the researcher was interested in establish if the two factor of awareness campaign, Size of labor force and other resources at PSRS has any effect on the functions and general practice of the secretariat. In this, the results were as follows:

Awareness campaign

Respondents were asked to agree or disagree on whether PSRS had ever launched any awareness campaign to job seekers. The intention was to identify whether it had made itself available to the public. Table 4.12 below shows the findings:

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Yes</td>
<td>5</td>
<td>9.4</td>
<td>10.0</td>
</tr>
<tr>
<td>No</td>
<td>45</td>
<td>84.9</td>
<td>90.0</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>94.3</td>
<td>100.0</td>
</tr>
<tr>
<td>Missing</td>
<td>3</td>
<td>5.7</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>53</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Source, Field data, 2013

Table 4.12 above shows that 45(90%) of all respondents disagreed PSRS not to have ever launched an awareness campaign and 5(10%) showed that awareness campaign was conducted. These findings suggest that publicity and public relations as well as other awareness tools have been used to a small extent, hence, word of mouth (WOM) plays a great role in spreading information from one personal to another. The likely consequence of failure to use clear channel to raise public awareness on its existence and its functions provides a chance to dishonesty people to take
advantage as well as spread of so many rumors regarding its transparency and fairness.

**Size of labour force and other resources at PSRS**

The study was also interested on identifying the size of labour (human capital) PSRS had and other supporting facilities. Table 4.13 below shows the findings:

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Yes</td>
<td>12</td>
<td>22.6</td>
<td>24.0</td>
<td>24.0</td>
</tr>
<tr>
<td>No</td>
<td>38</td>
<td>71.7</td>
<td>76.0</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>94.3</td>
<td>100.0</td>
<td></td>
</tr>
<tr>
<td>Missing System</td>
<td>3</td>
<td>5.7</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>53</td>
<td>100.0</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Source, Field data, 2013**

Table 4.13 above shows that 38(76%) of all respondents showed that there was shortage of man power and other supporting facilities, while only 12(24%) showed that there was no such a problem. With this view it is certain that manpower and other supportive resources lack which hinders effective implementation of various plans ahead of them.

### 4.3.5 Respondents’ views on whether PSRS has succeeded

Lastly, in order to establish the general performance of the secretariat, the researcher wanted to establish in general how to the respondent respond to the question whether the secretariat has succeeded on not. In this, the researcher asked respondents to give out their views on whether Public Service Recruitment Secretariat has succeeded in undertaking its core function of recruitment and selection on behalf of the government and findings were recorded on table 4.14 below:-
Table 4.14 Respondents’ views on whether PSRS has succeeded

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Yes</td>
<td>26</td>
<td>25.2</td>
<td>26.0</td>
<td>26.0</td>
</tr>
<tr>
<td>No</td>
<td>74</td>
<td>71.8</td>
<td>74.0</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>97.1</td>
<td>100.0</td>
<td></td>
</tr>
<tr>
<td>Missing System</td>
<td>3</td>
<td>2.9</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>103</td>
<td>100.0</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source, Field data, 2013

Table 4.14 above shows that about 74(74%) of all respondents viewed Public Service Recruitment Secretariat that it had failed in executing its core task of recruitment and selection. However, only 26 (26%) viewed that it succeeded in undertaking its duties. When respondents were asked to comment on such a failure they argued that most vacancies which were advertised consist of junior position and local government jobs, vacancies from parastatal organizations like TANESCO, Pension funds, while other strategic areas like Ports, were not on their advert.

Moreover, priority is given for upcountry jobs and no clear information on newly advertised vacancies. PSRS as a government agency could have advertised publicly all vacancies through all channels to ensure every person gets to know what is advertised rather than waiting for respondents to search or meet them accidentally.

4.4 Perception of the bachelor students on the efficiency of the Public Service Recruitment Secretariat

One of the other objective of this study was to establish the graduate student’s perception on the efficiency of PSRS in discharging its functions. For the purpose of this study, perception was used as an attitude or understanding based on what is observed or thought by a person. In this, the researcher was interested in answering the question of “How do job seekers perceive Public Service Recruitment Secretariat and its functions?” to answer this question, the researcher had several question which
were asked to the respondents in order to establish their perception on PSRS and the ways it discharges in functions.

To establish this, the researcher asked several questions which included: General perception of job seekers on efficiency of PSRS; Job seekers perception on fairness and transparency of PSRS and Job seekers trust on PSRS. The researcher also in this section went further to assess how the successful student and staffs perceive the secretariat in general.

4.4.1 General perception of job seekers on efficiency of PSRS
In this, the researcher was interested to establish the general perception of the job seekers on the efficiency of the PSRS. In this the researcher asked the respondents to explain how they perceive the efficiency of PSRS in discharging its functions, and the respondents had options between very efficient, Efficient, Inefficient, very inefficient. The results in this is presented in the table as follow

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very efficient</td>
<td>3</td>
<td>2.9</td>
<td>3.0</td>
<td>3.0</td>
</tr>
<tr>
<td>Efficient</td>
<td>13</td>
<td>12.6</td>
<td>13.0</td>
<td>16.0</td>
</tr>
<tr>
<td>Inefficient</td>
<td>74</td>
<td>71.8</td>
<td>74.0</td>
<td>90.0</td>
</tr>
<tr>
<td>Very in-efficient</td>
<td>10</td>
<td>9.7</td>
<td>10.0</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>97.1</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Table 4.15 Job seekers perception on efficient of PSRS

Source, Field data, 2013

Table 4.15 above shows that 74 (74%) of all respondents showed that PSRS is inefficient, and 10(10%) very inefficient. Moreover, 13(13%) showed that it is efficient and only 3(3%) are very efficient. In general, 84(84%) perceived PSRS as inefficient in executing its tasks. During the data collection respondents claimed
PSRS for being bureaucratic in undertaking the recruitment and selection process. It takes long time to call job seekers for the interviews as well as long time for results to come out. Others claimed it for delaying to call successful candidates if ever qualified. With these findings it implies that PSRS has failed to meet the intention of its establishment since the intention of its establishment was to serve as a center for centralizing all vacancies from different public/parastatal organizations and ministries and conduct joint interview on half of the government, thus being inefficient means letting the government down.

4.4.2 Job seekers perception on fairness and transparency of PSRS

In this the researcher was interested to understand if the respondents perceive PSRS to be fair and transparent in performing their functions. The respondents were supposed to choose Yes or No against the question which asked them, do you consider PSRS to be fair and transparent in performing its functions?. In this the results is presented below in the table.

Table 4.16. Job seekers perception on fairness and transparency of PSRS

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Yes</td>
<td>15</td>
<td>14.6</td>
<td>15.0</td>
<td>15.0</td>
</tr>
<tr>
<td>No</td>
<td>85</td>
<td>82.5</td>
<td>85.0</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>97.1</td>
<td>100.0</td>
<td></td>
</tr>
<tr>
<td>Missing System</td>
<td>3</td>
<td>2.9</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>103</td>
<td>100.0</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source, Field data, 2013

Table 4.16 above shows that suggestively, respondents perceive Public Service Recruitment Secretariat as unfair and not transparent since 85(85%) of all respondents do not view it thus. Moreover, 15(15%) of all respondents agreed that it is fair and transparent. With these findings it brings bad signals since with this
percent an even successful candidate seems to perceive it as unfair. Though one may argue that unsuccessful candidate even if not qualified may perceive PSRS in a different way.

But an important aspect to not here is that, large percent of the respondents do not agree with the fairness and transparency of the PSRS, this can be attributed to the failure of the secretariat to disclose the means and mechanism it uses for selection, or in other aspects one can argue that, failure of students to believe on the secretariat to be fair means the secretariat needs to improve its function and be transparent in informing the applicants on both mechanisms and means that are used in selecting the recruits.

4.4.3 Job seekers trust on PSRS

In this, the researcher wanted to understand the student answers on the trust over PSRS. In this, the respondents were asked whether they trust PSRS, and the result were to be in the form of Yes or No. Table below presents this data.

<table>
<thead>
<tr>
<th>Yes</th>
<th>16</th>
<th>15.5</th>
<th>16.0</th>
<th>16.0</th>
</tr>
</thead>
<tbody>
<tr>
<td>No</td>
<td>84</td>
<td>81.6</td>
<td>84.0</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>97.1</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Source, Field data, 2013

Table 4.17 above shows that 84 (84%) do not trust Public Service Recruitment Secretariat (PSRS) in undertaking its core task of recruitment and selection process, But only 16(16%) do trust PSRS. Again, this is the weakness as in the fairness and transparency, in order for this secretariat to be effective, at least large percentage
should be on the side of trusting the secretariat rather than being on the side of not trusting the secretariat. Presence of large percentage of the respondents who do not trust the secretariat can be used as a sign to point out there are weaknesses in the generality performance of the secretariat that need addressing.

This can either be in the reformulation of the secretariat which aims at making the secretariat more effective in the selection and recruiting process or at least providing the applicant with reliable information concerning the means and mechanism they use in the selection and recruitment process, so as to remove the applicant’s negative perceptions over the performance and functioning of the PSRS.

After assessing the general understanding of the perception of the student, the researcher thought it will be better to understanding the perception of those students who succeeded with applications at the PSRS to see how those also perceive the function of PSRS after securing the jobs through it. In this the results were from different sections. These results are presented as follows:

4.4.5 Respondent’s appreciation and recognition of PSRS on its fairness

In this, the researcher was interested to see how the successful candidates value the fairness of PSRS, the results in this are as presented in the table below.

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unfair</td>
<td>2</td>
<td>1.9</td>
<td>9.1</td>
<td>9.1</td>
</tr>
<tr>
<td>Neutral</td>
<td>9</td>
<td>8.7</td>
<td>40.9</td>
<td>50.0</td>
</tr>
</tbody>
</table>
Table 4.18 above shows that 9(40.9%) were neutral, 8(36%) saw it as fair and 3(2.9%) very fair and only 2 (9.1%) on fairness of the PSRS. The implication we draw from this finding is that largely successful candidates were neutral which is also not a good signal; It means they had something that they could not air out. However, almost 50% of all respondent saw it as fair.

From there, the researcher was interested to see how the successful candidates perceive the whether PSRS was effective in being transparent. In this, the results were as presented in the table below:

Table 4.19 Successful candidates’ views on whether PSRS is transparent

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Yes</td>
<td>5</td>
<td>4.9</td>
<td>22.7</td>
<td>22.7</td>
</tr>
<tr>
<td>No</td>
<td>17</td>
<td>16.5</td>
<td>77.3</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>22</td>
<td>21.4</td>
<td>100.0</td>
<td></td>
</tr>
<tr>
<td>Mis</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>System</td>
<td>81</td>
<td>78.6</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>103</td>
<td>100.0</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source, Field data, 2013

Table 4.19 above shows that 17(77.3%) of all successful candidates who managed to secure job through Public Service Recruitment Secretariat (PSRS) view it as less transparent and only 5(22.7%) agreed that it is transparent in the course of recruitment and selection process. With this finding plus the preceding findings it
implies that PSRS lacks transparency in executing its duties which leads to so many complaints from job applicants.

Lastly from there, the researcher was interested to see how the successful candidates whether they trust or do not trust the secretariat. In this, the result were as follows as presented in the table below:

Table 4.20 Successful candidates’ views on whether they trust PSRS

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unfair</td>
<td>2</td>
<td>1.9</td>
<td>9.1</td>
<td>9.1</td>
</tr>
<tr>
<td>Neutral</td>
<td>9</td>
<td>8.7</td>
<td>40.9</td>
<td>50.0</td>
</tr>
<tr>
<td>Fair</td>
<td>8</td>
<td>7.8</td>
<td>36.4</td>
<td>86.4</td>
</tr>
<tr>
<td>Very fair</td>
<td>3</td>
<td>2.9</td>
<td>13.6</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>22</td>
<td>21.4</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Source, Field data, 2013

Table 4.20 above shows that largely successful applicants seem to be neutral 9(40.9%), Unfair 2(9.1%), Fair 8(36.4%) and very fair only 3(13.6%). With these findings it implies that largely respondents’ view PSRS as neither trustful nor untruthful, hence, brings doubt on whether successful applicants hide something that they want to say it but cannot. On the other hand 50% of all successful candidates seem to view PSRS as trustful. Roughly we can find that respondents were divided between two equal halves with opposing views that bring also more questions on whether PSRS can be trusted or not.

Although these data were completely from those who were successful with the application on PSRS, these results also indicated some problems with the perception which show there might be some problem with the general performance of the secretariat. This is due to the fact that, still some of the students who also did succeed
with the application do not fully trust the secretariat, hence the secretariat needs to do some overall improvements which will be essential in improving its trust for both successful and unsuccessful candidates.

4.5 Challenges hindering effective performance of the Public Service Recruitment Secretariat

Public Service Recruitment Secretariat (PSRS) staffs were asked to express themselves without any limitations on the key issues hindering effective implementation of recruitment and selection process. The findings were recorded in table 4.26 below:

Table 4.21 Challenges in undertaking recruitment and selection

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid shortage of fund</td>
<td>28</td>
<td>52.8</td>
<td>56.0</td>
<td>56.0</td>
</tr>
<tr>
<td>Dishonesty staffs</td>
<td>2</td>
<td>3.8</td>
<td>4.0</td>
<td>60.0</td>
</tr>
<tr>
<td>Increased number of job seekers</td>
<td>13</td>
<td>24.5</td>
<td>26.0</td>
<td>86.0</td>
</tr>
<tr>
<td>hackers/Dishonesty people</td>
<td>7</td>
<td>13.2</td>
<td>14.0</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>94.3</td>
<td>100.0</td>
<td></td>
</tr>
<tr>
<td>Missing System</td>
<td>3</td>
<td>5.7</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>53</td>
<td>100.0</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source, Field data, 2013

Table 4.21 above shows that 28(56%) showed shortage of fund as main hindrance; 13(26%) increased number of job seekers; 7(14%) hackers/dishonesty people and 2(4%) dishonest staffs. These challenges seem to hinder even the extent to which PSRS can implement various awareness campaigns since they don’t generate any fund than waiting for the government to allocate a fixed budget. Again, increased number of new job applicants than the expansion of both private and public sectors
creates more problems in the selection process since one post attracts 1000 applicants.

This, therefore, calls for more time and more man power as well as resources to ensure fairness. Moreover, with the growth of internet, (digital revolution) hackers/dishonest people appear to advertise jobs as if it is from PSRS and collect cash from applicants which, amounts to more problems especially when applicants need to differentiate between the advert from PSRS and fake ones. This problem is largely accelerated by large number of applicants who are anxious to be employed.
CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction
This chapter presents the study summary, conclusion and recommendations based on the findings from three research objectives, presented and discussed in chapter four.

5.2 Summary of the study
The study covered bachelor of commerce graduates perceptions on the recruitment and selection process as undertaken by the Public Service Recruitment Secretariat (PSRS). It covered 100 job seekers and 50 PSRS staff from Dar es Salaam. To attain this, the study was guided by three objectives which attempted to examine perception of job seekers towards PSRS; Perception of successful applicants towards efficiency, transparency and trust of PSRS and lastly views of PSRS staffs on awareness on various PSRS issues. Data collected were analysed using Statistical Packages for Social Science (SPSS). Summary of the findings are shown below:

Graduates aged between 18-30 consisted of large proportion of job seekers; more from Bachelor of commerce in Accounting were leading in looking for jobs followed by finance and marketing. Again, graduates who graduated last 1 to 5 years consisted of large proportion of job seeker than others. Large number of graduates who applied through the PSRS was unsuccessful and mostly they used ‘utumishi’ website to know whether new vacancies are advertised followed by blogs, newspaper and information from friends.

Moreover, job seeker perceived Public Service Recruitment Secretariat (PSRS) as inefficient, unfair and not transparent and largely majority of respondents did to not trust it in undertaking the recruitment and selection process fairly. When asked to tell whether job seekers were aware of the rights and responsibilities when it comes to unfair practice done by the PSRS, the respondents disagreed to be aware hence could not take any action against any unfair practice.
When it comes to views of few successful candidates who managed to secure job through the Public Service Recruitment Secretariat (PSRS) the situation was different as respondents agreed that PSRS was not transparent but they were very silent (neutral) on whether it is fair or could be trusted by them or others. Generally, both successful applicants and unsuccessful largely do not trust PSRS in undertaking its core function of recruitment and selection on behalf of the government.

Again, the study did not ignore the Public Service Recruitment Secretariat staffs’ perceptions on successful and unsuccessful applicants. Findings from PSRS staffs show that they had never carried out any awareness campaign to educate and show the public what they do and how they can apply and appeal in case of dissatisfaction with the outcome. Also they agreed that applicant were unaware on various procedures involved on the recruitment and selection process. But they agreed that many applicants who apply through PSRS had qualifications that march with the requirements of the job market. Moreover, PSRS staffs were sure that job seekers consider them as transparent, honesty and transparent.

When asked if PSRS faces any challenges in executing its core function of recruitment and selection they outlined number of challenges to be shortage of fund necessary for running the recruitment and selection process, increased number of job seekers than the expansion of the economy (high tech sectors like mining and telecommunication are largely expanded but cannot absorb large labour force), Again dishonest people who use the silence of PSRS in advertising jobs not advertised by the secretariat and collect money from job seekers to offer them job in various public sectors They mostly use blogs and the advert appear as if it is from the PSRS while it is not the case.

This practice misleads job applicants since it cannot easily differentiate the fake job advert from the actual one. The last challenge was mentioned that some PSRS use their power to collect cash from applicants’ in order to offer them job (Dishonest staffs) which is against the laws. With these challenges it is observed that PSRS has
both internal and external problems that they need to resolve for them to perform the recruitment and selection process effectively.

5.3 Conclusion

After realizing the perception of job seekers, successful applicants and PSRS gives us crucial signal that PSRS has failed to meet the intention of its establishment. It has tried to centralize all labour market information from the government but has failed to enhance transparency, trust and efficiency in the course of recruitment and selection process which calls for serious government measures to reverse the situation. For the PSRS to be successful it needs highly committed staffs, good supportive infrastructures, transparency in whatever it is doing as well as enough budgets which is also given to secretariat at the right time. Public Service Act No.8 of 2002 as amended by Act No.18 of 2007, The Public Service Regulations of 2003; Public Service Scheme of 2003; Employment guidelines; Scheme of service and Establishment circulars.

The public service regulations of 2003 clearly set all procedures for the recruitment and selection by the PSRS which I have no doubt if they are properly implemented the PSRS will meet the intention of its establishment. In general, the intention of its establishment was good, but the way things are implemented is different, hence, need for a call for the Public Service Recruitment Secretariat to resolve its weakness so that it can be trusted by all parties.

It is expected that, public servants involved in recruitment and selection practices will perform it diligently and employ qualified personnel to efficiently and effectively perform the organization’s goals and ultimately, deliver quality services which meet the desire and expectations of the Public. On the other hand, the government has the role of ensuring that it establishes sound pay and incentive schemes which would be competitive within the current labour market so as to attract qualified employees and retain the existing labour force in the Public Service.
5.4 Recommendations

In line with the findings from this study, the study recommends specifically on the key issues to be done for Public Service Recruitment Secretariat (PSRS) to meet the intention of its establishment, and the other part recommends on the areas for further studies to uncover more findings on the areas of recruitment and selection process in Tanzania.

5.4.1 Recommendations for action

Computerization of the recruitment and selection processes (Use of electronic recruitment), in most cases, so many candidates apply for the advertised vacant positions. The short listing process becomes a difficult job because it is mostly done manually without the use of computers. All jobseekers may have access to register themselves wherever they are and submit all necessary information for the recruitment to take place easily. The system of sending letters to permanent secretary proved to be failure since it prolongs the process as well as making the manual task of selecting qualified candidates for shortlist more tedious.

Computerization of this process will allow national presence of the PSRS vacancies as well as sent automatic notification to job applicants that their information are received as well as notifying successful and unsuccessful applicant on the selection status. This will enhance trust among job seekers since feedback plays much bigger role than silence. The process used to notify only the successful applicants makes others to question themselves whether their application had reached the secretariat or otherwise. Public sector does not reach students and graduates in the way that most commercial companies do. This also, applies to marketing vacant posts.

Improving the image of the PSRS by Launching awareness campaign is another recommendation. PSRS needs to come out with various campaigns that can enable the public understand their presence and what they do in the process of recruitment and selection process. Improving the understanding of public authorities, for example, by launching programmes and publishing brochures with information to citizens about their rights; design a communication strategy to present a more
positive view of the PSRS, in general. Make public service and individual employers known to potential employees; highlight the positive factors of public employment (working for common good, etc.); improve the quality of performance and make it known to citizens. Having good things which is known to the secretariat only gives room for job applicants to receive more rumors (May be right or wrong) which to a large extent distort the image of the PSRS. One of the biggest problems of public agencies is failure to use the media (Publicity and public relations) to ensure favorable mention by the public. The only reason they all give is the shortage of fund but once it comes to reality the cost of publicizing what they do is low than the cost of letting the public rumor override them.

Enhance fairness, equality and transparency in the process of selection and recruitment. Decisions made must be objectively, free from patronage, and reflect just treatment for all employees and applicants. Equitable: There is equal access to employment opportunities and selection and hiring practices decisions are free from systemic and attitudinal barriers. Transparency: There must be open communication between the organization and employees / applicants about selection standards, processes and decisions. If the PSRS will adhere to fairness, equality and transparency it is likely that large part of job applicants will opt to apply through it and develop trust toward all process of recruitment and selection processes.

The PSRS should advertise all job vacancies whether they attract good salaries or not for job seeker to have a wider choice. Since its establishment many jobs are from ministries and local governments which also involve working in various regions though working in regions is not a problem but what job seekers look for is working where they can earn green pasture.

The question of where to work is not a problem but why not in the Port, Tanzania Revenue Authority (TRA), Tanzania Electric Supply Company (TANESCO) National Social Security Fund (NSSF), Public Service Pension Fund (PSPF) Public Pension Fund (PPF) and so forth where they believe employees are well paid? Their job vacancies never appear on the PSRS adverts, For sake of centralizing all job
information it will be better if all were controlled under the PSRS and ensure fair ground.

Establish program for the renewal of the PSRS with the intention of increasing efficiency, effectiveness and flexibility as well as improving quality in the process of recruitment and selection. According to the needs of the national economy and the growing expectations of citizens it has to express visions of becoming an employer of choice, or an ideal employer or, in order to be particularly attractive to young people, a model IT user. These are considered key factors in competing for young and well-trained labour, as well as retaining staff and preventing outflow to the private sector. Raising standards of ethics and integrity is fundamental to government in providing a trustworthy and effective framework for the economic and social lives of their citizens.

The institutions and mechanisms for promoting integrity are considered more and more as basic components of good governance. This area is closely connected to the image of the PSRS and thus to the competitiveness of the public Employer. Success in giving potential employees and citizens a true picture of an administration with corporate values, high standards of ethics and integrity can have an influence on the attractiveness and competitiveness of the organization. Develop and implement clear code of conduct to PSRS staffs.

Establish Evaluation and monitoring systems for PSRS. How can the adopted strategies be monitored and evaluated for success? What indicators measure the rate of competitiveness of the PSRS? There is a need to develop indicators that would make it possible to compare the efficiency of PSRS Monitoring and evaluation processes which will assist in mapping directions for the future. For example, the continuing evaluation of the image of the PSRS will give a clear picture of its development over time.

In Poland, the fundamental assumption is that all strategies and programmes will be subject to evaluation and monitoring of their results. Hence, in the area of
recruitment and selection, the following actions are planned: constant monitoring of vacancies against incoming applications, comparative studies concerning employment of candidates with a special focus on prevention of biases with respect to gender, age, and similar negative attitudes, fine-tuning of the recruitment monitoring and evaluation of tools; evaluating competition for high-level positions within the Civil Service Corps.

Lastly, the shortlisting panel should be composed of qualified and competent members. The members of this panel should not serve on the selection panel. The shortlisting panel should identify and shortlist the most competent and qualified candidates. It would provide the selection panel with a pool of qualified and competent candidates to select from. This process would prevent the selection panel from appointing less qualified candidates. Management should create a favorable environment, free of intimidation and victimization and be accessible to all employees and also introduce a whistle blower protection programme, which will create a platform for employees to come forward with information. This should be located within the anti-corruption unit in the PSRS. The selection panel and management should make available reports on recruitment in the department on a regular basis.

5.4.2 Recommendations for further studies

Following the findings of this study and the pinpointed recommendations it is highly recommended for more study of the recruitment and selection process on various grounds:

**Extend the study to other degree programs**

The current study concentrated on Bachelor of commerce graduates only with view of seeking to know their perceptions on the recruitment and selection process as undertaken by the Public Service Recruitment Secretariat (PSRS). It is high time now for other studies to be conducted to reveal the uncovered parts like in social sciences and engineering.
Study to identify the gap between PSRS and Private recruiters
Another study is also needed to identify why private recruiters like radar recruitments, enrich Africa, employment solution and so forth are much competitive than the PSRS. Again, this study may identify extent to which job applicant perceive transparent, efficiency, flexibility, and trust of these private recruiters over the PSRS. The gap identified may aid in strengthen the PSRS.

Whether centralize or decentralize the recruitment and selection process
Another study is needed to identify whether centralization of the recruitment over decentralization has helped the government to achieve what they intended to. The gap identified here will assist the government in choosing either to make u turn or strengthening the newly established recruitment and selection secretariat. Moreover, it will also help in assisting the government to either opt for all public jobs to be under the PSRS or rather let other job vacancies be managed by public organizations themselves.

Same study with national Coverage
Another study with wider scope is needed to cover either one region from each zone or more regions to get more views of the perception and difficulties applicants from other region face in applying through the Public service Recruitment Secretariat (PSRS).With wider coverage, in-depth findings which may not be limited in generalization may be found hence give the clear picture of whether PSRS has succeeded or not.
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APPENDICES

QUESTIONNAIRRE

This questionnaire has been designed to collect information regarding the study on job seekers perceptions about the recruitment and selection processes by Public Service Recruitment Secretariat (PSRS) in Tanzania. Kindly, I would like to request you to participate in this important study. Your participation will give us a general picture on how job seekers in Tanzania labour market perceive the overall performances of Public Service Recruitment Secretariat. However, participation is voluntary. I would be pleased to have your responses from the following questions in case you are ready and comfortable to participate in this study.
(NB: in case there are boxes, please tick where appropriate)

PART I: CHARACTERISTICS OF RESPONDENTS

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Sex</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td>Age</td>
<td>18-30 Years</td>
<td>31-42 years</td>
<td>43-55 Years</td>
</tr>
<tr>
<td>3.</td>
<td>Specialization</td>
<td>Marketing</td>
<td>Finance</td>
<td>Accounting</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Human resources</td>
<td>Tourism and hospitality mgt</td>
<td></td>
</tr>
<tr>
<td>4.</td>
<td>When did you graduate</td>
<td>1-5 Years</td>
<td>6-10 Years</td>
<td>Above 10 years</td>
</tr>
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</table>
**PART II, LABOUR MARKET EXPERIENCE**

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>5. Are you currently employed?</td>
<td>YES</td>
</tr>
<tr>
<td>6. If the answer is no, Have you ever applied fora vacancy through PSRS?</td>
<td></td>
</tr>
<tr>
<td>7. If the answer is yes did you secure the vacancy you applied through PSRS?</td>
<td></td>
</tr>
<tr>
<td>8. Where did you get information about job advertised by PSRS</td>
<td>Blogs</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>9. Do you know any rights and responsibility of job applicants to PSRS</td>
<td></td>
</tr>
</tbody>
</table>

**PART III, JOB SEEKERS PERCEPTION ABOUT PSRS**

<table>
<thead>
<tr>
<th></th>
<th>Very efficient</th>
<th>Efficient</th>
<th>Neither</th>
<th>Inefficient</th>
<th>Very inefficient</th>
</tr>
</thead>
<tbody>
<tr>
<td>10. How do you perceive the efficiency of PSRS in recruitment and selection process? Rate your response from very efficient to very inefficient</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11. Is PSRS fair and transparent in the process of recruitment</td>
<td>YES</td>
<td>NO</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12. Do you trust PSRS in undertaking recruitment and selection process</td>
<td>YES</td>
<td>NO</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
PART FOUR, PERCEPTION OF SUCCESSFUL CANDIDATES

13. Generally, how do you rate your degree of appreciation and/or recognition to the PSRS’s service in recruitment process, from very fair to very unfair

<table>
<thead>
<tr>
<th></th>
<th>Very unfair</th>
<th>Unfair</th>
<th>Neutral</th>
<th>Fair</th>
<th>Very fair</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fairness</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

14. Is PSRS transparent in its process of recruitment?

<table>
<thead>
<tr>
<th></th>
<th>YES</th>
<th>NO</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transparency</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

15. How can you rate your level of trust with regards to all process involved in recruitment and selection by PSRS?

<table>
<thead>
<tr>
<th></th>
<th>Very trustful</th>
<th>trustful</th>
<th>Neither trustful</th>
<th>Un trustful</th>
<th>Very un trustful</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trust</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

PART FIVE, GENERAL COMMENTS

16. What are your general comments on the process of recruitment and selection by PSRS in ensuring equal job opportunities to all? Do you think it has succeeded on this?

…………………………………………………………………………………………
…………………………………………………………………………………………
…………………………………………………………………………………………
…………………………………………………………………………………………
…………………………………………………………………………………………

THANKS FOR YOUR PARTICIPATION
APPENDIX II
INTERVIEW QUESTIONS TO PSRS STAFFS
PART ONE GENERAL INFORMATION

<table>
<thead>
<tr>
<th>1. Gender</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Female</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2. Your position</th>
<th>Junior</th>
<th>Middle</th>
<th>Senior/Managerial</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>3. How long have you worked with PSRS?</th>
<th>1-5 Years</th>
<th>6-10 Years</th>
<th>Above 10 years</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>4. Your education level</th>
<th>Certificate/Diploma</th>
<th>Degree</th>
<th>Masters and above</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

PART TWO, PERCEPTION OF PSRS TOWARDS JOB SEEKERS

<table>
<thead>
<tr>
<th>5. Did you ever launch any campaign to increase job seekers awareness on your existence?</th>
<th>YES</th>
<th>NO</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>6. Do you have enough man power and other resources for undertaking the recruitment process?</th>
<th>YES</th>
<th>NO</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<p>| 7. How can you rate your perception with job seekers with regards to PSRS activities, Rate them from strongly disagree to strongly agree? |
|----------------------------------------------------------------------------------------------------------------------------------|-----|-----|-----|-----|-----|
| Awareness                                                                                                                      |    |    |    |    |    |</p>
<table>
<thead>
<tr>
<th>with PSRS procedures</th>
<th>Matches with requirement of the labour market</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Transparent, honesty and trustful to PSRS</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

8. What are the main challenges in undertaking the recruitment and selection process?

THANKS FOR YOUR PARTICIPATION