THE ANALYSIS OF EFFECTIVENESS OF RECRUITMENT PROCESS AND SELECTION CRITERIA IN MEDIA ORGANIZATIONS.

THE ANALYSIS OF EFFECTIVENESS OF RECRUITMENT PROCESS AND SELECTION CRITERIA IN MEDIA ORGANIZATIONS.

By

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CERTIFICATION

The undersigned certify that he has read and hereby recommends for the acceptance by the Mzumbe University a dissertation entitled **"The Analysis of Effectiveness of Recruitment Process and Selection Criteria in media organizations. The case of Mwananchi Communication Limited"** in partial fulfilment of the requirements for the award of the Degree of Masters of Science in Accounting and Finance (MSc-A&F) of Mzumbe University.

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I, Mwanahawa Salehe, hereby declare that this dissertation is my own work and has not been submitted and will not be submitted to any other college or university for similar or any other degree award.

Signature _____

Date _____

ACKNOWLEDGEMENT

I owe thanks to almighty GOD, all people in person and official capacities who helped me to complete this report. In fact this report is the result of their efforts and contributions of the member of persons who gave me intellectual, material and moral support.

I feel compelled to single out of few who were closely associated with my work in one way or another. I owe special debt of gratitude to my major supervisor Mr Omary Swalehe for his tireless guidance, encouragement and helpful criticism which enabled me to improve and shape this work constructively.

I am also grateful to the entire management and staffs Mwananchi Communications LTD for their support and corporation.I, hereby appreciate their contribution and cooperation since without their help my field work might have not been successful.

DEDICATION

This report is dedicated to my beloved parents, Mr Saleh Sapi and Tatu Pelemba for their greatest moral and spiritual support towards accomplishment of this work.

LIST OF ABBREVIATIONS

HOD	-	Heads of Department
HRM	-	Human Resource Officer
HRO	-	Human Resource Officer
LGA	-	Local Government Authority
LTD	-	Limited
MCL	-	Mwananchi Communication Limited
NMB	-	National Microfinance Bank
TRA	-	Tanzania Revenue Authority
UK	-	United Kingdom
USA	-	United States of America
CV	-	Curriculum Vitae

ABSTRACT

The main objective of this study was to determine effectiveness of recruitment process and selection criteria at Mwananchi communication LTD. Specific objectives of the study were to identify methods of the recruitment, to identify sources of recruitment in recruitment process, to measure satisfaction of employees in recruitment process and to measure selection criteria at Mwananchi communication Ltd.

A case study strategy was used. The sample and included 15 management staffs and 34 non management staffs from Editorial department, Finance and Purchasing, Marketing and Advertising, Information Technology, Legal and Administration. Methods used to collect data included questionnaire, interviews and documentary review. In this study, data were analyzed by using numerical figures, percentages, tabulation and exploratory analysis.

Result from the study revealed that recruitment process was effective at Mwananchi and selection criteria were moderately accepted by the respondents. However, they mentioned that working experience and academic qualification as the barrier to many job applicants.

The study recommends that for the recruitment to be more effective organization should encourage campus recruitment in order to get best candidates at minimum cost and time; in addition the number of women recruited should be increased promoting gender equality in achieving millennium development goals.

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

CHAPTER ONE
BACKGROUND AND PROBLEM SETTING

1.1   Introduction

This chapter outlines the processes, which prompted the initiation of the study. It describes the background of the research problem, problem statement, research objectives and research questions, rationale of the study and lastly limitation of the study.

1.2   Background to the Research Problem

Recruitment and selection in any organization is inevitable, this is due to the fact that in any organization there is always vacancies and need for new recruitment due to promotion, resignation, retirement and dismissal or death as they occurs in the organizations. As argued by Torrington and Hall (1998), there is always a need for replacement of employees in organization. When immediate replacement fails to take place, operations, activities and even goals as well objectives may not be met by the organization.

According to the rules and regulation governing employment matters in media organization like Mwananchi Communication Ltd, the procedures employed in recruitment process were claimed to be very long thereby sometime reducing the chance of getting right candidates at the right time (Tanzania Private Sector foundation 2007). Also criteria used for selection in most of private companies are too demanding in terms of experience that does not give chance to candidates who are straight from the university for getting chance of being selected (Sapanjo,2008).

There is a policy that all private sectors use, this policy addresses recruitment and appointment of the private sector employees and it calls for better mechanism of attracting, recruiting and appointing the people in order to improve the service delivery in the concerned company (Tanzania Private Sector Foundation, 2007)
In today's competitive world any organization survivor depends on quality product, quality service as to enhance the existence of the organization. Proper recruitment

and selection is very helpfully in building up suitable workforce, if right people are selected for various. Jobs, their productivity and efficiency will be high and up to required standards (Gupta, 2001).

Thus, staff recruitment and selection is among the activities of human resource management department and remains a central human resource objective for the future. This is because the success and failure of an organization to a greater extent depends on the quality of the workforce of the organization.

Effective recruitment and selection results to an organizations and institutions in getting, competent, diligent, capable, qualified and knowledgeable employees, who can lead to the achievement of the organization objectives. Recruiters and the Human Resource Officers are also required to comply with the legal and ethical requirement calling for equal employment opportunities for the minority group members and gender balance during the recruitment and selection process. As Prasad (2005) commented, the history of selection suggests that formerly stereotyped impression of personality and characteristics were used as the basis for selection of employees such as soldiers in the army to be selected from the families whose members used to be in the army; administrators to be selected from the families whose members were in administrative services.

Growth of any organization is brought about by the totality of the contributions from the available staff. It is the quality of the staff together with adequate equipment in the organization and its proper management that leads to the quality results product. As observed by Olowu &Adamolekun (2002) it is becoming highly essential to secure and manage quality human resources as the most valuable resource of any organization.

1.3   Statement of the Problem

The primary goal of the recruitment and selection in any organization whether a public or private is to enable such organization to acquire qualified and competent personnel that would contribute towards perfection. Without effective recruitment

2

and selection there will be poor performance and therefore failure to achieve organizational goals. As Gupta (2001) commented if the right people are selected for the various jobs their productivity and efficiency will be high.

In a Tanzanian context, most of the organizations facing the problem of having incompetent staffs at working places arises from number of factors such as; their inability to recruit qualified staff during the recruitment process and inadequate financial resource to support the process. All these pitfalls results into employment of unqualified workers who fail to perform as per required standards (Kolimba, 2008)

However, the criteria used to measure a candidate during the selection process in private sector are not clear or followed as rigidly as public service. As Torrington et al (2008) suggested criteria against which applicants will be measured should make explicit. It is impossible to make credible selection decisions if the selection procedures and approach are not followed and therefore it becomes difficult to validate the selection process.

On the other hand if the criteria used in recruitment and selection are too demanding in terms of the required academic qualifications, working experience, knowledge and skills makes difficult for those who are strait from college and university to meet all of the criteria (Sapanjo, 2008)

Basing on this fact the study intends to look on the analysis of effectiveness recruitment and selection criteria process to the performance in Mwananchi Communication Ltd.

1.4 Objectives of the study
1.4.1 Main Objective
The main objective of the study was to assess the effectiveness of recruitment process and selection criteria at Mwananchi Communication Ltd.

1.4.2 Specific Objectives
The study had the following specific objectives:

(i.) To identify methods and sources used in recruitment process at Mwananchi Communication.

(ii.) To measure satisfaction of employees in recruitment process.

(iii) To measure selection criteria at Mwananchi communications Ltd.

1.5 Research Questions

The study was guided by the following research questions:

(i) What methods and sources are used by Mwananchi communications in recruitment process?

(ii) What criteria are used to measure satisfaction of employees in recruitment process?

(iii) What are factors used to measure selection criteria at Mwananchi Communication LTD?

1.6 Rationale of the study.

The study will make the contribution to existing body of knowledge on effectiveness of recruitment process and selection criteria in the organization. In addition the findings of the study are:

(i.) To be a basis for reference to academicians and researchers by stimulating further research to be conducted on areas which have not covered by this study.

(ii.) To raise awareness among human resource practitioners in Tanzania about the effectiveness of recruitment and selection criteria to organizational performance. Since the general results of the study will be shared among human resource practitioners within the country.

1.7 Scope of the Study

The study examined the effectiveness of recruitment process and a selection criterion to the performance .The field work was done in Dar es Salaam, Ilala district with a particular focus to Mwananchi Communication Limited.

1.8   Limitation of the Study

In conducting the research the researcher encountered various problems of which were addressed accordingly as described below:

(i.)   **Poor response**. A researcher experienced poor responses from respondents due to sometimes being busy. Since the researcher used interview, some respondents especially those in managerial positions, were not easily available due to their tight work schedules. But the researcher did not give up until she interviewed them although it took much time than the researcher planned

(ii.)   **Availability of data.** The researcher faced difficulties in getting some of the necessary data regarding confidential matters. However, this does not affect the validity of the findings because the researcher got more relevant information through interviews which were conducted with the staffs and other information obtained from documentaries.

1.9   Organization of the study

The study is organized into six chapters. Chapter one provides the introductory part of the study and the background information concerning the research problem. It outlines the objectives of the study, research questions and significance of the study. Furthermore; it contains study limitations faced by the researcher during the study.

Chapter two covers the literature review under this chapter general meaning of recruitment was discussed, methods and sources of recruitment, recruitment process and recruitment policy.

However meaning of selection, selection criteria and effectiveness of selection process was discussed, as well as empirical review and conceptual framework was presented.

The third chapter contains research methodology. In this chapter research design, area of study, sample size, data collection instrument and data analysis technique was discussed.

Chapter four is devoted to the presentation of findings related to the effectiveness of recruitment and selection criteria at Mwananchi Communication Limited, analysis and discussion of data based on objectives of the study.

Chapter five drew conclusion and recommendation on the findings guided by the research objectives and research questions.

CHAPTER TWO
LITERATURE REVIEW

2.1   Introduction

This chapter presents literature review related to the concepts of recruitment and selection criteria. It discusses the approaches of recruitment theories, meaning of recruitment, recruitment process, meaning of selections, selection criteria and empirical review documented from various researchers, and theoretical analysis as well as literature gap.

2.2   Meaning of Recruitment

Before an organization can fill a job vacancy it must find people who can not only are qualified for position but also who want job. Therefore, Prasad (2005) defined recruitment as the process of finding and attracting capable applicants for employment. The process begins when the new recruits are sought and ends when their applications are submitted. The results are a pool of the applicants from which new employees are selected.

Armstrong (2001) ,defined recruitment as the searching for and obtaining qualified job candidates in a sufficient numbers such that the organization can select the most appropriate people to fill the job needs, as well more of applicant in compliance with the legal regulations.

According to Werther & Davis (1996) as quoted by Prasad (2005), defined "recruitment as the process of findings and attracting capable applicants for employment". The process begins when new recruits are sought and ends when their applications are submitted. The results are the pool of applicants from which new employees are selected.

2.3   Factors Influencing Recruitment

There are various factors that influence recruitment in the organization including, organizational image, size of the organization, type of the personnel recruited and legal factors (Prasad, 2005)

(i.) **Organizational image**

Organizational image as perceived by the prospective candidate is an important factor for attracting personnel for selection .The image of the organization in a human resource market depends on its HRM practices like facilities for training and development, promotional avenues, compensation and incentives, and the work culture. If all these factors are positive, an organization may be in better position to attract candidates.

(ii.) **Size of the organization**

Size of the organization is another factor which determines the degree of the attractiveness to the prospective candidates. A small organization cannot have the same recruitment practices which a large organizational have; it may not able to attract highly talented personnel. Even if it tries to do so, its human resource cost would be almost prohibitive.

(iii.) **Type of personnel to be recruited**

Recruitment program and identification of the sources for prospective candidates depends on the type of the personnel to be recruited. For example, managers at higher level cannot be recruited through the same methods which have been applied for recruiting unskilled personnel or vice versa along with type of personnel.

(iv.) **Government regulation**

Govern regulation prohibiting discrimination in recruitment and hiring have the direct impact on the recruitment practices. Although there is no guarantee way to avoid legal entanglements associated with recruiting some basic principles of sound recruiting practices can be followed.

(v.) **External influence.**

There are various forces in the environment which exert pressure on the employing organizations. These pressures may be from the political structure in the form of emphasis on the sons of the soil, or pressure belong the community to which the promoters of the organization belong and from business contacts.

2.4   Sources of the Recruitment

According to Armstrong (2001) there are two main sources of the recruitment from which candidates can be attracted there are internal and external sources. Robbins (1982) commented certain recruiting sources are more effective than the others for filling certain types of jobs. Recruitment is more likely to achieve its objective if recruiting sources reflect the type of the position to be filled.

a)   **Internal sources**

Armstrong (2001) wrote "It is better to recruit candidates first within the organization by examining the company policies and the list of the personnel for job being considered suitable such that candidates can be found within the given organization". Internal recruitment is of two types:

(i.)   **Present personnel**

Various positions in the organization may be filled by promoting the present personnel or by transferring them from unit/ department where there is overstaffing to a unit/ department where there are needed. A more common method of recruitment from internal personnel is the promotion which every organization adopts in varying proportion (Prasad, 2005)

(ii.)   **Personnel referrals.**

Referrals from existing personnel may be a good source of internal recruitment. The present personnel may be in a better position to judge the suitability of the prospective candidate with whom they are familiar as they know the nature of job.

Gupta (2009) analyzed advantage of using internal source of recruitment as follows;

a)   Morale and motivation of employees improve when they are assured that they would be proffered in filling up vacancies at higher levels. A sense of security is created among employees.

b)   Suitability of existing employees can be judged better as record of their qualification and performance is already available in the organization.

c)   It provides loyalty and commitment among employees due to sense of job security and opportunities for advancement. Stability of employment is improved.

d)   Present employees are already familiar with the organization and its policies. Therefore, time and costs of orientation of training are low.

However internal recruitment has the following disadvantage (Gupta, 2009)

(i.)   Firstly it discourages flow of new blood in the organization.

(ii.)   More talented outsiders may be left out

(iii.)   This source of recruitment is not available to new established organization.

(iv.)   More talented outsiders may not be employed

b)   **External source**

External sources constitute all of those avenues through which an organization makes contact with prospective candidates, other than its own internal candidates, either directly or indirectly. Such contact may be made in different modes such a contacting may be made in different modes such as contacting directly contacting candidates like educational campus recruitment, contacting them indirectly through advertisement or certain agencies such as employment exchange, consultants Prasad (2005). Advantage of the external recruitment is the availability of the greater pool of applicants. The application that has the exact qualifications will apply and be selected. Such type of the recruitment brings new ideas and external contacts to the firm hiring them (Armstrong, 2001)

According to Gupta (2009) mentioned advantage of external recruitment as follows.

(i.)   People having a requisite skills, education and training can be obtained.

(ii.)   As recruitment is done from the wider market, best selection can be made irrespective of caste, sex or religion.

(iii.)   It helps to bring new blood and new ideas into the organization.

(iv.)   External sources are best when suitable people from within are not available and when the organization is diversifying or merging with other organization.

However external source of recruitment have the following disadvantage (Gupta, 2009)

(i.)   It is more expensive and time consuming to recruit people from outside detailed screening is necessary as very little is known about the candidate.

(ii.)   The employee being unfamiliar with the organization, their orientation and training is necessary.

(iii.) If higher level jobs are filled from external sources, motivation and loyalty of the existing staffs are affected.

2.5   Methods of the Recruitment

(i.)   Educational institutions

According to Armstrong (2001) Educational institutions are the important of all sources of the recruitment for the technical management and professional jobs. Recruiting at college level serves as the major source for acquiring managerial, professional and technical skills, the gap that exists between the skills that the organization will need over the next several years and those currently possessed by the potential employees is growing.

Robbins (1982) educational institution offers opportunities for recruiting recent graduates, whether the educational level required for the job involves a high school diploma, specific vocational training, or college background with bachelor's, master's or doctorial degree. Educational institutions are the excellent source of potential employees for entry level in the organization. Employers can find not only new diploma recipients at the school, collage, or university placement bureau but also former graduates interested in pursuing other opportunities.

(ii.)   Advertisement

Advertisement is the medium for informing and persuading the prospective candidates to offer for employment. Such an advertisement can be put in the news papers (most common), professional journals, magazines, television, radio and internet.

Is the method Advertisement is the most common method used for contacting the prospective candidates for the various positions in the business and non business organizations. Advertisement in newspaper has much wider coverage and high retention value as compared to other media (Prasad, 2005).

According to Robbins (1982) advertisement placement is often determined by the type of job. The higher the position is in the organization, or the more specialized the skills sought, the more widely dispersed the advertisement is likely to be.

(iii.) Raiding

Raiding means attracting employees working elsewhere to join the organization even though many hiring companies believe to be unethical to direct contact employees from the other organizations, some companies do engage in such raiding. This happens when the need to recruit is especially pressing (Prasad, 2005)

(iv.) Employment Agencies

Armstrong (2001) employment agencies refer to the special agencies or consultancies which search for suitable candidates on the behalf of their clients. Agencies should be chosen carefully by employers and job seeking alike. Very often such agencies also recruit on the behalf of the organizations without necessary disclosing the identity of the organization. Unfortunately some agencies are more concerned with placing employees quickly than in affecting a good match between employees and the organization, the discrepancy can be reduced if the HR managers give the detailed specific requirement.

(v.) Head Hunting

The top level of the middle level executives are recruited by the process known as Executive Search or "Head Hunting" its advocates believe that, the best candidates are not only those who reply to advertisements or look for the new jobs but those who are not thinking of moving elsewhere. On the receipt of the commission from the client, the head hunter will reach for the potential candidates in competing business in the membership list of professional bodies, newspapers or through

confidential head hunting network. Selected candidates are then approached discretely and one or two of them are introduced to the client/firm (Armstrong, 2001)

(vi.)   **Online- Recruitment**

Online recruitment uses the power of the internet to match people to jobs. Fundamentally, it is about advertising vacancies on either job sites or corporate websites. At this very basic level it is particularly effective at getting a high level of response. While it may generate hundreds more applications than traditional print advertising, simply attracting more candidates is only part of the job. The current view is that truly effective online recruitment could be as low as 10% of the top blue-chip corporate companies.

The real strength and power of online recruitment, when done properly, lie in harnessing internet technology to not just attract candidates but to deal with them too. In this sense it is also about streamlining the recruitment process -so busy HR departments can give a better recruitment service to their colleagues in finance, marketing, sales and manufacturing. Plus it frees up more of their time for more value-added tasks.

A specialist software provider, such as HR Portal, can develop bespoke application programmes for recruiters that will save time, effort and money. They can automate the pre-selection process by setting 'killer questions' (that only the top candidates will answer correctly), profiling and scoring, psychometric tests and automatic CV scans to look for key words such as qualifications and experience.

1. **What are the benefits of online recruitment over traditional recruitment?**
There are many benefits to be had by recruiting online: here are a few.
   (a) **Wide geographical reach**
Advertising online opens up a much wider candidate pool than advertising in print. This gives you a much better chance of finding the right candidate for the job. Note, however, this is only a benefit if sifting, sorting and grading tools are applied to the applications coming in. Otherwise you'll have hundreds to go through manually

which becomes a liability. As we said, the advertising is only part of the effective online recruitment.

(b) Speed

Jobs posted online go live in literally minutes and candidates can and do respond immediately. HR Portal has a great statistic from one of its clients HFC Bank: from the vacancy appearing online to the candidate appearing in the interview room took just three hours. While this was an exception, it proves it can be done.

For companies needing to recruit staff quickly to handle extra work, cover sickness, leave or other staff shortages, the option to advertise, select and appoint people within (typically) 48 hours is a huge bonus.

(c) Lower Cost

This may surprise you but technology in online recruitment is not expensive. By saving on time, design and print costs and targeting precisely the best sites for the best candidates, online recruitment is a very cost-effective option.

Not only that, but the hours saved through automating the pre-selection process represent a considerable cost cut in terms of HR time needed to get candidates to the interview stage. Suddenly, HR staff have time to do more productive things.

(d) Automating the Process

The pre-selection process can be tailored to individual companies' needs. This way, you can sift and sort candidates who meet your exact needs. Not only does this save time (and cost) it also results in a better quality of candidate reaching the interview stage having already established they meet certain key criteria.

Automating the application process also gives a level playing field to all candidates - whether they come directly to your company's site, via a recruitment consultant or in response to a print advertisement. For many larger organisations, achieving consistency of handling candidates across many branches or regional offices can be a problem: online recruitment solves it.

(e) **Interaction with candidates**

Working online via websites and email is the way of the future. It's not just the youngsters who are logging on to find jobs either. Recent results from NORAS shows 35% of all users are over 35. It's quick, personal and direct. Questions are answered in seconds and information is immediately accessible. What better way to establish whether the candidate is right for you (and indeed that you are right for them)?

Another benefit is that candidate information can be held on file (your own searchable CV database). So if someone is not quite right for the job for which they're applying, you can see if their skills and profile match another job better. Working online opens up communication channels and enables you to go directly to the candidate either immediately or at a later date when an opportunity arises.

2.5.1 Evaluating the recruiting methods

Given the importance of the recruiting to the organization the methods used in recruiting should be evaluated periodically. One of the most important reasons evaluate recruiting method is to determine the cost versus benefit of the various methods. When recruiting methods does not attract enough applicants may be enticed by money. This may not be cost effective methods of recruiting. Recruiting cost may include factors such as the cost of advertising, the salaries and the travel expenses of the recruiters, travel expenses of potential job applicants and recruiting agency. The effectiveness of the recruiting methods varies among organization and even within the same organization.

2.6   The Recruitment Process

According to Gupta (2001), recruitment process begins by identifying job requirement. Some questions must be answered such as what are specified vacancies or jobs? How are they to be done? What is the specific knowledge, experience, skills, and age attributes? That can be done through interviews, observations; questionnaires

or even system analyses or process designed to enable individuals feel good to fit in terms of the contact, function and relationship.

Figure 2.1:   Recruitment Process

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┌──────────────┐   ┌──────────────┐   ┌──────────────┐   ┌──────────────┐   ┌──────────────┐
│ Recruitment  │   │ Sources of   │   │ Contacting   │   │ Application  │   │ To select    │
│              │──▶│              │──▶│              │──▶│ pool         │──▶│ process      │
│ Planning     │   │ Recruitment  │   │ Sources      │   │              │   │              │
└──────┬───────┘   └──────────────┘   └──────────────┘   └──────────────┘   └──────┬───────┘
       │                                                                            │
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Evaluation and control
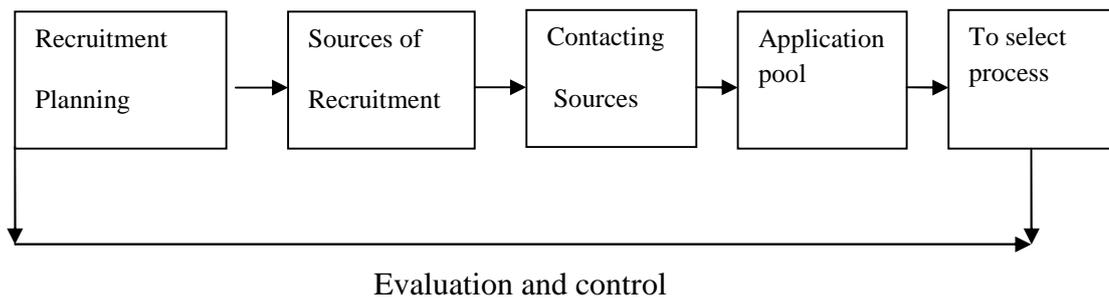
Source: adopted from Prasad, 2005

According to Gupta (2006) the recruitment process consists of the following steps;

Generally, recruitment process begins when the human resources department receives requisition for recruitment from any department of the company. The human resource requisition contains details about the position to be filled, number of persons to be recruited, duties to be performed, qualification required from the candidates, terms as well conditions of the employment and the time by which the person should be available for appointment. Second locating and developing sources of the required number as well type of employees; third, identifying the prospective employees with required characteristics; fourth, communicating information about the organization, the job terms as well as condition of the services. Fifth, encouraging the identified candidates to apply for the jobs in the organization; and sixth evaluating the effectiveness of the recruitment process.

2.7   Recruitment Policy

Recruitment policies specifies the objective of the recruitment and provide framework for the implementation of the recruitment programme.it may be involve commitment to principles such as enriching the organizational human resource by filling vacancies with the best qualified people. A proper planning and systematic recruitment policy is necessary to minimize disruption of work due to changes in employee and secure equitable distribution of the employment opportunity (Gupta, 2006)

According to Prasad (2005) recruitment policy spells out the objectives and the principles of the recruitment and provides a framework for implementation of the recruitment program in the form of the procedure. Recruitment policy covers the following areas;

(i.)   T o prescribe whether the recruitment would be centralized or decentralized at unity levels. This is important in the organization which has more than one unit located in the different places,

(ii.)   To provide weight age that would be given to a certain categories of people such as local population, physically- handicapped personnel from the scheduled castes/ tribes and other backward classes. It should also be provided how to deal with cases of pressure candidates, that is, that is, those candidates for whose selection pressure is mounted from outside influential sources.

(iii.)   To specify the degree of flexibility with regard to age, qualifications, compensations structure and other service condition.

(iv.) To prescribe the personnel who would be involved in recruitment process and the role of HR department in this regard.

(v.) To specify the budget for meeting the expenditures incurred in completing the recruitment process.

2.8 Selection

According to Gupta (2009) defined selection as the process of choosing the most suitable persons out of the applicants. It is the process of weeding out unsuitable candidates and finally identifies the most suitable candidates. In this process, relevant information about the applicants is collected through a series of steps so as to evaluate their suitability for the job to be filled.

Also, Prasad (2005) defined Selection is the process of differentiating between applicants in order to identify (and hire) those with the greater likelihood of the success in a job. And venkanta,et,al,(2006) defined Selection as a process of choosing people by obtaining and assessing information about the applicants with a view to matching those with the job requirements and picking up the most suitable candidates. The choices are made by elimination of the unsuitable at successive stages of the selection process.

However, Shillingi (2011) explained selection as a process in employment function which starts immediately upon receipt of the resumes and the application letters, the major concern being reviewing resumes for basic qualifications. A job seeker who

does not meet the required qualifications is not an applicant and should not be considered.

It is the process which should be based on a job related qualifications including but not limited to: required or preferred education, knowledge, experience, skills, and abilities as identified in the job description. Qualification must be bone fide occupational qualifications listed in the job description.

An applicant who is hired must meet the required qualifications listed in the job description in this regard; selection is the process of matching the qualifications of the applicant with the job requirements. It is the process of weeding out unsuitable candidates and finally identifies the most suitable candidates.

2.8.1   Selection criteria

Selection criteria, is a list of essential and desirable skills, attributes, experience, personality, general knowledge and motivation which an organization decide necessary for the position.

Beardwell and Wright (2004) suggested that organization should set up the required capabilities (competence) for selection. Competence of applicant covers the area of knowledge, attributes, experience, skills and values that persons draws on to perform their work well.

Organization attempts to maintain a certain standards of technical and social criteria in selection even in tight labor market. Robertson's & Hamersley (2000).This is because the competence of the candidate and the fit between the candidates expertise and business requirement are critical concern of the organization.

Barron and Hannan (2002) indicates that compatibility of the candidates attitude and behaviors with the organizational culture are important criterion in the process of the knowledge workers selection. In addition to skills and compatibility with the team organization, the   employee long term potential would be another selection criterion for high technology firms.

2.8.2   Condition for Effective Selection Process

However Prasad (2005) analyzed condition for effective selection process,

Firstly, selection process depends depend on the type of the personnel to be selected. For example more information is required for the selection of the managerial personnel as compared to subordinate workers.

Secondly, selection process depends on sources of the recruitment and the method that is adopted for making contact for prospective candidate. For example in the case of the advertisement selection process is more comprehensive and time consuming where as in the case of the campus recruitment; the process is shortened and may be completed in a day.

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

Fourthly, organization's selection; policy also determine the ways to be involved in a selection process, For example in Tanzania context there are various organization which conduct selection test for employment positions such as TRA and NMB, while government ministries and LGAs go through interview only.

2.9   An overview of the selection process.

According to Prasad (2005) a selection process involves various steps as follows:

The selection begins with **application pool** built up through recruitment process is the base for the selection process. The basic objective at the recruitment level is to attract as much worthwhile applications as possible so that there are more options available at the selection stage.

(i.)   **Screening of applications** the real process of selection begins with the screening of the applications. Prospective employees have to fill up some sort of the application forms. These forms have the variety of the information about the applicants like their personal bio-data, achievements, experience, etc. such information is used to screen the applicants who are found to be qualified for the consideration of the employment. The information may also be used to keep

permanent records of those persons who are selected. Based on the screening of the applications, only those candidates are called for further process of selection who are found to be meeting job standards of the organization. When the number of the applicants meeting the job standards of the organization decide a suitable number of candidates who will be called for further selection process.

(ii.)   **Selection tests.** Many organization hold different kinds of the selection tests to know more about the candidates or to reject the candidates who cannot be called for interview etc. Selection test normally supplement the information provided in the application forms. Such forms may contain factual information about candidates. Selection tests may give information about their aptitude, interest, personality, etc, which cannot be known by application forms.

(iii.)   **Interview.** Interview in selection serves three purposes

    a)   Obtain the information about the background education, training, work history and the interests of the candidates.

    b)   Giving the information to the candidate about the company, specific job and human resource policy.

    c)   Establishing friendly relationship between the employer and the candidate so as to motivate the successful applicants to work for the organization.

(iv.)   **Checking the references.** Many organizations ask the candidates to provide the names of the referees from whom more information about the candidates can be

solicited. Such information may be related to character, working, etc. the usual referees may be previous employers, persons associated with the institutions from where the candidates have received education, or other persons of the prominence who may be aware of the candidates behavior and ability.

(v.) **Physical examination.** Physical examination is carried out to ascertain the physical standards and fitness of the prospective employees. The practice of the physical examination varies a great deal both in terms of the coverage and timing. While many organizations do not carry physical examination at all, others carry on a very comprehensive basis. Some organization only have general check up of the applicants to find the major physical problems which may came in a way of the effective discharge duties. In the context of timing also, some organizations locate the physical examination near the end of the selection process. Other locate relative nearly in the process.

(vi.) **Approval by the appropriate authority.** Suitable candidates are recommended for selection by the selection committee or personnel department .though such committee or personnel department may have authority to select the candidate finally, often it has staff authority to recommend the candidates for selection to the appropriate authority.

(vii.) **Final selection.** Final selection after the approval of the competent authority, the selection is final and the candidate concerned may be informed accordingly. Sometimes, more than one name may be suggested by the election committee and

approved by the competent authority for a single position. In such case, the person whose name is at the top is selected and informed.

(viii.) **Employment contract,** the relationship between the employee and the organization is contractual one and form this point of view, anyone who is irrespective of the position held by a person though in practice, often, personnel are divided into two categories: management consists of higher level and employees at the lower levels. The implication of the contractual relationship is usually both employees and organization must enter in the employment contract indicating the various terms and the conditions of the employment.

(ix.) **Evaluation.** Evaluation is the total selection program, though strictly not a step of the selection process but helps on ensuring its effectiveness, may be undertaken at two stages; during the process and after the process; during the process, evaluation tries to measure the reliability and the Validity of the various steps used in the selection process. Evaluation after the process is over, measures the outcomes of the selection process in terms of the performance of those who have been selected.

2.10 Obstacles of the selection process.

According to Marcus (2008) there are some common problems that invalidate the typical selection process. These are: managers involved in selection do not seek applicant information on all important dimension needed for the successful job performance. Managers tend to become lazy and tend to ask questions from habit

rather that in response to specific needs. They attempt to get information on a few dimensions they feel to   critical or just easy to evaluate and this, prevent them from achieving the breadth of the information that can mean the difference between selecting and average and outstanding employee.

Managers misinterpret applicant data at a time when the best predicator of the future performance, yet many managers doesn't seek behavior information about applicants. Because the focus of the interview is on getting theoretical information, an applicant who can tell a good story can be selected.

Manager's judgments can be affected by the business and stereotypes. Managers may have certain biases, for example against women, people who work in a certain organization, people coming from some tribes, school mate, people like himself or herself. Managers can see people as stereotypes, for example a university dropout. This biases or stereotypes may be known or unknown to the managers.

Managers who lie too heavily on the interviews in making selection decision many managers tend to use only global interview information for the decision making. Information from reference checks, medical examination are sometimes used in perfunctory way, usually after the hiring decision is made.

Manager's judgments are affected by the pressure to fill the position. It seems that there is always pressure to fill a position but in fact the amount of the pressure differs in terms of the length of the time the position has been open, the amount of business

expected and of course a pressure from the higher authority. Research indicated that managers lower their standards when under pressure to fill the positions. They tend to rationalize poor information and to over emphasize the impact of the training on a weak dimension (world vision international, manager's manual, 1998)

According to Annasi (2004) he said nepotism and tribalism plays a major role in the job market. Any top executive will first consider those of his own family, clan or tribe before he could ever think of helping an outsider.

2.11   Theoretical analysis.

Theory is the set of the assumptions, propositions or accepted facts that attempts to provide a plausible or rational explanation of cause and effect (causal) relationships among a group of observed phenomena. Theories provide generalized explanations to an occurrence. There are several kinds of theories in all disciplines; theories provide indicators and examples of what incorporated in the framework. They are also providing theoretical questions and answers (Kombo and Tromp, 2006)

The theory of the organizational recruitment is the scholarly body of work about how people can most effectively be persuaded to apply for a job. Under normal circumstances an increase in the pool of the applicant will improve an employer opportunities in selecting exactly the right person for an opening.

In this study of the effectiveness of the recruitment process and selection criteria to the performance there are theories that have been used. These are subjective factor theory, objective factor theory and critical contact theory.

2.11.1 Objective factor theory

According to Behling (2008) Objective theory states that an applicant uses a very rational method for making decision. Potential employee depends on the objective assessment of certain tangible factors such as the following: pay and perks, location, opportunity for the career growth, benefits, working condition, and nature of work and opportunity for career growth. Also the employer considers factors like educational qualification, years of experience of an employee and special qualifications.

2.11.2 Relevance of the objective theory

The relevance of the theory also apply at Mwananchi communication limited, the employer expect something from employee. Employer when recruits an employee look upon the educational qualifications of the employee, experience of the employee also the age and most of the time this is found on the job advertisement.

However ,when the employee apply for the work he expect to meet better working condition, high salary, compensation, opportunity for training, benefits, and promotion. These are some of the reasons which make most of the people to be attracted to join Mwananchi communication limited.

2.11.3 Limitation of the study

The objective theory lacks some of important factors like personality and confidence of the candidate to some post like customer care, such post needs people who are confident and charming and generous, the person who does not have these qualities

cannot work properly as the customer care and therefore, this gives the rise of the weakness of objective theory.

2.11.4 Subjective theory

This theory assumes those applicants are not rational but respond to social or psychological needs for example security, achievement, and affiliation, collegiality of the work group and the image of the organization this is decisive factor in choosing an organization by an individual candidate seeking employment. While on the side of employer the theory assumes that recruitment will take place basing on personality compatibility for the position, competence and candidate best fit (Behling, 2008)

2.11.5 Relevance of the subject factor theory

Organizational image matters a lot when an individual is looking for job. Most of the candidates are attracted with the organization which have positive image to its workers and society. The image of the organization starts within the organization when looking on how the management treats its workers and then spread throughout the society. The image of the organization has the effect on attracting qualified candidates. For example Mwananchi communications limited most candidates apply for job because of the company's long standing reputation from its employees and public at large.

2.11.6 Critical Factor Theory

There are instances where the candidates is unable to choose an organization, out of the alternative based on the objective or subjective factors which are given above. Behling (2008) this is due to many reasons such as limited contact and insufficient data, in regards to the organization or his/ own inability to analyze and come to any firm conclusion. In such cases certain critical factors observed by him during his

interview and contact with personnel the organization will have profound influence in the decision process.

2.11.7 The Relevance of the Theory

In developed countries like Tanzania, Rwanda, Uganda, where vacancies are less and hands are more resulting large scale. "Educated unemployment" jobs like marketing and finance where the higher skills and better knowledge are prerequisite, in such cases candidate variety of choices and he is the master of his choice. In production, servicing and clerical jobs, unemployment is high where the number of the job seeker far exceeded the vacancies. In such condition candidate have little choice and grab better position, while employers/ organization are in better condition to choose the candidates from many available and hence recruitment process should be a process of filtering and rediscovering potential candidates not only, for actual or anticipated organizational vacancies, but also searching for prospective- employees. te company executive has first to look for his own relatives, the chances for those from outside the circle getting job are meager and almost absent

2.12   Conceptual framework

Conceptual framework is an assemblage set of research concepts cum variable together with their logical relationship often presented in a form of diagrams, charts, graphs, pictographs, flow-charts, organ gram or mathematical questions. Since Conceptual Framework focuses on the research concept cum variables and their relationships, it is usefully for formulating specific research questions of the study (Ndunguru, 2007)

The conceptual framework of this study consists of dependent variables and independent variables. Adam and Kamuzora (2008) defined variables as a factor or a characteristic of interest that a researcher would like to handle, observe, investigate, or manipulate in the research process so as to establish relationship between variables. Dependent variable is described as the organizational performance while independent variable is recruitment process.
.

In understanding the effectiveness of recruitment process in increasing the performance of the organization we need to establish conceptual framework based on what effective recruitment should be:

Recruitment planning is very important for survival of any organization, because without proper planning effectiveness of recruitment is impossible. Recruitment planning determine the number of applicants deeded in a year, amount of money, methods, sources and criteria used to measure applicant if he/she fits for organization.

For recruitment to be effective in any organization various methods of recruitment should be used in order to attract greater pool of applicant, the number of applications depends on method of recruitment used to attract candidates, the question that human resource officer should asks him/her self is if the method used reach the type of applicants he wants. Methods of recruitment can be newspaper, television, internet, or radio advertisement; it can be recruitment agency like "dollete" which also used to recruit people. However, educational institutions can be used for recruitment weather private or public organization.

However, source of recruitment used determines effectiveness of recruitment, source of recruitment can be either internal source or external source. Internal source is used to recruit candidates who are found within the organization, this can be done through internal advertisements, emails and notice board. In addition external source used to recruit candidates outside the organization, applicants who have exact qualification can apply for job and effectiveness of source of recruitment comes when qualified employee is obtained.

On the other hand Effectiveness of recruitment in any organization look upon the way Human resource officer contacting source can be through telephone, emails or letter, the means used for communication also determine the effectives of recruitment because source are not contacting on time recruitment might not be effective.

In addition criteria used to select applicant for interview matters a lot, those criteria can be educational background of applicant, working experience, skills and knowledge and personal attributes of person. For recruitment to be effective this should be considered when selecting candidate.

Lastly recruitment can be considered to be effective when required person with right qualification are obtained, because if the right personnel is not obtained recruitment considered as ineffective.

2.12.1 The Assumption behind the Conceptual Framework

The independent variables (recruitment process) and the dependent variable is (organizational performance) are taken into consideration by this study. The assumption for this model is that recruitment process should be conducted effectively so as to get qualified employee who will perfume according to organizational standard. Effective Recruitment process and selection criteria lead in recruiting qualified employee who leads to organizational performance.

Effective recruitment results the organization and the institution to have knowledgeable, diligent, capable, qualified employees who can lead to achievement of organizational goals. Performance level of the organization describes type of employees who are found in the organization. Qualified and competent employees are capable of improving organizational performance.

On the other hand organizations that perform in good standard, they tend to increase daily production and sales, however the quality of service provided by organization is appreciated by both customers and staffs. In addition to that customer order waiting time is reduced and all of these leads to an increase in profit.

Figure 2.2:   Conceptual framework for effectiveness of recruitment

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                        ┌─────────────────────────────┐
                        │   Recruitment effectiveness  │
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                        └─────────────────────────────┘
                                      │
          ┌───────────────────────────┼───────────────────────────┐
          ▼                           ▼                           ▼
┌──────────────────────┐  ┌──────────────────────┐  ┌──────────────────────┐
│ Methods of recruitment│  │ Source of recruitment │  │ Selection criteria    │
│                      │  │                      │  │                      │
│  • Advertisement     │  │  • Internal source   │  │  • Education         │
│                      │  │                      │  │                      │
│  • Recruitment       │  │  • External source   │  │  • Experience       │
│    agency            │  │                      │  │                      │
│                      │  │                      │  │  • Knowledge        │
│  • Educational       │  │                      │  │                      │
│    institution       │  │                      │  │  • skills           │
└──────────────────────┘  └──────────────────────┘  └──────────────────────┘
                                      │
                                      ▼
                        ┌─────────────────────────────┐
                        │ Organizational performance   │
                        │                              │
                        │  • Customer satisfaction     │
                        │                              │
                        │  • Increase in production    │
                        │                              │
                        │  • Quality service           │
                        └─────────────────────────────┘
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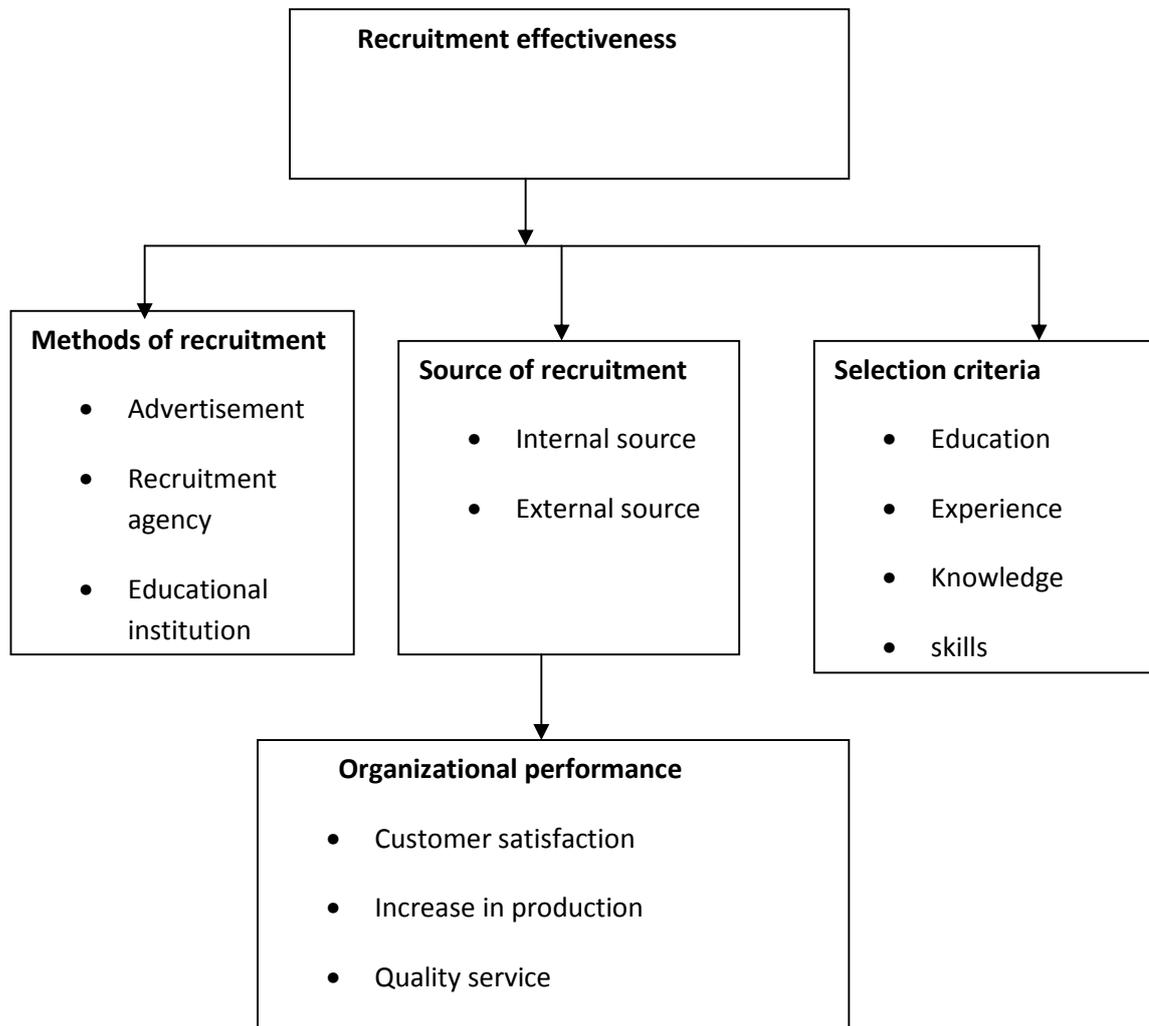
Source: Developed by researcher, 2012

2.13   Empirical Review

According to various studies, there have been substantial evidence over years to show the relationship between recruitment and organizational performance as summarized by Cliff (2004). In his study on the effective selection and recruitment at the ministry of the education and culture recommended the following in order to ensure effective selection and recruitment.

(i)   Commitment from the top management and the other staff in important to the implementation the procedures for recruitment.

(ii)   Poor regard system (poor salary) as perceived as unattractive to qualified personnel and attractive to nepotism tribalism and favoritism.

(iii)   The government should implement pay reform effectively so as the salary to be attractive to outside to apply, especially graduates.

(iv)   Open competition to the recruitment and selection has effect on the women to be recruited.

According the study by Benadetha (2004) on the effectiveness of the recruitment in organization at Moshi municipal, it was found that in order to ensure council effectiveness recruitment;

(i.)   Management should regard recruitment process as very important aspect in obtaining quality employees who can improve the performance of the employees.

(ii.)   Management should allocate enough funds for recruitment process information should be provided to the applicants in time before the interview is conducted. Selected candidates should be placed into their respective jobs.

(iii.)   They should be allocated into the works that are relevant to their professional skills.

(iv.)   The management should avoid unnecessary long procedures and delays in offering the jobs.

(v.)   Advertisement should be well formulated should contain all necessary information example skills required and experience of the job. Little has been done about recruitment.

According to Kolimba (2008) recommended that if the recruitment cannot be handled in a systematic way, organizational performance may suffer. This is because the success of failure of the organization is largely determined by the caliber of the workforce. For the purpose of improving quality of workers and the services provided the organization should strictly follow laid down criteria and procedures

during recruitment. The problem of poor quality of services could be reduced. Poor quality workers affect organizational performance. Therefore in order to improve performance there is a need to get the right person at the right post and the right time. As pointed out by Richardson (2003) recruitment as the human resource management function is one of the activities that impact most critically on the performance of the organization. While it is understood and accepted that poor recruitment decisions continue to affect organizational performance and limit goal achievement, it is taking long time for public service agencies in many jurisdiction to identify and implement new effective hiring strategies. In some areas, existing laws inhibit change; in others, the inhabiting factor is managerial inertia.

2.14 Chapter Summary

This chapter has reviewed and explored the usage of the term recruitment, as defined by different scholars. Apart from giving the meaning of the study concept, the chapter outlines factors influencing recruitment process, sources and methods of recruitment however ,recruitment process and recruitment policy has been explained. In addition to that study had covered selection criteria, condition for effective selection and theoretical analysis.

Lastly, the chapter covered conceptual framework and empirical review, where by the findings in empirical review insists an organization to follow laid down criteria and procedures during recruitment in order to improve performance of the organization.

In addition to that, findings in empirical review advised managers to regard recruitment process as very important aspect in obtaining quality employees who leads to the performance of the organization.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1   Introduction

This chapter describes how the study was designed and conducted. The chapter discusses the research methodology and procedure that was adopted in this study, which constitutes research design, area of the study, population of the study, sample size and the sampling procedures, research instrument and data analysis procedure which involves methods or analytical technique that was use in the study.

3.2   Research Design

The study adopted a case study design which intended to assess precisely the effectiveness of recruitment process and selection criteria to the performance of the organization. This is because a case study design constitutes a blue print for collection, measurement and analysis of data or arrangement of conditions for aims to combine relevance to the research purpose with economy in the procedure (Kothari, 1990) .The researcher adopted a case study design because it helped to secure a wealth of information about the unit of the study, and it gives an overall generic picture of a problem.

3.3   Study Area

The study area was conducted in Dar es salaam at Mwananchi Communication Ltd as the case study. There were reasons for selecting this organization. These are:

(i.)   Given both time and resource constraints the selection of the organization helped researcher to accomplish the tasks on time and under the budget estimated.

(ii.)   The researcher was familiar with the organization hence facilitated the data collection method.

3.4   Study Target Population

The target population of the research comprised a number of 132 members from whom the researcher drew a sample of 49 respondents that was (37.1%) of the whole population.

3.5   Sampling technique

Simple random sampling

This refers to the techniques in which each member or unit in a given population has an equal chance of being selected in a sample. Therefore, this procedure was employed in the course of selecting a sample of 49 respondents. The researcher adopted simple random sampling because this technique gives each element an equal and independent chance of being selected from the sample hence the sample is representatives of the population under the study.

3.6   Sample size

This study comprises 49 respondents, the sample size included Human Resource Managers, Heads of Department, Heads of Section and Other Staffs. The sample selected enables the researcher to provide answers to the research questions and

come up with comprehensive, reliable and accurate data. Table 1.3 below represents sample composition.

Table 3.1:   Sample composition

Department	Number of staff Members	Selected Candidates	Percentage %
Human Resource	3	3	4.1
Legal and administration	14	5	10.2
Finance and purchasing	19	8	16.3
Editorial	53	20	40.8
Marketing	2	2	4.1
Advertising	38	10	20.4
Information technology	3	2	4.1
Total	**132**	**49**	**100**

Source: Human Resource Department, 2012

3.7   Data collection methods

The data for this research are of two kinds, primary and secondary data. These types of data were obtained from sampled respondents and relevant documents. The instruments used for data collection are summarized below.

3.7.1   Questionnaire

The researcher distributed to total of 34 structured questionnaires to staff non management team so as to investigate

(i.)   Satisfaction level of employees of each stage of recruitment process.

(ii.)   Effectiveness of recruitment process.

(iii.)   Selection criteria used by organization (See Appendix……I&II).

3.7.2 Interview

The researcher conducted interview with management team that is human resource officer and heads of departments, these were expected to give information about

(i.)   Methods of recruitment.

(ii.)   Which method mostly used and the reasons behind.

(iii.)   To know sources of recruitment used in MCL.

(iv.)   To understand wether recruitment is effective or not at MCL.

(v.)   The criteria used to select candidate.   (See Appendix ………III).

3.7.3 Documentary reviews

Data used in this study sourced from the written documents. Secondary data was obtained from Mwananchi Recruitment Policy and Mwananchi news paper

3.8   Measurement of variables

Research variable is defined as the factor or characteristics of interest that a researcher would like to handle, observe, investigate or manipulate in the research process so as to establish the relationship between variables .Adam and Kamzora (2008) the following are research variables

(i.)   Recruitment process is independent variables, factor which used to measure effectiveness of recruitment in organization include methods used for recruitment; source of recruitment used, quality for recruited staffs, and procedure used for recruitments. It was assumed recruiting wrong candidates will affect organizational performance negatively.

(ii.)   Organizational performance is a dependent variables which was measured by level of customer satisfaction, number of newspaper produced, number of newspaper sold.

3.9   Data Processing and Analysis

Data collected were classified and analyzed in order to make them meaningful, useful and valuable. Since the researcher applied the qualitative technique during the study the researcher used percentages, frequencies, figures, tables and exploratory analysis in analyzing specific objective of the study. These are methods of recruitment, sources of recruitment, measurement of satisfaction level of employees and selection criteria.

3.10   Chapter Summary

The chapter has outlined the research methodology adopted in the study. It included analytical case study focused in analyzing the Effectiveness of Recruitment Process and Selection Criteria. Other techniques as study area, sample size, data collection methods and data analysis procedure have been presented as part of the study.

CHAPTER FOUR

PRESENTATION OF THE FINDINGS

4.1   Introduction

This chapter attempts to present, the study findings, analysis and discussion of the findings in line with specific objectives. section 4.2 provide characteristics of respondents, section 4.3 presents data analysis from management, section 4.4 presents analysis from non-management staffs. The presentation of fore mentioned section would base in specific objectives of study as follows:

(i)   To identify methods and sources used in recruitment process at Mwananchi Communication.

(ii)   To measure satisfaction of employees in recruitment process.

(iii)   To measure selection criteria at Mwananchi Communications

4.2   Characteristics of the Respondents:

The summary of the data below shows the characteristics of the respondents involved in the research.

4.2.1   Gender of respondents

The study involved 34 (69.4%) males and 15 (30.6%) female, the researcher aimed at finding out if women and men are equally employed and are given equal opportunity, according to their skills and qualification. The finding showed that both men and women responded to the questions though the majorities were men. It implies therefore that there is gender imbalance when it comes to equity issues in securing jobs at Mwananchi Communication Ltd refer to table 1.1. below represents gender distribution.

Table 4.1:   Gender of Respondents

Sex	Frequency	Percentage
Male	34	69.4
Female	15	30.6
Total	**49**	**100**

Source: Field Data, 2012

4.2.2 Age of the respondents

The study involved respondents of different age groups, those ranging from 25-34 years were 30 (61.2%), from 35-54 were 11 (22.4%) and those above 55 years were 8 (16.3%). Majority of respondents were youth in the productive working age group of 25-34 years of age, compared with the group above 55 years .This indicates that there are good working conditions, attractive salaries and other benefits like car loans, allowance, health insurance and bonus which makes the youth to be interested to work at MCL. On the other hand, the field data above shows those respondents who are in the age group above 55 years have the lowest number, this indicates that as this group approaches to retirement age there is a need to put in place a succession plan that will ensure on the continuity of the quality work being provided by the company.

Table 4.2:   Age of the respondents

Age	Frequency	Percentage
25-34	30	61.2
35-54	11	22.4
Above 55	8	16.3
Total	**49**	**100**

Source: Field Data, 2012

4.2.3 Respondents level of education

The study provided educational level of the respondents of which 4.0% were certificate level education, 34.7% were diploma holders, 51.0% were first degree holders and 10.2% were postgraduate degree (masters) holders. This gives the reference that among other criteria Mwananchi communication Ltd consider and value education of employee; consequently the number of respondents who posses diploma and degree is too high.

Table 4.3:   **Respondents level of education**

Education	Frequency	Percentage
Certificate	2	4.0
Diploma	17	34.7
Bachelor Degree	25	51.0
Master	5	10.2
Total	**49**	**100**

Source: Field Data, 2012

4.2.3   Working experience of respondents

Table 4.4 shows that the distribution of respondents by years working in the organization. Less than 5 years were 40.8%, employees, between 5-10 years were 28.6% employees, between 10-15 years were 14.8% and 20-25 were 10.2% and more than 25were 6.1%. Majority of respondents had working experience of less than five years this gives the reference that over past five years MCL has recruited many workers than previously.

Table 4.4:   **Working experiences of respondents**

Experience	Frequency	Percentage
Less than 5 years	20	40.8
5-10 years	14	28.6
10-15 years	7	14.8
20-25 years	5	10.2
More than 25 years	3	6.1
Total	**49**	**100**

Source: Field Data, 2012

4.3   Analysis of the Findings:

In collecting data from this category, the study employed the use of questionnaires and interview technique. Questionnaires were used as complementary tool used to gather information for this study..

4.3.1   Methods of recruitment used at Mwananchi Communications

The research findings found out that there were several methods of recruiting candidates for the vacant posts. First, through news paper advertisements eight managers equivalent to (53.3%) from the sample, mentioned that advertisements made through Mwananchi and Citizen Newspapers proved to be the best and most effective way of advertising job opportunities. This is because the advertisements are

easily accessed by reader's country wide thereby attracting candidates of different qualifications, and knowledge to apply for the jobs.

Secondly, recruitment through educational institutions in these occasions, the company recruits young journalists from reputable training institution and colleges through media lab talent search. Through this method the company identifies and recruits appropriate candidates who undergo learning and work experience environment through internship program which range from 3 to 6 months. This methods was mentioned by five Company Managers equivalent to (33.3%)

Last method of recruitment was through Agencies which are given tender to recruit candidates following criteria provided by the organization. Two Company Managers equivalent to (13.3%) mentioned the use of Agencies was another option for job recruitment.

Table 4.5:   Methods of Recruitment

Methods	Frequency	Percentage
Advertisement	8	53.3
Education Institution	5	33.3
Employment agency	2	13.3
Raiding	-	-
Head hunting	-	-
Total	**15**	**100**

Source: Field Data, 2012

4.3.2   Sources used by organization in recruitment

In finding out sources used by organization in recruitment finding indicated that Six manager's equivalent to (40%) mentioned internal source, this fall from the fact that if there is vacant post, Human Resource Officer advertise the post internally and short listed applicants are internally interviewed by the panel, if applicant pass interview h/she appointed for position. In addition to that, internal recruitment is done through promotion mostly in managerial position.

This method facilitate in getting qualified employee because the persons history is available and their characteristics is well known to employer this system ensures that

employees who are recruited are well capable to handle the amount of responsibilities.

On the other hand nine respondents equal to (60%) mentioned external sources because outside the organization there is greater pool of applicants with different experience, knowledge and skills. Also an external applicant helps in bringing new ideas in organization.

This source helps in getting qualified employees as applicants are judged according to criteria stated on advertisement, and the panels undergo aptitude test to enable recruiting panel to get more information about person competencies.

Table 4.6:   Sources of recruitment used in organization

Source	Frequency	Percentage
Internal Source	6	40
External Source	9	60
Total	**15**	**100**

Source: Field Data, 2012

4.3.3   Satisfaction with recruitment process

The research findings indicate that eleven respondents, equal to (73.3%) were satisfied with recruitment process since human resource officer follow procedures of recruitment process which makes the company to have qualified employees, However, four managers equal to (26.7%) were dissatisfied with recruitment for the reasons that when pool of applicants is large selection process takes about one to two month.

Table 4.7:   Satisfaction level of recruitment process

Level of satisfaction	Frequency	Percentage
Satisfied	11	73.3
Not satisfied	4	26.7
Total	**15**	**100**

Source: Field Data, 2012

4.4.4   What factor the candidate is assessed fit for job?

Managers answered questions differently, eleven managers equivalent to (73.3%) mentioned working experience at least 1-3 years in related field, education background (at least diploma, and basic university degree), knowledge and skills in related field, and personal attributes including (self motivation, excellent communication skills). According to their views applicant should have all the criteria in order for him or her to perform to mwananchi standards.

On the other hand, four managers equal to (26.7%) who were interviewed mentioned working experience, educational background, and skills. According to their views these three criteria are most important for a person to be considered for job.

Table 4.8:   Factors Assessed To Fit for Job

Factors	Frequency	Percentage
Experience, education, Knowledge, skills, Personal attribute.	11	73.3
Experience, education, Knowledge and skills	4	26.7
Total	**15**	**100**

Source: Field Data, 2012

4.5   Data obtained from non-management staffs

In collecting data from this category the study employed the use of questionnaire and interview. Questionnaires used to get information from this study, a total number of 29 questionnaires were distributed to respondents who were randomly selected.5 respondents were interviewed.

4.5.1   Are you satisfied with Mwananchi recruitment process?

In investing satisfaction level of employees in recruitment process, the research findings indicated that ten respondents equal to (29.4%) were highly satisfied with recruitment process. on the other hand, thirteen respondents equal to,(38.3%) were moderately satisfied, while eleven respondents equal to (32.4%) were lowly satisfied because recruitment process in Mwananchi involve long procedures from interview to selection.

Table 4.9:   Satisfaction level of recruitment process

Level of satisfaction	Frequency	Percentage
Highly satisfied	10	29.4
Moderately satisfied	13	38.3
Low satisfied	11	32.4
Total	**34**	**100**

Source: Field Data, 2012

The researcher went further step to see whether the respondents were satisfied or not satisfied with each step of recruitment process.

4.5.2   Are you satisfied with Mwananchi recruitment planning?

The study findings indicated that twenty two respondents equal to (64.7%) were highly satisfied with recruitment planning because often organization plan to attract more applicants as compared to what they intend to select in order to have option in selecting right candidates. Twelve respondents equal to (35.3%) were low satisfied with the recruitment planning the reasons provided; Human Resource Officer sometimes fails to plan properly because of poor communication between line managers and human resource officers.

Table 4.10:   Satisfaction Level of Recruitment Planning

Level of satisfaction	Frequency	Percentage
Satisfied	22	64.7
Not satisfied	12	35.3
Total	**34**	**100**

Source: Field Data, 2012

4.5.3   Are you satisfied with Mwananchi sources of recruitment?

Respondents were asked if they are satisfied with the sources of the recruitment twenty one respondent equal to (61.8%) were satisfied, for the reason that when there is vacant post Human Resource Officer usually advertises the post internally, where by staff members are free to apply if h/she meet the job qualifications. On the other hand Thirteen respondents equal to (38.2%) were moderately satisfied with the sources of recruitment since recruiting from external source outside it takes

sometimes for a person to socialize with organization culture .None of the respondent was dissatisfied.

Table 4.11:   Satisfaction Level of Mwananchi Sources of Recruitment

Level of satisfaction	Frequency	Percentage
Satisfied	21	40.8
Modelately Satisfied	13	38.2
Total	**34**	**100**

Source: Field Data, 2012

4.5.4   Are satisfied with Mwananchi recruitment process with the way contacting sources.

Researcher wanted to find out if respondents are satisfied with the way an organization contacting sources. Sixteen respondents equal to (47.0%) were satisfied as, normally Human Resource Officer contacting all successful applicants who selected for interview by using e-mail or telephone, in addition to that Human Resource Officer notifying unsuccessful candidates in a same manner. Eleven respondents equal to (32.4%) were lowly satisfied for the reason that usually human resource officer inform a candidate a date of interview by e-mails or telephone so in case a candidate is in place where there is no network h/she cannot get information. Seven respondents equal to (20.6%) did not respond to the questions.

Table 4.12:   Satisfaction Levels on the Way they Contacting Sources

Level of satisfaction	Frequency	Percentage
Satisfied	16	47
Dissatisfied	11	32.4
Not responding	7	20.6
Total	**34**	**100**

Source: Field Data, 2012

4.5.5   Are satisfied with recruitment process in a way handle pool of applicants.

However the respondents were asked if they are satisfied with the way an organization handle pool of applicants, twenty two respondents equal to (64.7%) were satisfied the reason provided, despite the number of applications received after job advertisement human resource officers screen carefully all applications and those who meet job criteria are called for interview. On the other hand twelve respondents

equal to (35.3%) were dissatisfied because, once numerous job applications received, a Human Resource officer takes some time to screen all applications which gives room recruitment of unqualified candidates.

Table 4.13:   Satisfaction Level the Way They Handle Pool of Applicants.

Level of satisfaction	Frequency	Percentage
Satisfied	22	64.7
Dissatisfied	12	35.3
Total	**34**	**100**

Source: Field Data, 2012

4.5.6   Is recruitment process effective at Mwananchi Communication Limited?

The research findings indicated that twenty five respondents who are equivalent to (73.5%) argued that recruitment process is always effective, since the organization makes sure that only qualified applicants are getting chance for selection. Nine respondents equal to (26.5%) said recruitment process is ineffective in Mwananchi Communication because Human resource officer has to follow long procedures which are complicated which room for nepotism and tribalism.

Table 4.14:   Effectiveness of Recruitment in Mwananchi Communication

Effectiveness	Frequency	Percentage
Effective	25	73.5
Not effective	9	26.5
Total	**34**	**100**

Source: Field Data, 2012

4.5.7   Appropriateness of criteria used to select candidates

The respondents were asked to mention selection criteria of Mwananchi communication LTD. respondents mentioned academic qualification, experience, skills, knowledge and personal attributes.

Further researcher wanted to know whether criteria used to select candidates were appropriate for organization, twenty five respondents (73.5%) agreed that, those criteria are appropriate for organization because through those criteria organization managed to get competent and qualified employees who perform in high standards and archive organizational goals. Nine respondents equal to (26.5%) commented

selection criteria are not appropriate since those criteria are too demanding in term of education qualification. For instance a data analyst has to posses first degree in information technology and diploma or degree in journalism, however for Sub editor position a candidate should posses basic university degree and should possess at least diploma in journalism so if Mwananchi use this criteria is not fair there are people with certificate who can perform better than those degree holders.

Table 4.15:   Appropriateness of Selection Criteria

Selection criteria	Frequency	Percentage
Yes	25	73.5
No	9	26.4
Total	**34**	**100**

Source: Field Data, 2012

CHAPTER FIVE

DISCUSSION OF THE FINDINGS

5.1   Discussion of the findings

This section provides the study findings discussion regarding the effectiveness of recruitment process and selection criteria at Mwananchi Communication Ltd. The discussion of the findings is directed to the specific objectives of the study.

5.1.1   Methods and Sources of recruitment

Respondents mentioned advertisement as the method of the recruitment for the reason that it reaches majority of readers and it invites as many candidates as possible, study found out that always advertisement appears in Mwananchi and citizen news paper which normally showed job description and personal specification about 65% of applicants are applying for job through news paper advertisement. However, the study found out that there are some employees who are recruited directly from university and colleges like Tumaini University, St.augastine University, university of Dar es Salaam whereby they went for three to six month training.

Also the study found out that Mwananchi Communication Ltd, applies both internal and external sources of recruitment, the company prefer to advertise all the vacancies internally in certain situation including highly specialist position, or if there is major restructuring of the organization or through the talent review process person may be

nominated in the position. Human resource officer arrange internal advertisement and any short listed applicants will be initially interviewed by the panel.

But when there is no suitable existing candidate to fill the vacancy and it becomes necessary to fill the post candidates from outside the organization with the required qualification and relevant work experience were considered.

5.1.2   To measure effectiveness of Recruitment Process at Mwananchi.

Respondents were satisfied with the recruitment process in MCL for the reason Human resource officer follows all the procedures of recruitment process which makes the company to have qualified employee. Both internal and external source of recruitment used also they are satisfied with the way organization contacting candidates for interview whether by telephone or e-mail, and those who becomes unsuccessful human resource officer notifying them lastly in case of selection process heads of department and in conjunction with human resource officer ensure that all potential employees are given equal chance for which they were applied.

 However, the study found out that recruitment process is always effective at Mwananchi communication Ltd ,they agree with it as the candidate who got chance for interview are the ones who meet qualifications set by the organization those who does not meet qualification does not called for interview that is why most of the candidates are competent in their work.

The theoretical base given developed by Behilng (2008) was mostly influenced by the labour conditions which exist in developed countries like USA and western European nations like UK, France, and Germany. In these countries vacancies are plenty and there is scarcity of suitable hands. In developing nation like Tanzania, the reverse is the case, where vacancies are less and hands are more resulting large scale "educated unemployment". The theoretical base given above as such cannot be applied in Tanzania conditions expect in managerial jobs, where higher skill and better knowledge are the prerequisites. In such cases candidate has variety of choices and he is the master of his choice. In production, servicing and clerical jobs, unemployment is high where the number of jobseekers far exceeded the vacancies. In such situation candidate have little choice and grab whatever be the job offered by whichever is the organization. In such cases, the potential employers/organizations is in a better position to choose the candidates from many available. And hence the recruitment process should be a process of filtering and rediscovering potential candidates not only, for actual or anticipated organizational vacancies but also searching for prospective employee. Employer's factors are critical incidence in work experience, project handled and success level.

5.1.3 Factors that person assessed during selection process

The study found out that factor that person is assessed to fit for job are education background at least diploma and university degree, working experience of at least 1-3, knowledge and skills, personal attributes including self motivation and excellent communication skills. , the study found out that for subeditor position the candidate should have at least five years experience in journalism part of which as a sub editor,

degree in journalism and mastery in English and Kiswahili. However for data analyst the candidate should have three years working experience, first degree in statistics, and diploma in journalism and should be proficiency in English.

However respondents agreed that criteria used to select candidates are appropriate for the organization for the reason that through those criteria organization managed to get competent employees who managed to perform as the organization standards which makes the company newspapers to be the leading all over the country.

5.1.4   Discussion summary

This discussion of the findings based on the specific objectives of the study. According to findings, respondents agreed that recruitment process is effective at Mwananchi, although theoretical consider Education institution is the best that brings technical and professional because an organization finds new professional and experienced people that pursue carrier development from universities. Therefore MCL uses commonly advertisement compare to education institution and employment agencies. Although advertisement recruitment method is effective for the fact that the methods reduces costs and reaches many people

Immense changes Referring online recruitment immense changes in personnel recruitment needs e recruitment MCL should consider this new approach to minimize the effort and costs involved in identifying qualified applicants and filling positions.

In addition to that, the study found out that internal and external source of recruitment were used in filling vacant post at Mwananchi Communication LTD. However the study found out that respondents were satisfied with recruitment process under taken in the organization.

Lastly, the study found out that the factors that applicant is assessed to fit for job are education background, working experience, knowledge and skills and personal attributes.

CHAPTER SIX

CONCLUSION AND RECOMMENDATION

6.1   Introduction

This chapter contains the conclusion and recommendation of data collected; the researcher summarized the findings and reached a conclusion and provides recommendation for improvement.

The main objective of the study was to assess the effectiveness of recruitment process and selection criteria at Mwananchi communication LTD.

Specific objectives of the study were

(i) To identify methods and sources used in recruitment process at Mwananchi Communication.

(ii)   To measure satisfaction of employees in recruitment process.

(iii)   To measure selection criteria at Mwananchi Communications

6.2   Summary

The examined effectiveness of the recruitment process and selection criteria in media organization, the case of Mwananchi communication limited. In data collection the researcher consulted both managers and non management staffs of the mwananchi.

The finding showed that normally organization use advertisement as the method of the recruitment whereby respondents mentioned advertisement as the common method used by the organization, other method that mostly used is educational institution.

Internet-based e-recruiting is limited utilized but it can serve capabilities that help MCL to overcome obstacles, such as lack of skilled employees and decreased employee loyalty, which are characteristics of this new recruiting environment.

However, the study found out Mwananchi Communication use both internal and external source of recruitment where by internal source is used when applicant is needed within the organization. Study found out that in high position particularly managerial position usually promotion is used to a qualified person however if there is vacant post Human resource officer advertise it internally and shortlisted applicants are internally interviewed. Also external source is used when greater pool of applicants with different ideas, knowledge and skills needed; the study found out that in recruiting external Human Resource Manager Use Mwananchi newspaper for notifying candidates.

In addition to that according to findings recruitment process is always effective at Mwananchi Communication Limited, for the reason that human resource officer follows all the procedure in recruitment process which makes the company to have qualified employees.

Lastly the finding showed that the factor that a person is assessed to fit for job is working experience, education background, knowledge and skills and personal attributes which including self motivation and excellent communication skills.

Also the study found out that criteria used to select candidates is appropriate for organization, for the reasons that those criteria managed organization to have competent employees who performs according to organization standards this makes the organization to be the leading newspaper company.

6.3   Conclusion

The response received from the employees was analyzed properly and it is concluded that recruitment process and section criteria at Mwananchi Ltd is effective.

Therefore effective recruitment and selection criteria are very essential for the development of organization because they are the only means suitable through which human capital can be obtained. For successful job performance skills, knowledge, attitude, education, experience and personal attribute of worker should be considered in both recruitment and selection. Methods of recruitment should be chosen carefully according to needs of organization if a big number of employees are needed newspaper advertisement should be used.

Yet, the following suggestions can make recruitment and selection process more perfect at Mwananchi Communication Limited:

(i.)   Internal selection of employees to higher post should be encouraged.

(ii.)   Campus recruitment should be more encouraged in order to get best candidates at minimum cost and time

(iii.) Gender balance should be considered in selection process.

(iv.)   Candidates having less than required qualification for some specified posts should be shortlisted for interview.

6.4 Recommendation

Finally, I recommend that for every organization it is important to have a right person on a right job. Recruitment and Selection plays a vital role in this situation. Recruitment and Selection are simultaneous process and are incomplete without each other. They are important components of the organization and are different from each other .The human element of organization is the most crucial asset of an organization. Taking a closer perspective it is the very quality of this asset that sets an organization apart from the others, the very element that brings the organization's vision into fruition. Thus, one can grasp the strategic implications that the manpower of an organization has in shaping the fortunes of an organization. This is where the complementary roles of Recruitment and Selection come in.

The role of these aspects in the contemporary organization is a subject on which the experts have pondered, deliberated and studied, considering the vital role that they obviously play.

Recruitment and selection are two of the most important functions of personnel management. Recruitment precedes selection and helps in selecting a right candidate. Recruitment is a process to discover the sources of manpower to meet the requirement of the staffing schedule and to employ effective measures for attracting that manpower in adequate numbers to facilitate effective selection of efficient personnel.

Staffing is one basic function of management. All managers have responsibility of staffing function by selecting the chief executive and even the foremen and supervisors have a staffing responsibility when they select the rank and file workers. However, the personnel manager and his personnel department are mainly concerned with the staffing function. Every organization needs to look after recruitment and selection in the initial period and thereafter as and when additional manpower is required due to expansion and development of business activities. Right person for the right job is the basic principle in recruitment and selection .Ever organization should give attention to the selection of its manpower, especially its managers. The operative manpower is equally important and essential for the orderly working of an enterprise.

Every business organization/unit needs Manpower for carrying different business activities smoothly and efficiently and for this recruitment and selection of suitable candidates is essential. Human resource management in an organization will not be possible if unsuitable persons are selected and employment in a business unit. The essence of recruitment can be summed up as the philosophy of attracting as many applicants as possible for given jobs. The face value of this definition is what guided recruitment activities in the past.

These days, however, the emphasis is on aligning the organization's objectives with that of the individuals. By making this a priority, an organization safeguards its interests and standing. After all, a satisfied workforce is a stable workforce which also ensures that an organization has credible and reliable performance. Ina bid to

underscore this subtle point, the project examines the various processes and nuances one of the most critical activities of an organization.

The end result of the recruitment process is essentially a pool of applicants. Next to recruitment, the logical step in the HR process is the selection of qualified and competent people. As such, this process concentrates on differentiating between applicants in order to identify and hire those individuals whose abilities are consistent with the organization's requirements.

6.5   Suggestions for further Research.

Recruitment and selection is one function of human resource management and it is important for survival of any organization in Tanzania, this research was conducted in only one media house and few correspondents were selected its results may not be generalized to the entire media houses, it is for this basis that future research should investigate the effectiveness of recruitment and selection criteria in wider perspectives and more media houses should be covered and larger population should be included.

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Appendix I: Research Questionnaire

DIRECTORATE OF RESEARCH, PUBLICATION AND POSTGRADUATE STUDIES

QUESTINNARE ADMINISTERED TO NON MANAGEMENT STAFF

Introductory Remarks

My name is Mwanahawa Salehe, a student of Mzumbe University pursuing a master's degree in MSC (A&F). I am conducting a study on analysis of effectiveness **recruitment process and criteria to performance of organization.** The research objective include finding out methods of recruitment, sources of recruitment, selection criteria and satisfaction level of employees concerning recruitment process. You are hereby assured that answers you provide in this study will be treated confidential, please do not write your name.

You are therefore kindly requested to give your assistance to make the study successful. For this reason you're required to give your kindly response to the following questions.

Instruction: please attempt all questions by putting tick ( ) on a correct answer as provided in the box. In places where you have been provided with "**Yes" or "No",** please pick one and tick. Your completion is highly appreciated.

PART A: **BASIC INFORMATION**

1. Respondent's personal characteristics and general information.

(i.)   Sex of respondent.

    (a)   Male   (   )

    (b)   Female

(ii.)   Age of the respondent.

    (a)   Bellow 24

    (b)   25 – 34   (   )

    (c)   35 - 54

    (d)   above 55

(iii.) level of education

    (a) Secondary l

    (b) Certificate

    (c) Diploma   ( )

    (d) First Degree

    (e) Postgraduate Diploma

    (f) Postgraduate Degree

(iv.) Years of working since you join the organization.

    (a) Less than Five (5) years

    (b) Between 5 and 10 years

    (c) Between 10 and 15 years   ( )

    (d) Between 20 and 25 years

    (e) More than 25 years

PART B: GENERAL QUESTIONS

1. Are you satisfied with Mwananchi recruitment process?

    a. Highly satisfied

    b. Moderately satisfied

    c. Low satisfied

2. Are satisfied with Mwananchi recruitment planning?

    a. Satisfied

    b. Not satisfied

3. Are you satisfied with source of recruitment used by Mwananchi?

    a. Satisfied

    b. Not satisfied

4. Are satisfied with Mwananchi recruitment process with the way contacting sources?

    a.   Satisfied

    b.   Not satisfied

Please explain why……………………………………………………………………

………………………………………………………………………………………

5. Are you satisfied with Mwananchi recruitment process in the way handle pool of applicants?

    a.   satisfied

    b.   dissatisfied

Please explain why

………………………………………………………………………………………

………………………………………………………………………………………

6. Is recruitment process effective at Mwananchi Communication Limited

    a.   effective

    b.   not effective

 Please explain why……………………………………….............................

 …………………...

…………………………………………………………………………………..

7. Do you think criteria used to select candidates are appropriate for organisation?

    a.   Yes

    b.   No

Please explain…………………………………………………………………

………………………………………………………………………………………

………………………………………………………………………………………

Appendix II: Research Questionnaire

DIRECTORATE OF RESEARCH, PUBLICATION AND POSTGRADUATE STUDIES

QUESTINNARE ADMINISTERED TO MANAGEMENT STAFF

Introductory Remarks

My name is Mwanahawa Salehe, a student of Mzumbe University pursuing a master's degree in MSC (A&F). I am conducting a study on analysis of effectiveness **recruitment process and criteria to performance of organization.** The research objective include finding out methods of recruitment, sources of recruitment, selection criteria and satisfaction level of employees concerning recruitment process. You are hereby assured that answers you provide in this study will be treated confidential, please do not write your name.

You are therefore kindly requested to give your assistance to make the study successful. For this reason you're required to give your kindly response to the following questions.

Instruction: please attempt all questions by putting tick ( ) on a correct answer as provided in the box. In places where you have been provided with "**Yes" or "No",** please pick one and tick. Your completion is highly appreciated.

PART A: **BASIC INFORMATION**

1.   Respondent's personal characteristics and general information.

(i.)   Sex of respondent.

    (a)   Male   (   )

    (b)   Female

(ii.)   Age of the respondent.

    (a)   Bellow 24

    (b)   25 – 34   (   )

    (c)   35 - 54

    (d)   above 55

(iii.) level of education

    (a)   Secondary 1

    (b)   Certificate

    (c)   Diploma   (   )

    (d)   First Degree

    (e)   Postgraduate Diploma

    (f)   Postgraduate Degree

(iv.) Years of working since you join the organization.

    (a)   Less than Five (5) years

    (b)   Between 5 and 10 years

    (c)   Between 10 and 15 years   (   )

    (d)   Between 20 and 25 years

    (e)   More than 25 years

PART B: GENERAL QUESTIONS

(i.) What are methods of recruitment at Mwananchi?

    a)   Through educational institution

    b)   Advertisement

    c)   Employment agency

    d)   Raiding

    e)   Head hunting

(ii.) What are sources used by organization in recruitment

    a)   Internal source

    b)   External source

(iii.) Are you satisfied with the Mwananchi recruitment process?

    a)   Satisfied

    b)   Not satisfied

(iv.)   Does recruitment source facilitate in getting competent employees

     a)   Yes

     b)   No

(v.)   Are you satisfied with recruitment planning in terms of recruitment planning?

     a)   Satisfied

     b)   Not satisfied

(vi.)   Do you think recruitment process is always effective at Mwananchi?

     a)   Always effective

     b)   Not always effective

(vii.)   What criteria candidates is assessed to fit for job

     a)   Education

     b)   Working experience

     c)   Knowledge and skills

     d)   Personal attributes

Appendix III: Interview Questions Guide for MCL Staffs

1. What are methods and sources used in recruitment process at Mwananchi Communication.

2. how does it facilitate in getting qualified employees

3. Are you satisfied with present recruitment process at MCL

4. What factor the candidate is assessed to fit for job.

INTERVIEW QUESTIONS FOR MCL NON MANAGEMENT STAFFS

1. Do you know Mwananchi recruitment process?

2. Have you ever seen Mwananchi recruitment planning?

3. Are you satisfied with Mwananchi recruitment process?

4. Do you know source of recruitment used by MCL?

5. Is recruitment process effective at MCL?

6. Do you think criteria used to select candidates are appropriate for organization?