

**PROMOTING ORGANISATION COMPETITIVENESS
THROUGH EMPLOYEE RECRUITMENT: A CASE OF
AIRTEL TANZANIA LIMITED**

**PROMOTING ORGANISATION COMPETITIVENESS
THROUGH EMPLOYEE RECRUITMENT: A CASE OF
AIRTEL TANZANIA LIMITED**

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**A Dissertation submitted to Mzumbe University-Dar es salaam Campus Collage
in Partial Fulfillment of the requirement for the award Degree of the Masters of
Science in Human Resource Management (MSc. HRM) of Mzumbe University**

2013

CERTIFICATION

We, the undersigned, certifies that we have read and hereby recommend for acceptance by the Mzumbe University, a thesis entitled, **“Promoting Organization Competitiveness through Employee Recruitment: A Case of Airtel Tanzania limited”** in partial fulfillment of the requirements for award of the degree of Master of Science in Human Resource Management of Mzumbe University

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First, I return all the praise and glory to the almighty God for giving me and keeping me both physically and mentally healthy throughout my studies

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I also indebted to my beloved parents, Hadija Tendega and John Njovu who have had a great influence in my life and thoughts and whom gave me the best example of uncompromising integrity.

Finally I remain entirely responsible for all ideas in this study while errors are not attributable to any of above mentioned personality

DEDICATION

This thesis is dedicated to my beloved daughter Erica, my beloved parents Hadija Tendega and John Njovu, my sisters Vero, Shani and my co-workers at Management and Development of Health (MDH).

LIST OF ABBREVIATIONS

CV	-	Curriculum Vitae
E	-	Recruitment- Electronic Recruitment
HR	-	Human Resource
HRM	-	Human Resource Management
ICT	-	Information and Communications Technology
IT	-	Information Technology
KSA	-	Knowledge, Skills and Ability
UK	-	United Kingdom
USA	-	United States of America

ABSTRACT

Employee recruitment is the process by which firms, organizations hires employees to ensure that the required number and types of employees are available to perform organizational activities and accomplish organizational objectives successfully. This research paper focused on the assessment “Promoting Organization Competitiveness through Employee Recruitment: A Case of Airtel Tanzania limited” the objectives of the study wer to show the applicability of modern tools in recruitment process, to identify factors which hampers modernization of employee recruitment processes to show the link between recruitment and business competitiveness.

The study reviews literature that explores what has been done in relation to evaluating the effectiveness of employee recruitment in enhancing competitiveness in the organization. The study provides theoretical and conceptual contributions from different studies Also empirical findings from various literatures were reviewed.

Data were collected from 100 respondents were interviewed and use of questionnaires and these consisted of Directors, Managers, Operating officers and operational staff. Data collection methods used were interviews and documentary analysis while Data collection instruments used was interview questions, questionnaires and documentary review schedule.

It was revealed from the study that, the employment recruitment particularly the competency based recruitment have played a great role on the promoting the organizational competitiveness, to the extent that it has managed to attain the so called sustainable competitive advantage, that it performing better than its rivals in the Tanzania communication industry. The study recommended organizations and other stakeholders should rely on competency based recruitment as well combining effort to alleviate unethical behaviors which is facing recruitment process such as favoritism and corruption so as to be in position to promote organizational competitiveness

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CHAPTER ONE

INTRODUCTION TO THE STUDY

1.1 Introduction

The objective of this chapter was to introduce the study. It will focus on the background to the study; the statement of the problem; the research objectives; the scope of the study, the significances of the study; limitation and the delimitation of the study as well as organization of the study.

1.2 Background of the Problem

Recruitment is an important segment of Human Resources Management which promotes competitiveness to an organization while ensuring positive outcomes (French & Rumbles, 2010). Recruitment must aim at hiring employees who have a high chance of offering a high level of job performance and commitment to the employer (Gilmore & Williams, 2009). Based on its importance, it follows planned series of activities which forms part of Human Resources management strategy.

Proper recruitment has a number of benefits to the organization, one of them being a source of competitive advantage (French & Rumbles, 2010). When organisations choose the right people for the job, train them well and treat them appropriately; these people not only produce good results but also tend to stay with the organisation longer (Holbeche, 2001). An organisation right technology and other physical resources do also require right people to achieve its goals. Good employees have a higher retention rate, work well in team and need less attention from management. They tend to provide superior client service generating higher client satisfaction. They are confident and able to cope with multiple tasks and adapt more quickly to new roles. Inappropriate recruitment decisions reduce organizational effectiveness (Rioux & Bernthal, 1999)

Recruitment need to be well handled for effective results. The organization must identify the required skills and competency while identifying the method to obtain

them (Iganski & Payne, 1999). Effective recruitment has significant impact on organizational performance which provides a positive organizational image (Pilbeam & Cambridge, 2006).

On the other hand, ineffective recruitment has a number of negative implications for employers. This includes the low working morale of hired employees. As a result, it affects employee performance, leads to the loss of business opportunities, as well as higher levels of labor turnover (Holm, 2010). Given the relationship between effective recruitment and organizational performance, organizations need to adopt a more strategic approach to HR planning before moving on to the actual recruitment process (Bratton & Gold, 2007).

Recruitment tools useful in this process include advertising methods; if the posts are well advertised they tend to attract the right people for the vacancy. Other tools include Referrals, Internet job postings, career fairs, networking and internships are the five top recruiting methods used by employers (French, & Rumbles, 2010). It is important that human resources departments use effective tools in their processes to recruit candidates. Their tactics must adapt to the changing market.

While proper recruitment promotes organization competitiveness through attracting, and retaining employees in the organization, it is evident that there are concomitant factors to the process; the understanding of these factors provides organizations with the ability to seek solutions which address them for effectiveness (Hsu & Leat, 2000). Based on this background the need of providing a better understanding of how recruitment can be a tool for influencing effectiveness in the organization is arguable.

1.3 Statement of the Problem

Recruitment is critical to the success of the organization; it enables the organization to produce an appropriate number of suitable candidates within reasonable costs. Also it has an important role to play in ensuring worker performance and positive

organizational outcomes through obtain the right type of skills of the right number that which is required.

On the other hand, each organization recruits based its organization policies. Misconduct in the area of recruitment paralyses the process of attaining organization goals since employees cannot perform to their potentials (Richardson, 2004) and promote the organizational competitiveness. Results of poor recruitment include poor production and the increase in labor turnover; based on these impacts, it is necessary to clearly understand how to enhance recruitment through modern tools so as to increase organization competitiveness. It is from that perspective that the aim of this research is to evaluating the effectiveness of employee recruitment in enhancing competitiveness in the organization. This call for the assumption that effective and efficient employee recruitment necessarily enhance the organizational competitiveness. It is from this perspective, that the aim of this study is how employee recruitment promotes the organizational competitiveness.

1.4 Objective of the Study

This study aims was to evaluating the effectiveness of employee recruitment in enhancing competitiveness in the organization.

1.4.1 Specific Objective

Specifically the study attempt:-

- i. To show the applicability of modern tools in recruitment process
- ii. To identify factors which hampers modernization of employee recruitment processes
- iii. To show the link between recruitment and business competitiveness

1.5 Research Questions

1.5.1 General Research Question

What is the effectiveness of employee recruitment in enhancing competitiveness of the organization?

1.5.2 Specific Research Questions

- i. What is the applicability of modern tools of recruitment process?
- ii. What are the factors which hampers modernization of employee recruitment processes?
- iii. What are the link between recruitment and business competitiveness?

1.6 Scope of the Study

The study was conducted at Airtel Tanzania limited based in Dar es Salaam; Tanzania. The Company is based in Dar es Salaam, Tanzania. Airtel Tanzania limited operates as a subsidiary of Airtel Africa which is as well a subsidiary of Indian telecommunications company Airtel that operates in 17 countries across Africa. Airtel is the 4th largest telecoms Company in the world. In Africa,

1.7 Significance of the of the Study

Promoting organization competitiveness has gained attention in both private and public sectors. Attention also needs to be placed in the effort of employee recruitment so as to attain good organization performance. Efforts need to be made to ensure that reasons preventing optimal business competitiveness are identified. A lot of studies and literature focus on promoting organization competitiveness but little attention has been given to employee recruitment in private sector

This study is significance in the following ways:

i) To telecommunication companies

This study will help to inform telecommunication companies about the importance human resource recruitment to the promotion of company competitiveness and develop strategies to minimize the problems.

ii) To Airtel Tanzania Limited managers

The study will help Airtel Tanzania Limited managers and the workers, to realize their obligations and responsibility towards, the good performance of the company to enhance company competitiveness

iii) To policy maker

The research will inform the policy makers to find ways to curb the present undesirable situation and to understand pertinent motivational issues in regards to the organization. Also the study will add efforts to the existing literature

The study will in totality help to revive Airtel Tanzania Limited to a good functional state and somehow guarantee its effective and smooth existence and finally promote company business competitiveness

1.8 Limitations

i) Time

It is from the projection of the researcher that the study may be constrained by time. The time provided for conducting this study is too short compared to the adversity of the topic being studied.

ii) Fund

Finally, the study will be constrained by resources like funds for movement during data collection.

1.9 Delimitation of the Study

In order to solve this problem of shortage of time, the study was carried out in the organization's offices only situated in Dar es salaam and also by having a small and controllable sample size. In addressing the problem of inadequate of funds, the researcher tried to make the best use of her resources and efforts to finish the study in time.

1.10 Organization of the Study

This work consists of five main chapters. Chapter one presents the background to the research setting, statement of the research problem, research objectives and questions, rationale, scope of the study and its limitations. Chapter two presents the review of the related literature in relation to the effectiveness of employee recruitment in enhancing competitiveness in the organization. Review of empirical studies and concluded with the conceptual framework. Chapter three details study methodologies while chapter four covers data analysis, presentation and discussion of the research findings. Chapter five provides a summary, conclusion, recommendations and suggested further areas of study. A fine list of references and appendices finalize the research report.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews literature that explores what has been done in relation to evaluating the effectiveness of employee recruitment in enhancing competitiveness in the organization. Basically relevant theoretical and conceptual contributions from different schools of thought will be explored and be well presented. Also empirical findings from various literatures will be reviewed.

2.2 The concept of Employee Recruitment

Recruitment is the process of identifying and attracting potential candidates from within and outside an organization for employment (French Rumbles, 2010). Once candidates are identified, the process of selection begins.

The following are key activities for recruitment, these includes collecting, measuring, and evaluating information about the qualifications of candidates. Organizations use these processes to increase the likelihood of hiring individuals who possess the right skills and abilities to be successful at their jobs(Rioux&Bernthal, 1999).

Recruitment is an important segment of human resource(HR) management since it aims in finding suitable candidates for the company. Poor recruitment results to underperformance by employees (Azmi, 2010).The process of recruitment plays an important role in improving competitive advantage of the organization. Effective recruitment enhance organization competitiveness, thisexists when a firm has a product or service that is perceived by its target market customers as better than that of its competitors. Unfortunately, entrepreneurs are often confronted with two myths surrounding the creation of a competitive advantage. One is that most good business opportunities are already gone. The other is that small firms cannot compete well with big companies.A number of factors determine the level of competition within an industry. Several typologies have been developed to categorize these competitive

forces. For example, Michael Porter, in his book *Competitive Advantage* (Gregory, et al. 2005)

2.3 The role of employee recruitment in organizational competitiveness

Recruitment is a process that brings together organizations and human resources. Recruitment and selection in particular, provide the window through which organizations gain access to willing and able human resources, the same way as job applicants gain access to the organizations of their choice. Essentially, both the organization and the employees benefit from this process.

From the organization's point of view, recruitment and selection are vital tools in attracting and gaining access to the best talents in the labor market. It should be noted that the ability of the organization to compete in the market depends largely on its workforce, as the workforces are: sources of ideas and concepts that form the foundation in creating new products and services; the hands that work to create new and innovative products and services; and also the organization's emissary to the customers and other external partners. Given the strategic role of the workforces in developing competitive advantage, organizations today are not only competing in the product market but as well as in the labor market (Bartlett and Choshal 2002). According to Bartlett and Choshal (2002), organizations have evolved in a manner by which the human resources have been viewed as strategic resources that are central in developing competitive advantage. In view of the increasing competition in the labor market, organizations rely in large part on the human resource function to do the part and this is when recruitment and selection strategies are employed.

Focusing more on recruitment, Lievens, Van Dam and Anderson (2002) noted that effective recruitment strategies provide a means for organization to build a large pool of qualified talent from which to choose the best talent among the bests. Basing their assumption on a study conducted on public organizations, Lavigna and Hays (2004) claimed that organizations can choose from among a rich list of recruitment techniques that would help strengthen their competitiveness in the labor market.

Consequently, Devaro (2005) noted that the choice of recruitment strategies determine the quality, size, and arrival of speed of the recruits. Moreover, Devaro (2005) elaborated that in selecting the best recruitment technique, the usual in view of Devaro's (2005) assertion, identifying the appropriate recruitment approaches and strategies may be considered crucial.

In relation, Henkens, Remery, and Schippers (2005) identify commonly used strategies, which may be enumerated as follows: firstly, active and informal recruitment approaches, which include scouting fresh talents from universities and educational institutions, utilizing social networks of current workforces, such as the employee referral program, offering on-the-job trainings or apprenticeship, and conducting job fairs; secondly, online recruitment techniques, which include posting job advertisements on the company website, accessing curriculum vitae databases and career sites, and placing banners and links on-line; finally, formal recruitment techniques, which includes recruiting applicants from formal channels, contracting the recruitment process, and print advertising.

From the workforces' perspective, recruitment attempts of the company, such as on-line job ads, job fairs and all other recruitment techniques, serve as a portal through which workforces enter the organizations of their choice. The job ads for example provide the initial link between the applicant and the target organization. More importantly, Lavigna and Hays (2004) noted that without legitimate and transparent recruitment systems and processes, privileged groups would more likely control the hiring system. Resultantly, job applicants will not have equal chance of being hired.

With regards to the selection process, Llorens and Kellough (2007) asserted that the ability of the organization to employ highly-qualified and effective workforces depend, in large part, on the manner in which selection is performed. Therefore, the selection process plays an important role in ensuring that the organization hires only the best talents in the market. Generally, the primary goal of the selection process is sift and eventually determine the best candidate from a pool of qualified applicants. In relation, Robertson and Smith (2001) noted that in choosing the selection tools

and approaches, it is important to pay attention to the ability of selection tools to predict future job performance.

Among the commonly used selection tools are the structured interview, employment background checking, and the psychological tests. The structured interview in particular, is conducted to systematically screen candidates based on a set of pre-determined criteria or attributes (Hallwood 2009). Background checking on the other hand, is conducted to eliminate undesirable candidates (Randall and Randall 2001). Furthermore, Randall and Randall (2001) claimed that employment background checking is a simple and inexpensive in nature. Meanwhile, psychological tests are also conducted to objectively assess the skills, abilities, behavior, aptitude, and attitude of the candidates (Randall & Randall 2001). Through these selection tools, the organization could structurally determine which among the applicants qualify for the position, in a manner that would limit the chance of hiring inappropriate candidates.

For the employees on the other hand, selection techniques, such as structured interviews, employment background checking, and psychological tests, provide equal chance of getting selected for the position. With the formal selection techniques and approaches, all applicants for the job get equal opportunity in getting hired, as all candidates will be required to undergo the process. Generally, potential employees see the selection process as a systematic and objective way of selecting the best candidates as bias and prejudice are prevented. In the absence of a formal selection process, privilege groups will be given the freedom to position the candidate of their choice regardless of qualifications and capabilities. But with a formal selection process, privilege groups are prevented from interfering with the selection process. Ultimately, candidates would feel that they were given equal chances of being hired.

Furthermore, a formal selection process provides a way for job applicants to build their self-esteem. Knowing that they would be competing with other candidates, job applicants tend to see the selection process as an opportunity to prove their potentials and skills. Through the selection process, applicants get the chance to prove

themselves worthy of the position and in the process build confidence and a stronger personality. In interviews for example, workforces get the chance to express their thoughts and views and in the process show their communication and interpersonal skills. Consequently, these experiences allow individuals to explore their skills and potentials and at the same time develop self esteem.

Going now to training, organizations normally see the training process as a systematic approach to developing and enhancing the skills and capabilities of the workers in a way that would add value to the organization. According to Gerber (2000) the complex nature of the business in the twenty first century calls for highly qualified and competent workforces. Furthermore, Gerber (2000) claimed that work has become more demanding and requiring for a 'smarter' workforce. Consequently, the organization may respond to these external pressures by harnessing the skills and capabilities of the workforces, which may be achieved by designing and facilitating training programs for the workforces.

Fundamentally, effective training programs and approaches would guarantee that organization's workforces are equipped with the appropriate knowledge and information to efficiently perform their tasks (Acton & Golden 2003). Subsequently, trained and efficient workforces tend to produce better results than workforces that have not undergone training. Resultantly, overall productivity and efficiency may be improved and sustained on a long-term basis. Moreover, organizations also rely on training to cascade new initiatives. For example, organizations attempting to introduce new concepts, such as total quality management (TQM) and other programs tend to conduct training sessions to introduce the new concept to the members of the organization. In addition, organizations extract benefits from conducting trainings among staffs. Acton and Golden (2003) explained that providing training opportunities to employees help in: increasing employee satisfaction; increasing sense of belongingness and benefits; improving employee commitment to the organization; updating of skills; and strengthening the organization's competitiveness. In relation, commonly used training techniques include audio-visual based training, computer-based training, electronic performance

support system, and the distance, Internet-based training (Acton and Golden 2003). Organizations normally use a combination of these approaches to enforce learning.

Recruitment and selection are thus organizational processes that could benefit not only the organization but also the workforces. The recruitment process for instance benefits the organization given that the process helps in attracting the best talents in the market. On the other hand, the recruitment process also benefits the workforces, given that recruitment initiatives serve as the portal through which applicants gain access to the organization of their choice. With regards to the selection process, organizations benefit from the process, as selection techniques and approaches allow organizations to hire only the best talents. Similarly, workforces benefit from the selection process, as it provides a systematic and structural means of selecting the best candidate without bias and prejudice.

2.4 Recruitment tools in Modern Days

Data also shows that the use of some form of e-recruitment methods reduced the hiring costs about 87% in comparison to common traditional recruitment tools (Lee, 2005). An example of tools used for e-recruitments includes Social Networking Sites, websites, blogs, portals and e-mails. It is argued that using Social Networking Sites for recruitment can make a remarkable contribution to the reduction of the recruitment costs as well (Clark & Roberts, 2010).

2.4.1 Effective (e-) Recruitment

The recruitment of employees is fundamental to the functioning of an organization, and there are compelling reasons for getting it right (Whitehill, 1991). Inappropriate recruitment decisions reduce organizational effectiveness, invalidate reward and development strategies, are frequently unfair on the individual recruit and can be distressing for managers who have to deal with unsuitable employees (Arnold, 2005). Recruitment process as a positive one, 'building a roster of potentially qualified applicants', as opposed to the 'negative' process of selection. So a useful definition of recruitment is searching for and obtaining potential job candidates in sufficient

numbers and quality so that the organization can select the most appropriate people to fill its job needs (Hackett, 1991).

According to Breugh & Starke (2000), recruitment is a set of activities which organizations accomplish in order to find the right people for their vacancies, the primary mechanism to attract potential employees. Recruitment includes various activities and is a process which is characterized by different steps. Starting with identifying the recruitment objectives, developing a strategy and recruitment activities like job advertisements, job interviews and so forth (Breugh, 2008). This process is a challenge for any HR department because they have to establish recruitment objectives first. But what is effective recruitment? The ability to effectively recruit and select good quality people stems from an organizational effort to hire the best people. This research concentrates on electronic recruitment (e-recruitment) because Social Networking Sites are a part of e-recruitment. There are different characteristics which are relevant for an effective recruitment process. The characteristics of an (e-) recruitment process are examined in the following paragraph.

2.4.2 Characteristics of (e-) Recruitment

Holm (2010) has discerned the most important characteristics of an effective (e-) recruitment process. These characteristics can be adapted to recruitment by Social Networking Sites, because there is a lack of literature about criteria for an effective recruitment process by Social Networking Sites. Social Networking Sites are a relatively new topic and therefore, the findings of the literature on e-recruitment are the basis for the assumptions in this study. For e-recruitment, the most important advantages are time- and cost savings. Furthermore, target group orientation, enhancement of the number of applicants, enhancement of the diversity of applicants and the applicant qualifications (matching) play an important role.

Costs, In order to be able to use Internet technologies for a recruitment process, organizations first have to invest in it. In 2003, IES research found out that 47% of the companies made use of e-recruitment for reducing their administration costs and

50% of the companies expected a reduction of their costs in the future. Data also shows that the use of some form of e-recruitment methods reduced the hiring costs about 87% in comparison to common traditional recruitment tools like newspapers (Lee, 2005). Social Networking Sites are a new part of e-recruitment and are based on the facts of e-recruitment and cost reduction. It can be assumed that using Social Networking Sites for recruitment can make a remarkable contribution to the reduction of the recruitment costs as well.

Time, The support of e-recruitment facilities reduces the time-to-hire by giving recruiters the possibility to post jobs online with a click and by enabling applicants to reply promptly by completing online forms and by simply attaching CVs³ to emails (French & Rumbles, 2010). Time-to-hire is the time for the whole recruitment process from the detected vacancy to the successful filling of these vacancies. By using the Internet, the time for these processes is reduced and can affect the organization's proceeds.

Target group orientation, Target group oriented recruitment ensures that the message reaches the right target group regarding their qualifications for a vacancy. According to Rioux&Berntal, (1999), 25% of the companies asked said that "e-recruitment is an excellent tool" and cited "the likelihood of finding target candidates as being a major advantage." Especially job sites enable companies to screen information and to use the matching tools of these sites. Social Networking Sites can enhance the availability of the right target group and can improve the matching quality of the applicants.

Quality of applicants/applications, looking at French & Rumbles, (2010), the scope of recruitment marketing via websites becomes wider and therefore the employer brand establishes itself and leads to a better quality of the applications. No indication as to the percentage of companies which assume an improvement of the quality of applicants through e-recruitment.

2.4.3 Advantages of (e-) recruitment

In early days of using web-based technologies for recruitment, three main advantages of using the Internet were found. First, they investigate the international distribution with a global orientation as an advantage of the Internet. Second, the interactive character of the Internet offers organizations new possibilities for interacting with applicants and third, the innovative and modern image of the Internet can be adapted to organizations and will lead to a better reputation of the respective organization (WRC, 2009). Lee (2005), who has studied e-recruitment of Fortune 100 companies, found out that e-recruitment has changed the recruitment process and has become much more important for organizations during the recent years. Previous research concludes that the use of ICT has an influence on recruitment in organizations. Generally, e-recruitment can lead to a more effective recruitment procedure, because recruiters are able to perform their recruitment tasks more efficiently and have a noticeable effect on the overall recruitment process (Holm, 2010). According to Richardson, (2004) Internet recruitment is based on five assumptions compared to traditional methods.

A further, an assumption of Richardson, (2004) is that the Internet makes it possible for candidates to react easier and quicker to a job posting. In the past, applicants have had to search more intensively for a job and it was a more time consuming procedure. In addition, the Internet helps organizations to spread more information in a dynamic environment. Therefore, candidates can get information much more easily. According to Richardson, (2004), “effective Internet recruitment programs will encourage applicants to apply and return to the web site each time they search for a new job.” Therefore, applicants can be stimulated to return to a web site again if the web site is designed attractively. Aside from these four assumptions, another important assumption is that Internet recruitment is cheaper than traditional recruitment approaches. The recruitment cost may be reduced by as much as 25% (Lee, 2005). Today, many people are searching jobs via the Internet and it offers for organizations new possibilities, a global search for candidates, background information about the respective applicant and, moreover, accelerates communication with respective applicants.

It is therefore important for employees with hiring responsibilities in the organization to be trained and equipped with fair recruitment skills in order to select the right person for the right job. This can be done formally through training courses (Roche, 2007). Organizations can also provide written guides or checklists to prepare hiring managers for this very important task. Whichever the choice, organizations must note that recruitment cannot be left to chance. Adequate preparation and planning are vital to help the hiring managers select the best candidate on the basis of merit (WRC, 2009).

The objective of a recruitment method is to produce an appropriate number of suitable candidates within reasonable cost constraints. According to Roche, (2007) there is no ideal number of applications and no intrinsic value in attracting a high volume of candidates. Neither is there a single best way to recruit applicants. Rather the chosen recruitment medium needs to ensure that there are a sufficient number of suitably qualified candidates from which to make a selection without being overwhelmed with large numbers of unsuitable applications.

2.4.4 Challenges of e-recruitment

E-recruitment offers a lot of advantages for recruiters, but it has been seen critically as well. Breaugh, (2008), discussed challenges of online recruitment and pointed out that the loss of personal touch is a danger. According to Kapse, et al, (2012), screening and checking the skill mapping and authenticity of millions of resumes is a problem and time consuming exercise for organizations, organizations cannot be dependant solely and totally on the online recruitment methods. The main disadvantage of the Internet recruiting is poor segmentation, due to a larger number of resumes, some well-qualified candidates may be overlooked, lack of human interaction, overwhelming numbers of resumes, and privacy issues as negative sides of online recruitment (Pin et al,2001). Some managers and recruiters think that e-recruitment has allowed them to get applicants faster and cheaper but it has equally reduced the applicant's ability to express his or her individuality and character, and most of the time these are things that companies should look for in an applicant (Corsini& Skip, 2001).

Online recruitment services have now become the most common applications on the Internet(Ekhsan, 2010). Every day millions of people search the Internet around the world to browse for their dream jobs. There are so many people browsing the same applications on the Internet that system crashes are becoming a regular phenomenon. The main problem is the query key; most of the users search through hundreds and thousands of jobs for a particular query and that overloads the system. Most of the time the user gets the query right but at times the wrong information is passed on (Plessis&Frederick, 2012).

Another e-recruiting problem is whether everything is done according to the relevant legislation, whether the job is advertised on the web or in the newspaper, legislation surrounding both is the same and all procedures have to be maintained. Online advertising is different from newspaper advertising (Plessis&Frederick, 2012). With online advertising thousands of resumes and feedbacks are received by organizations, but when it comes to newspaper advertisements there are only a few and it is easy to maintain. When using e-recruitment, people often forget to follow the right procedures. Most of the time the volume is so great that even non-HR professionals has to assist to go through it.

2.4.5 Social Networking Sites and Recruitment

Social Networking Sites have attracted millions of users all over the world and have attracted the attention of organizations that plan to use them for their daily business. Social Networking Sites refers to applications that enable users to connect by creating personal information profiles, inviting friends and colleagues to have access to those profiles, and sending e-mails and instant messages between each other (Iganski& Payne, 1999)

Facebook, XING, and LinkedIn are examples of Social Networking Sites which are used for different things like messaging, presenting, sharing photos and so forth. The nature of these connections may vary from site to site. Social Networking Sites have become extremely popular in recent years. In January 2010, Martin Giles states that

“It is a world of connections”, which put an emphasis on the fast growing phenomena of the Social Networking Sites in the last few years (Clark & Roberts, 2010). Social Networking Sites have implemented a variety of technical features and enable users to connect to their friends and share videos, photos and texts with them, twenty-four hours around-the-clock. The concept of Social Networking Sites is a topical subject and represents a revolutionary new trend in companies. Besides, they use it for branding or marketing research (Ekhsan, 2010). Holm, (2010) define Social Networking Sites as “web-based services that allow individuals to (1) construct a public or semi-public profile within a bonded system, (2) articulate a list of other users with whom they share a connection, and (3) view and traverse their list of connections and those made by others within the system”. Numerous sites exist today and employers have begun to use these sites for hiring decisions (Clark & Roberts, 2010). The sites become more important regarding companies and their Human Resource Management, especially in the communication with potential job applicants.

2.4.5.1 Advantages of Social Networking Sites for Recruitment

The application of Social Networking Sites for recruitment is a new field in Human Resource Management. Employers believe that using these sites for online background checks is an acceptable practice for making hiring decisions for getting a quick character sketch of the applicant (Clark & Roberts, 2010). Richardson, (2004) discuss in their article the potentials of online Social Networking Sites for recruitment based on the network XING, the most famous business networking site in Germany. Profiles in Social Networking Sites allow recruiters to gain information about their education and professional career in general. In addition, recruiters have the possibility to contact potential candidates and communicate with them in a noncommittal manner.

By using Social Networking Sites, recruiters can search for possible candidates and build up long term relationships with them. Social Networking Sites like XING can act as a talent pool with a variety of social capital in the form of young professionals and graduates. Recruiters can filter candidates and search for candidates with special backgrounds. This can lead to a time reduction for the search and can also improve

the chance finding the right candidates. Besides this, companies can keep in touch with interns, alumni and so forth (WRC, 2009).

Thus, Social Networking Sites can support the relationship management between companies and possible applicants. Facebook is a social community which offers a lot of features to recruiters for finding the right people for their vacancies. According to Richardson, (2004), Facebook is not the easiest way for recruiters to search for candidates, but a great opportunity. The fact that Facebook is a social-oriented networking site makes it more difficult for recruiters to understand the function of Facebook for recruitment, but learning to use the site can be a great benefit for the recruitment of a company. Employers can create a business profile and can actively support their employer branding. Applicants use Social Networking Sites as a source of information about companies.

2.4.5.2 Disadvantages of Social Networking Sites for Recruitment

Breaugh, (2008), criticize the way employers apply Social Networking Sites for background checks about applicants. They argue that applicants use Social Networking Sites for social interaction and they are unconscious that employers use these sites to collect character information. Therefore, employers have to be aware of this fact and take this into account. Holm, (2010) figure out that new strategies and approaches in recruitment lead to changes and challenges for companies and their Human Resource departments. Companies have to take critical factors such as privacy of data and ethics into consideration. Additionally, recruiters have to spend a lot of time working with these new technologies so as to learn the ropes of them. One the one hand, technologically inexperienced employees have to be familiarized with the new technologies, and, on the other hand, companies have to define data protection regulations and user regulations for the use of these sites. Another challenge for companies is the development of know-how and the time invested in active recruitment. This factor of financial and personnel resources must not be underestimated. Moreover, a monitoring of the market is necessary in order to prevent the discrimination or exclusion of possible candidates.

2.5 Factors which Hampers Modernization of Employee Recruitment Processes

The “negative beliefs” factor suggested that the HR Managers who have a negative perception of using of modernization of employee recruitment processes were less likely to use the method. Organizations with a negative perception of online recruitment are less likely to use it. Some of these negative perceptions have been previously studied and identified as being caused by an overflow of applications with high levels of unsuitability. Breugh, (2008), suggest that the negative beta value should be discounted due to the possibility of a suppressor effect. It is still interesting to note that the effects of positive beliefs were much smaller compared to subjective norms and negative beliefs. Adoption of corporate websites is becoming a hygiene factor for organizations in some sectors. HR managers are expected to use corporate websites due to prevalent subjective norms instead of striving to achieve specific measurable benefits. The research also implies that more strategic recruitment planning taking cost and time into account could be more beneficial for organizations, rather than imitating competitors.

Costs, for companies to be able to use modern technologies for a recruitment process, organizations first have to invest in it most of the techniques are expensive, in administering. But Social Networking Sites are a new part of e-recruitment and are based on the facts of e-recruitment and cost reduction. It can be assumed that using Social Networking Sites for recruitment can make a remarkable contribution to the reduction of the recruitment costs (Ekhsan, 2010).

Low Security/Privacy, modern systems are computerized, for countries or companies with poor technology in security, these systems are not suitable. Privacy is one of the most important and often discussed ethical issues of information technology and the media in general. Moreover, the fact that millions of users are on these sites leads to the assumption that certain amount of trust is involved (Clark & Roberts, 2010).

Networking scope, networking scope is the scope of the web of social relationships and the number of people that is expected to be involved in this network (Breugh,

2008). In Tanzania most of the people failed to access network due to limited scope and expenses

2.5.1 Successful Modern Recruitment

According to Richardson, (2004) Successful recruitment involves the following process:-

- i. Development of a policy on recruitment and retention and the systems that give life to the policy;
- ii. Needs assessment to determine the current and future human resource requirements of the organization. If the activity is to be effective, the human resource requirements for each job category and functional division/unit of the organization must be assessed and a priority assigned;
- iii. Identification, within and outside the organization, of the potential human resource pool and the likely competition for the knowledge and skills resident within it;
- iv. Job analysis and job evaluation to identify the individual aspects of each job and calculate its relative worth;
- v. Assessment of qualifications profiles, drawn from job descriptions that identify responsibilities and required skills, abilities, knowledge and experience;
- vi. Determination of the organization's ability to pay salaries and benefits within a defined period;
- vii. Identification and documentation of the actual process of recruitment and selection to ensure equity and adherence to equal opportunity and other laws.
- viii. Recruitment may be conducted internally through the promotion and transfer of existing personnel or through referrals, by current staff members, of friends and family members. Where internal recruitment is the chosen method of filling vacancies, job openings can be advertised by job posting, that is, a strategy of placing notices on manual and electronic bulletin boards, in company newsletters and through office memoranda. Referrals are usually word-of-mouth advertisements that are a low-cost-per-hire way of recruiting (Azmi, 2010). Internal recruitment does not always produce the number or

quality of personnel needed; in such an instance, the organization needs to recruit from external sources, either by encouraging walk-in applicants; advertising vacancies in newspapers, magazines and journals, and the visual and/or audio media; using employment agencies to “head hunt”; advertising on-line via the Internet; or through job fairs and the use of college recruitment (Anderson et al, 1998).

2.6 Recruitment and Business Competitiveness

Recruitment has become ever more important as organizations increasingly regard their workforce as a source of business competitiveness. Not all employers engage with this proposition even at the rhetorical level. For example, it has been noted that ‘over several decades, work psychology has had a significant influence on the way people are recruited into jobs, through rigorous development and evaluation of personnel selection procedures’ (Arnold, 2005).

Recruitment also has an important role to play in ensuring worker performance and positive organizational outcomes (Ekhsan, 2010). For example if the company as a strategy of internal recruitment for managerial level, this is normally tend to motivate employees, employee tend to work hard so as to be selected at the managerial position in the organization, also though internal recruitment strategy considerable savings can be made. Individuals with inside knowledge of how a business operates will need shorter periods of training and time for fitting in.

Recruitment as strategy for enhancing business competitiveness of the firm/organization can play a pivotally important role in shaping an organization’s effectiveness and performance, example if work organizations are able to acquire workers who already possess relevant knowledge, skills and aptitudes and are also able to make an accurate prediction regarding their future abilities. Recruiting in an effective manner can avoid undesirable costs for example those costs associated with high staff turnover, poor performance and dissatisfied customers and engender a mutually beneficial employment relationship characterized, wherever possible, by high commitment on both sides (Gilmore & Williams, 2009).

The recruitment of employees as strategy is a fundamental to the functioning of an organization, and there are compelling reasons for getting it right. Inappropriate recruitment decisions reduce organizational effectiveness, invalidate reward and development strategies, are frequently unfair on the individual recruit and can be distressing for managers who have to deal with unsuitable employees (Becker & Gerhart, 1996).

Recruitment is pivotal in this regard in certain important respects. Those charged with recruiting people to posts in work organizations take a crucial 'gatekeeper' role; only those people selected for employment can be led, managed and developed (Ekhsan, 2010). So in the most fundamental sense the decision to employ (or not) underpins the whole area of managing people.

2.6.1 Business competitiveness through Job Analysis, Job Description and Job Evaluation

2.6.1.1 Job Analysis

The job analysis looks at the behavioral needs of a particular competitive strategy (cost leadership or differentiation) role peculiar to the culture and organization of the company. It is like performing a Personal Profile Analysis on an imaginary person. The goal is to define the ideal individual for the job position from the perspective of the company and the employees that the successful applicant will work with. Job analysis is the process of collecting information and making judgments about a specific job (Wilson, 1995). From the stand point of researchers such as (Wright et, al 1994) that competitive advantage only occur when employee's knowledge, skills and ability can add value to the firm, are rare, cannot be imitated and are not sustainable. In order to target employees with the requisite knowledge, skills and ability, the job has to be carefully defined. The HRM literature promotes careful job definition in the belief that it will have two effects. First, it is commonly believed to assist targeting and attraction of potential recruits. Second, job analysis helps potential recruits to make up their own minds about whether to apply or not (Dakin & Smith, 1995).

2.6.1.2 Job Description

The job description is generally used to identify the responsibilities, the objectives associated with each specific task and the reward that associated with good performance. In order to accomplish the employment relationship effectively, work has to be designed, programmed, costed, organized and co-ordinated. Keenoy, (1992) in other words detailed job description, otherwise can be used by an employee to define what she/he is not prepared to (“that’s not part of my job” or I’m not paid to do that”). In a dynamic environment it is impossible to have a good job description because anticipating the environment changes in advance is impossible and it is silly to think that any written job description could cover all the possibilities. But that does not mean we should not describe the job as detailed as possible.

2.6.1.3 Job Evaluation

Once jobs have been analyzed and described, the job evaluation began by considering several job factors such as: working conditions, necessary technical KSA (Knowledge, Skills and Ability) and behavior, salaries and required managerial skills. A rating of each factor is made on a standard scale, and the total rating points can be used to rank jobs hierarchically (Wilson, 1995).

2.7 Empirical Literature Review

According to the study, made by Llorens and Kellough, (2007), the study identifies the competitive advantage concepts and models, competitive strategies and the main human resource practices that have a significant impact on the employee’s performance. Understanding sources of competitive advantage has become a major area of research in the field of strategic management. Therefore the also develops an analytical framework for strategic management in order to initiate/formulate and implements the strategic plans successfully. Three questions regarding identifying, defending and achieving competitive advantage through the employees have been

raised and answered. The study recommended that, the firm should use an analytical framework for strategic management because it provides; Identification of the relationship between key variables that should be analyzed and assistance of the practitioners to analyze and initiate appropriate policy in their own context.

Also, Henkens, et al, (2005) did a study on Recruiting personnel in a tight labour market. A quantitative type of research was chosen. It was conducted by making use of a survey among Human Resources (HR) departments of German companies. To determine the perceptions and experiences of the HR departments, a questionnaire based on the constructs that were derived from the literature review was developed. The findings show that recruitment supported by Social Networking Sites is a relatively new topic in German companies. Most of them started using Web 2.0 applications for their Human Resource Management (HRM) during the last three years. A combination of the theoretical background and the findings of the survey lead to the conclusion that Social Networking Sites are an important and upcoming topic in German HR departments. Especially, the networking scope of the Social Networking Sites is the most predicting factor for effective recruitment, in particular for the target group orientation. Interestingly, recruitment costs are not affected by the qualities of Social Networking Sites.

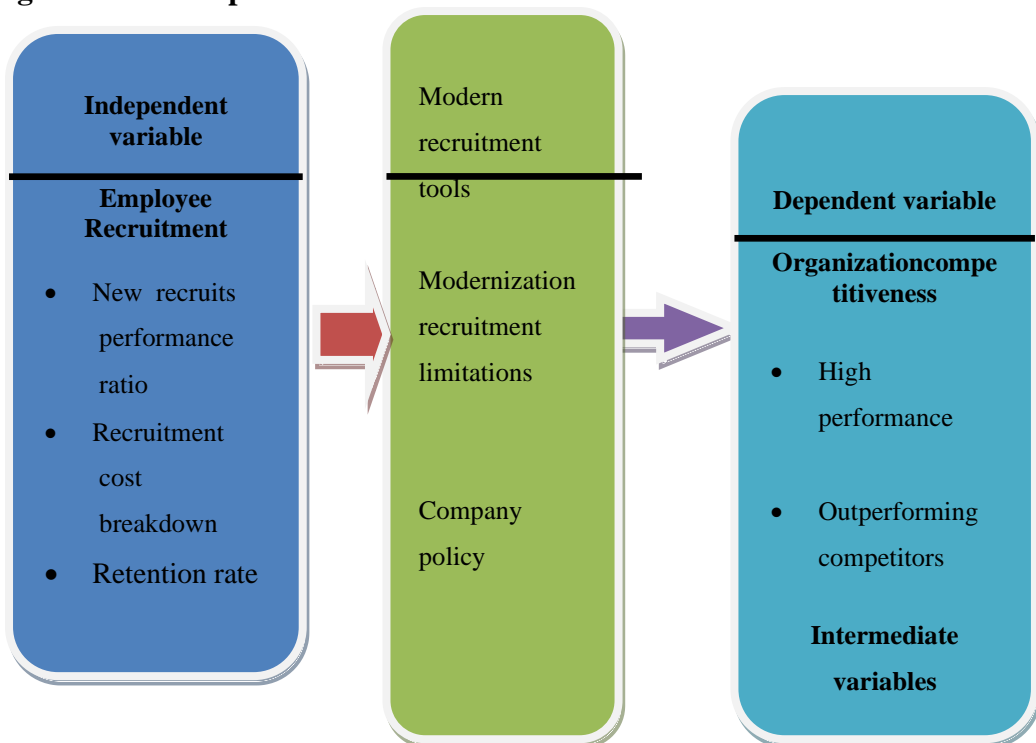
2.8 Conceptual Framework

The links between employee recruitment and organization competitiveness is made by dependent variable which will be organization competitiveness and independent variable which will be employee recruitments, this mean organization competitiveness can depend on employee's recruitments. The framework assumes that the effective employee recruitment indicators are; Modern recruitment tools, Company policy, and Modernization recruitment limitations are the prerequisite of the organizational competitiveness through performance.

But in addition there should be factors which will assist dependent variables/ employee recruitment, these are mediating factors.

Generally, the framework assumes that effective employee recruitment and organization competitiveness can be made through intermediate variables. This implies that the organizational competitiveness (dependent variable) is influenced by the nature of recruitment (independent variable) through modern recruitment tools and company policy. The framework is summarized in the Figure 1 below.

Figure 2. 1 Conceptual Framework



Source: Researcher's Design, 2013

2.9 Hypothesis

Internet recruitment as one of the recruitment tools, it can be assumed that the use of (e-) recruitment can have a positive influence on recruitment and overall organizations performance as a consequence of effective recruitment. Consequently, the following hypotheses will be established.

H₀: The use of information and communication tools does not adequately attracts potential candidates for vacant position

H₁: The use of information and Communication tools attracts potential candidates for vacant position

H₀: Lack of human interaction and privacy issues are not most prominent factor which hinders the use of e-tools for recruitment

H₁: Lack of human interaction and privacy issues are among the prominent factors which hinders the use of e-tools for recruitment

H₀: Employees motivation and satisfaction is not an effective method to measure organization competitions

H₁: Employees motivation and satisfaction is an effective method to measure organization competitions

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

Kothari, (2004), defined research as the structured enquiry which utilizes acceptable scientific methodology to solve problems and create new knowledge that is generally acceptable. Research methodology has been defined as a systematic way to solve research problem. Methodology consists of systematic observation, classification and interpretation of the study findings. This section was concerned with the discussion of the methodology of the study which included, population of the study, sampling techniques and sample size, types of data, data collection techniques and data analysis plan

3.2 Research Area

The study will be conducted at Airtel Tanzania Limited in Dar es Salaam Region. The reasons for choosing Dar es Salaam region include the limited time. The area is chosen because it's familiar to the researcher, the employees will be easily accessible so it facilitates data collection process and come up with relevant information's as indicated by the researcher.

3.3 Research Design

Research is all about systematic investigation to discover reality (Laws et al, 2003). Research design refers to the conceptual structure within which the research was conducted defines research design as simply a framework or plan to be used as guide in collecting and analyzing data. This study employed descriptive research design. It applied both qualitative and quantitative approach in collecting the research data using the purposive sampling, which is non-probabilistic sampling. In this type of sampling, the researcher selects respondents for the sample (credit officers, branch managers, customers) deliberately as deemed fit for research purposes. Purposive sampling is non-probabilistic because it does not involve random selection of

samples. According to Coyne (1997) purposive sampling results from practical necessity shaped by a number of factors, including a time available to researcher, the theoretical framework, his or her research interests, and by restrictions placed upon his/her observations by the hosts.

Blanck (2009) argues that after preliminary research and several observation visits to the sites, the researcher then selects people according to the aims of the research. Indeed, this description of purposive sampling is similar to Patton's description of selective sampling. According to him, the 'logic and power of purposeful sampling lies in selecting information-rich cases for the study. Information-rich cases are those from which one can learn a great deal about issues of central importance to the purpose of the research. Following this purposeful sampling logic we selected our respondents based on the following criteria. The respondents were selected based on the following criteria: availability and willingness to respond, possession of the required information, and reachable location by researcher and gender balance and

3.4 Population

Population is the large general group of many cases from which a researcher draws a sample for a study (Neumann and Robson, 2009; Enon, 1998). Population is the group of potential participants, objects, or events to whom or to which researchers want to generalize the results of the study derived from a sample drawn from the population (Martella, 1999). According to Mugenda (1999), the target population means the population to which a researcher wants to generalize the results of the study. The population was composed of employees from formal and informal sectors and students.

Krishnan, (2003) defined population as the target group to be studied in particular place. It is the aggregate of all units pertaining to the study. This is the totality of objects under investigation (Kamuzora& Adam, 2008).The technique which was employed is sampling. A sample was used because of the costs in terms of funds,

time and materials that could be involved in surveying the whole population. The total survey population target was employees of Airtel Tanzania limited.

For the purpose of this study, 100 employees of the Airtel Tanzania Limited constitute the population of this study. The employees were divided as follows, 10 management staff, 30 middle staff, 30 operational staff and 30 operational officers.

3.5 Sample Size

This is the exact numbers of items (respondents) selected from a population to constitute a sample (Kamuzora & Adam, 2008). Therefore, a sample size of 100 respondents will be taken from the population.

Table 3.1 Sample Distribution

No	Category of population	Number of Respondents	Percentage	Sampling methods
1	Management Staff	10	10%	Purposeful
2	Middle Staff	30	30%	Purposeful/ Random
3	Operational officers	30	30%	Purposeful/ Random
4	Operational staff	30	30%	Random
5	Total	100	100%	

Source: Researcher, 2013

3.6 Sampling Techniques

Sampling is choice of a population that if worked upon can provide information that would be representative of the totality or aggregate of the whole population (Kothari, 2004). Sampling is the process of drawing a sample from the large population. Kothari (2009) defined a sample design as a definite plan for obtaining a sample from a given population. A sample is the part of the population. Sampling frame is the list of the sampling units. There is more than one sampling methodology. The

research employed cluster sampling method which deliberately includes people of similar characteristics in a specific location (Miles and Huberman 1994).

This is the process of choosing the elements of the sample so as to make it representative of the population.

This technique was used in order to obtain a representative sample drawn from a heterogeneous population. The population was grouped into a more homogeneous group so as to provide the best chance for generalization and allow the researcher to increase precision. Homogeneous groups include people of similar character such as professional background or any other character which makes them distinct from the other. It entails all the constituents of the same nature; consisting of similar parts, or of elements of the same nature.

Since it was established that the technique which was employed in this research is sampling technique, it follows that the sampling frame was the employee of the Airtel Tanzania limited. The study will use purposive sampling.

Purposive sampling will be based on researcher's reasonable judgement that the selected sample will give reliable information helpful for this research. According to Saunders et al (2000), purposive or judgement allows the researcher to make a choice of cases which according to his/her own view/opinion or judgement that will give information which is in line with objectives stated. Purposive sampling will be used because some employee will not be available at the time of data collection, other will be assigned out of the office task, and some of them will be too busy

This is how the sampling technique was employed in this study/research. This is indicated in the tables below:

Table 3.2 Sampling Techniques

Category of Respondents	Category of population	Sampling Method	Data Collection Method
1	Management Staff	Purposeful	Questionnaires
2	Middle Staff	Purposeful/ Random	Interviews and Questionnaires
3	Operational officers	Purposeful/ Random	Interviews and Questionnaires
4	Operational staff	Random	Interviews and Questionnaires

Source: Researcher, 2013

3.7 Reasons for Sampling Techniques/Methods Employed

3.7.1 Purposive or Judgment Sampling

In purposive sampling, decision with regard to which item should be included or excluded in the sample, rests on the researcher's judgment and situation (Adam and Kamuzora, 2008). In this method and elements which he believes will be able to deliver the required data (Adam and Kamuzora, 2008). This method was employed because it involves selection of employees that were judged as appropriate for the given study. And in this case, employees from Airtel Tanzania limited.

who were selected were relevant to this study. This method is appropriate when what is important is the typicality and specific relevance of the sampling units to the study and not their overall representatives to the population (the whole employees in DSM region).

3.7.2 Simple Random Sampling

Simple random sampling is a probability sampling whereby all members in the population have equal chance of being selected to form a sample (Adam & Kamuzora, 2008). The use of this method gave each employee an equal and independent chance of being selected. This technique is appropriate where the sampling frame is not too large and each unit is easily accessible (White, 2002). It is a good when the population is made up of members of similar characteristics such as accounts department or marketing, as the size of random sample depends on the homogeneity (Shaughnessy et al, 2000). It is easier to apply and require no prior knowledge or true composition of the population. It is also easy to compute the amount of sampling error associated to it. Under simple random sampling, bias is generally eliminated and the sampling error can be estimated (Kothari, 2009).

3.8 Types of Data

These are ways used to gather information from various sources. Combined methods of data collection such as in-depth interview, questionnaire, and electronic mail were used taking into consideration factors like cost and time of the researcher in one hand and the time of the respondents on the other. It is clear that in most cases, in research we consider two types of data namely; primary data and secondary data. The following are the clarifications of the types of data.

3.8.1 Primary Data

Primary data sources are original sources from which the researcher directly collects data that have not been previously collected. Primary data are first-hand information collected through various methods such as observation, interviewing, mailing (Krishnaswami, 2003). Primary data are data collected afresh and for the first time and they are original in character. These could be collected using observation, interviews, questionnaire and schedules.

In this study, primary data were collected by use of questionnaire. Saunders et al(2000) defined questionnaire as an instrument of data collection that consists of a set of predetermined and structured questions given to the subject to respond to in

writing or to be filled by researcher through self-administered questionnaire. It includes structured interviews and telephone questionnaires as well as those in which the questions were answered without the researcher being around.

Therefore, both close and open ended format questionnaires were used as one of the data collection methods. The questionnaires was prepared and used towards collecting information from the respondents at the organization. Open questions and close ended questions were used. Questionnaires were distributed and respondents were given a specific period of time to fill in the questionnaires and the researcher collected them in person although some questionnaires were given to the respondents and collected back by researcher few days/weeks later;.

3.8.2 Secondary Data

Secondary data refer to data that are already available, i. e. the data which have already been collected and analyzed by someone else (Kothari, 2009). Secondary data are data obtained from literature sources or data collected by other people for some other purposes (Kamuzora, 2008). These data may either be published data or unpublished data, thus secondary data provide second hand information and they include both raw data and published ones (Sounders et al, 2000). These include books, journals, articles, news papers, reports and publications of various associations and organization, as well as other documentary reviews from the internet.

3.8.4 Documentary review

A number of documents including official documents, reports and seminar papers in relation with the problem were reviewed to supplement the primary data collected by the researcher. The method helped the researcher to understand the magnitude of the problem. Documents are important in research because bridges the information obtained from data collected through the use of other research methods such as observations and interviews. Documentary review guide will be used as an instrument during data collection from different documents.

3.9 Data Collection Techniques

Regarding this research study, the methods which were employed for data collection were questionnaire and interviews.

3.9.2 Questionnaires

A questionnaire refers to questions printed or typed in a definite order on a form or set of forms, the respondents have to answer the questions on their own (Kothari, 2004). The researcher will prepare questionnaire, structured and unstructured questionnaires. Structured questionnaires are those questionnaires in which there are definite, concrete and pre-determined questions. When characteristics are not present in a questionnaire, it can be termed as unstructured (Saunders and Thornhill, 2009). This technique is chosen because it will not exert pressure to the respondents; this meant they were free and comfortable. It comprised both open ended and close ended questions. Interviews will allow participants to provide rich, contextual descriptions of events. According to Saunders and Thornhill, (2009), interview helps to get reliable and valid information relevant to the research. This was the main data collection method to be used by the researcher. In specific terms, the researcher made use of personal administration of the questionnaire in order to increase level of response and enhance accuracy. The questionnaires were filled by individuals at Airtel Tanzania Limited who were randomly selected from different departments. The respondents included the Management staff, middle staff and lower staff.

3.9.3 Interview

This aimed at gathering deep knowledge on the respondents' view on the studied phenomena. An – open ended and closed ended questions were employed. The method were used as it provided the opportunity for the researcher to uncover new clues, to open – up new dimensions of a problem and to secure vivid description and memories as well as eliciting accurate and inclusive accounts based on the informant's personal experiences. This method would help to elicit personal histories in examining the phenomenon (Rubin, 1995).

3.10 Data Analysis Plan

Data analysis refers to the computation of certain measures along with searching for pattern of relationship that exists among data group (Kamuzora& Adam, 2008). Data will be presented in descriptive and tabular form; tabulation will be used in order to establish relationship between variables. In presenting the finding of the study, tabulation will be done to present some of the findings.

Data processing will involve editing, coding, tabulation which will be used as a key factor in whole process of research. This will be done in the area in order to make the research be accurate and effective as follows;

Editing; will be immediately after receiving questionnaire from respondents, it involved correction of errors that might have appeared in the whole process of research writing

Coding; will be done in order to ensure whether the response categories were appropriately classified and exhausted to the problem under the study and arrange data collected according to group or classes they base on the basis of their common characteristics.

Tabulation; will be done so as to assemble data into concise and logical order, researcher analyzed data collected qualitatively where words were used to explain findings and quantitative analysis where the data used numbers, computation of total and percentages.

3.11 Validity and Reliability

Data quality was measured through validity and reliability of the information collected from the field.

3.11.1 Reliability

Bryman and Bell (2007) pointed out that reliability relates to the consistency or dependability of a measure. They argued that if it is reliable, you can be confident that all the items that make up the measure are consistent with each other and that, if

you were to use the measure again with the same individuals, they would be rated similarly to the first time. Kothari (2007) defined reliability as the extent to which data collection process yields consistent results. Therefore, the reliability of data in this study was ensured by gathering actual data which were relevant for the study. Data were tested in terms of completeness, accuracy and consistency.

3.11.2 Validity

Trochim (2005) defined validity as the extent to which an empirical measurement adequately reflects the real meaning of the concept under study. Reliability relates to whether it is measuring what we intend it to measure, and represents the overarching quality of the measure. Also, Churchill and Brown (2007) defined validity as the extent to which the instrument accurately measures what was intended and supposed to measure. The questionnaires for this research were pilot- tested to some respondents from Airtel Tanzania management and subordinates and their comments were be used to modify the questionnaires so as to be able to capture the required information.

CHAPTER FOUR

RESEARCH FINDINGS, ANALYSIS AND DISCUSSIONS

4.1 Introduction

This chapter describes the results of the study qualitatively and quantitatively using, tables and charts. Where necessary, qualitative analysis was also employed to supplement quantitative information. It covers presentation and analysis on demographic characteristics of respondents, findings discussion regarding effectiveness of employee recruitment in enhancing competitiveness in the organization particularly at Airtel Tanzania limited. The discussions of the findings were discussed under the framework of the research objectives pertaining the study which were Recruitment tools used by company; factors impede modernization of employee recruitment processes; the extent of company uses of modern recruitment and the consequences of the applicability of modern recruitment tools to business or organizational competitiveness.

Airtel Tanzania limited, is a mobile phone operator, which provides telecommunication services to individuals and businesses in Tanzania. Its services include GPRS services, such as Internet, WAP, and MMS; mobile top ups; SMS information services; prepaid plans; postpaid plans; international roaming; local and international text messages; customer care center services; and value added services. The company offers its services and mobile phones through a network of shops and dealers. It operates a GSM network in all countries, providing 2G or 3G depending upon the country of operation. One Network is a borderless mobile phone network across all Airtel operating countries which enable customers to move freely between the countries in which Airtel operates, and be treated as “virtual” local customers of the visited network in terms of pricing, while retaining their home network service functionality. Airtel offers the service currently to its Africa customers’ travelling to any of the following 27 countries. In eight of these countries; the One Network is operated in partnership with other mobile operators

Airtel Tanzania limited was formerly known as Zain Tanzania Ltd which was launched in October 2001 and changed its name in November 2010. The company is based in Dar es Salaam, Tanzania. Airtel Tanzania limited operates as a subsidiary of Airtel Africa which is as well a subsidiary of Indian telecommunications company Airtel that operates in 17 countries across Africa. Airtel is the 4th largest telecoms Company in the world. In Africa, Airtel has over 42 million customers and aims to attract more than 100 million customers across the continent by 2013.

4.2 Demographic Characteristics of Respondents

All respondents (N=100) participated in providing responses to the researcher. Respondents involved in this study were employees who are working at Airtel Tanzania limited and they are familiar with the organization particularly on the significance of the employment recruitment on the organizational competitiveness. In this regard, the age of employee, level of education and duration of stay in the authority were regarded in determining the experience and familiarity about the organization.

4.2.1 Age

The age of respondents was asked in order to establish if it has any influence on the role of promoting organization competitiveness through employee recruitment. The research included the following categories. The study found that; majority of the respondents (51.67%) was aged between 25 to 34 years. This is contrary to the study conducted by Johnson (2011) in Airtel Uganda which showed that about 60% of the employees were at the age of 30-45 years of age. This implies that most of the Airtel employees are aged between 25 to 34 years, as shown in Table 4.1

Table 4. 1: Age

Age	Frequency	Percentage
15 – 24	19	15.83
25 – 34	62	51.67
35 – 44	29	24.17
45 – 54	6	5.00
55 +	4	3.33
Total	120	100.00

Source: Research Data, 2013

Table 4.1 show the age groups of the respondents, majority of the respondents 62 (51.67%) were aged between 25 to 34 years, small number of the respondents 19 (15.83%) were aged between 45 to 54 years and insignificant number of respondents 4 (3.33%) were aged 50 years and above. This implies that majority of the respondents were capable to provide their working experiences and responses for study.

4.2.2 Gender

The study examines the gender of the respondents in order to establish its influence on the role of promoting organization competitiveness through employee recruitment. Employees were required to identify gender, in their reply the study found that majority of the respondents 67 (55.83%) were female, as presented in table 4.2

Table 4. 2: Gender

Variables	Frequency	Percentage
Male	53	44.17
Female	67	55.83
Total	120	100.00

Source: Research Data, 2013

Table 4.2 show gender of the respondents, majority of the respondents 67 (55.83%) was female, and minority of them 53 (44.17%) was male. This implies that majority of the Airtel employees are female. This is supported by Einstein (2009), who argued that *“Increasing enrollment in professional schools suggests that Women continue to increase their representation in the work-force in many occupations and across the economy as a whole”*.

4.2.3 Level of Education

The study examined the level of education of the respondents in order to identify if it has any influence on the role of promoting organization competitiveness through employee recruitment. Respondents were asked to identify the level of education, in their reply the study found that majority of the respondents 65 (54.17%) were bachelor degree holders As presented in Table 4.3. this is supported by a study made by Aiken (2003) which showed that The proportion of Renault Holding Company holding a bachelor's degree or higher ranged from 0% to 77% across the organization

Table 4. 3: Level of Education

Variables	Frequency	Percentage
Certificate	10	8.33
Diploma	20	16.67
Degree	65	54.17
Masters	25	20.83
PhD	-	-
Total	120	100.00

Source: Research Data, 2013

Table 4.3 shows the level of education of the respondents, majority of the respondents were first degree holders. This implies that most of the employees at Airtel Tanzania limited are degree holders. The study found that no Phd D respondents, insignificant number of respondents (25%) were diploma and certificate holders

4.2 Occupation

Occupation of the respondents was asked in order to determine if it has any influence on the study, respondents were asked to identify their occupations, in their reply the study found majority of the respondents 74 (61.67%) were customer care, as presented in Table 4.5

Table 4. 4: Occupation

Occupation	Frequency	Percentage
Human resource officers	11	9.17
Customer care	74	61.67
Accountants	7	5.83
Others	28	23.33
Total	120	100.00

Source: Research Data, 2013

Table 4.4 below present occupations of the respondents, majority of the respondents (61.67%) were customer care, (23.33%) of the respondents were not specify their occupations, but the study found 11 (9.17%) of the respondents were human resource officers and 7 (5.83%) of the respondents were accountants.

4.3 Recruitment Tools Used by the Company

Recruitment refers to the process of attracting, screening, selecting, and on boarding a qualified person for a job. At the strategic level it may involve the development of an employer brand which includes an 'employee offering'.

The stages of the recruitment process include: job analysis and developing a person specification; the sourcing of candidates by networking, advertising, or other search methods; matching candidates to job requirements and screening individuals using testing (skills or personality assessment); assessment of candidates' motivations and their fit with organizational requirements by interviewing and other assessment techniques. The recruitment process also includes the making and finalizing of job offers and the induction and on boarding of new employees.

Depending on the size and culture of the organization recruitment may be undertaken in-house by managers, human resource generalists and / or recruitment specialists. Alternatively parts of all of the process might be undertaken by either public sector employment agencies, or commercial recruitment agencies, or specialist search consultancies.

The study was intended to examine recruitment tools used by the company. The research showed that Airtel Tanzania limited advertised the vacancies to all qualified Tanzanians to fill the vacancies. The human resource manager was the one who advertised the vacancies on behalf of the company. The advertisement normally showed the job description and personnel specification. In advertisement, applicants for the post were required to submit letters of application together with copies of certificates, curriculum vitae, and other documents. The findings show that most applicable tools used by the company, in their respond the study found majority (56.67%) of the respondents identified the company use news paper, as presented in Table 4.5

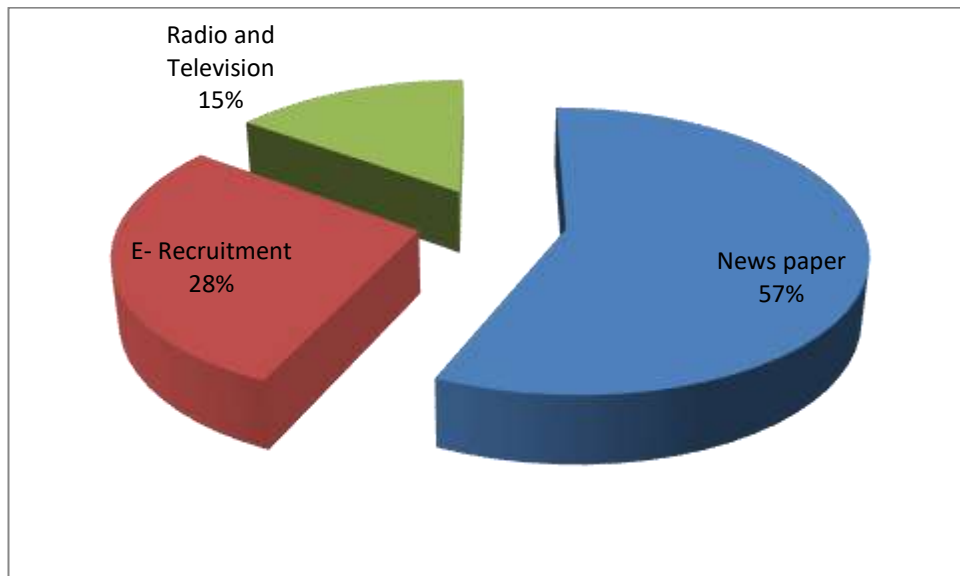
Table 4. 5: Recruitment Tools Used by the Company

Responses	Frequency	Percentage
News paper	68	56.67
E- Recruitment	34	28.33
Radio and Television	18	15.00
Total	120	100.00

Source: Research Data, 2013

Results in Table 4.5, shows recruitment tools used by the company, majority of the respondents (56.67%) identified the company used news paper as a recruitment tool, also the study reveal that out of 100 respondents, 34 (28.33%) identified the company use E-recruitment. Insignificant number of respondents (15%) stated the company using radio and television for recruitment. This implies that the company depends on news paper for recruitment, these responses is well illustrated in Figure 4.1

Figure 4. 1: Recruitment Tools Used by the Company



Source: Research Data, 2013

Figure 4.1 revealed that Airtel Tanzania Limited depend on news papers for recruitment, as well as through the Airtel website. Majority of the respondents (56.67%) identified the company using news paper for recruitment.

In the study conducted by Subramanian and Sridevi in India in 1984, it was found that out of 496 recruitment advertisements published, 33.6% of public sector advertisement and only 20.7% private sector advertisements provided necessary information about job responsibilities, task and reporting relationships. But also according to Arvey(1999) recruitment practices of prospective employees range from all the way from mouth mechanisms to advertisement.

However, it should be well understood that, Advertising or advertizing is a form of communication for marketing and used to encourage, persuade, or manipulate an audience (viewers, readers or listeners; sometimes a specific group) to continue or take some new action. The research showed that the company relied more on the use of Affordability due to the advantages that are accrued from these type of media. These are as follows.

- Newspaper advertising costs less per thousand readers than TV, direct mail and radio advertising.
- Newspaper campaigns require no out-of-pocket costs for creative materials. Newspaper campaigns can be tailored to any budget.
- Flexibility & timeliness
- Newspapers offer enormous flexibility in content, design, placement and frequency.

Impact and effectiveness

- Newspaper advertising has proven its effectiveness over time.
- Readers look for and forward to ads in newspapers, whereas they often resent advertising in other media.
- Readers rely on newspapers for shopping information more than other media.
- Combining text and visuals, well-designed newspaper ads engage customers on many levels – emotional and intellectual.
- Newspaper ads have the ability to communicate lengthy, complex or detailed information and descriptions.
- Newspaper advertising is more trusted than many other forms of advertising.

4.4 Factors Impede Modernization of Employee Recruitment Processes

The recruitment function of the organizations is affected and governed by a mix of various internal and external forces. The internal forces or factors are the factors that can be controlled by the organization. And the external factors are those factors which cannot be controlled by the organization. The internal and external forces affecting recruitment function of an organization are:

➤ **The internal forces Recruitment Policy**

The recruitment policy of an organization specifies the objectives of recruitment and provides a framework for implementation of recruitment programme.

It may involve organizational system to be developed for implementing recruitment programs and procedures by filling up vacancies with best qualified people factors affecting recruitment policy

- Organizational objectives
- Personnel policies of the organization and its competitors.
- Government policies on reservations.
- Preferred sources of recruitment.
- Need of the organization.
- Recruitment costs and financial implications.

➤ **Human Resource Planning**

Effective human resource planning helps in determining the gaps present in the existing manpower of the organization. It also helps in determining the number of employees to be recruited and what qualification they must possess.

- **Size of the Firm**

The size of the firm is an important factor in recruitment process. If the organization is planning to increase its operations and expand its business, it will think of hiring more personnel, which will handle its operations

Costs

Recruitment incur cost to the employer, therefore, organizations try to employ that source of recruitment which will bear a lower cost of recruitment to the organization for each candidate.

- **Growth/ Expansion**

Organization will employ or think of employing more personnel if it is expanding its operation The external forces are the forces which cannot be controlled by the organization. The major external forces are

- **Supply and Demand**

The availability of manpower both within and outside the organization is an important determinant in the recruitment process. If the company has a demand for more professionals and there is limited supply in the market for the professionals demanded by the company will have to depend upon internal sources by providing them special training and developments programs.

- **Labour Market**

Employment conditions in the community where the organization is located will influence the recruiting efforts of the organization. If there is surplus of manpower at the time of recruitment, even informal attempts at the time of recruiting like notice boards display of the requisition or announcement in the meeting etc will attract more than enough applicants.

- **Organizational Image**

Image of the employer can work as a potential constraint for recruitment. An organization with positive image and goodwill as an employer finds it easier to attract and retain employees than an organization with negative image. Image of a company is based on what organization does and affected by industry. For example finance was taken up by fresher MBA's when many finance companies were coming up.

- **Political-social- legal environment**

various government regulations prohibiting discrimination in hiring and employment have direct impact on recruitment practices. for example, government of India has introduced legislation for reservation in employment for scheduled castes, scheduled tribes, physically handicapped etc. also, trade unions play important role in recruitment. this restricts management freedom to select those individuals who it believes would be the best performers. If the candidate can't meet criteria stipulated by the union but union regulations can restrict recruitment sources.

- **Unemployment rate**

One of the factors that influence the availability of applicants is the growth of the economy (whether economy is growing or not and its rate). When the company is not creating new jobs, there is often oversupply of qualified labor which in turn leads to unemployment.

- **Competitors**

The recruitment policies of the competitors also affect the recruitment function of the organizations. To face the competition, many a times the organizations have to change their recruitment policies according to the policies being followed by the competitors.

However; the study was interested to determine factors impede modernization of employee recruitment process. Respondents were asked to identify factors hinder modernization of recruitment process, in their reply the study found most of the respondents identified cost of modernizing employees recruitment process is the barrier for modernization of employees' recruitment process, as presented in Table 4.6

Table 4. 6: Factors Impede Modernization of Employee Recruitment Processes

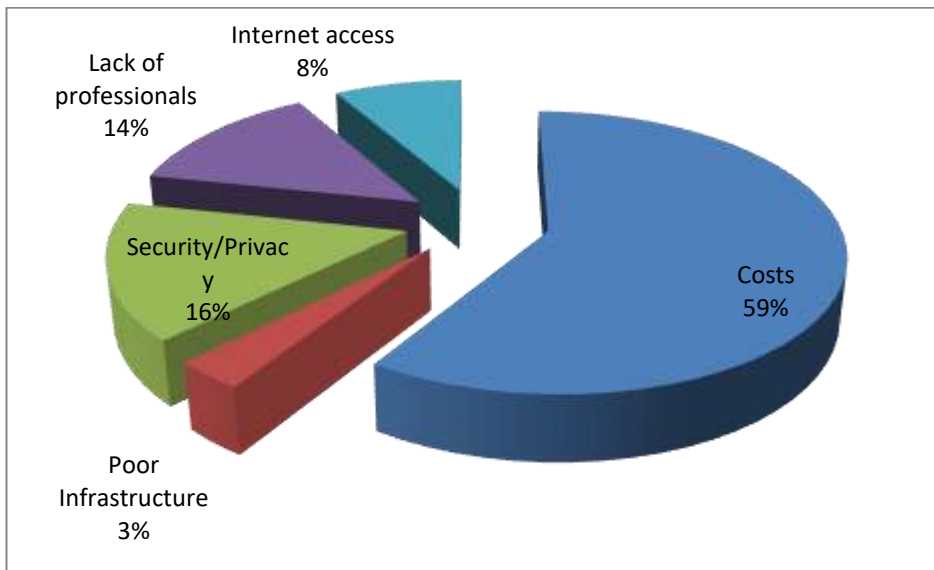
Responses	Frequency	Percentage
Costs	71	59.17
Poor Infrastructure	4	3.33
Security/Privacy	19	15.83
Lack of professionals	16	13.33
Internet access	10	8.33
Total	120	100.00

Source: Research Data, 2013

Results in Table 4.6 revealed that cost of modernizing recruitment process is the barrier for effective modernization of employee recruitment process, majority of the respondents (59.17%) stated the company failed to implement effective modernization due to high cost, also the study found, significant number of

respondents (15.83%) and (13.33%) identified security and lack of professionals effectively. Insignificant number of respondents identified (8.33%) stated the company does not modernize employee recruitment process due to poor supply of internet access, as illustrated in Figure 4.2 below

Figure 4. 2: Factors Impede Modernization of Employee Recruitment Processes



Source: Research Data, 2013

Majority of the respondents identified the company does not implement modern recruitment process due to high cost, this implies modernization of employees recruitment process involves high cost. Also it was observed that modernization of employee recruitment process is affected by security and lack of competent professionals.

4.4.1 Costs

Recruitment incur cost to the employer, therefore, organizations try to employ that source of recruitment which will bear a lower cost of recruitment to the organization for each candidate. These findings from Airtel Tanzania is contrary to the study findings conducted by Chapman and Webster (2003) in their survey research on the use of technologies in recruiting, screening, and selection processes for job

candidates conducted in USA which found that that most organizations implemented technology based recruitment and selection tools to improve efficiency, enable new assessment tools, reduce costs, standardize systems and expand the applicant pool. Furthermore according to the Pew Internet Research reported by NAS insights (2006), about 72 percent of American adults were online. That translated to over 145 million people. This was a wide audience, and the Internet proved to be an integral part of employee recruitment because there was no faster, simpler, or more cost effective way to reach thousands of qualified candidates. In fact, 44 per cent of online Americans were looking for information about a job. The Internet allowed HR Managers to reach these candidates 24 hours a day, 7 days a week.

Galanaki (2002) had conducted a descriptive study on the decision to recruit online, involving 99 UK IT companies whose shares were traded in London stock exchange. Survey was carried out, in the form of a postal questionnaire, followed by an interview to which 34 companies replied. The author found that of the factors that influenced a companies' decision making, cost-effectiveness and high response rate came first, followed by access to passive job seekers and the marketing purpose of online recruiting.

Already companies that aggressively use the Internet for recruiting experience a reduction in time-to-hire, which saves recruitment costs and affects productivity and operational continuity. Job seekers find it less time consuming to use the internet than other traditional job hunting avenues and find that it presents them with more information about a company and specific career opportunities. With this information, they can then decide if they wish to contact the company to be considered for a position. This reduces the number of unqualified applicants that have to be processed by HR staff (Chapman and Webster (2003)

4.4.2 Poor Infrastructure

The research showed that Airtel Tanzania limited do not make use of the modern recruitment process due to the existence of poor infrastructure especially on the area of communication and information technology. Responding to the researcher the Director of Human resource said that, *“the company cannot solely rely on for instance e-recruitment, due to the reason that internet services and even the use of computer is more available in urban areas. so adopting that relying on that technology only will affect those who are probably have the right qualifications, but may not be able to access the advert due to either their geographical location or unavailability of internet service in their respective areas of residence.”*

This is really a challenge to job applicants not only to Airtel Tanzania, but also to other organizations in recruiting employee electronically. This is due to the reason that earlier studies shows that for many organizations e-recruitment has become a business resource. In particular, many organizations have realized that the internet can enhance communication and coordination with the potential candidates. Similarly, Ngai and et.al, (2008) reported that as internet technology continues to evolve; more organizations are finding ways of using the internet to support their HRM activities. Budhwar and Sparrow (1997) and Raman, Budhwar and Balasubramanian (2007) have also found relative improvement in service companies in terms of Human Resource practices.

4.4.3. Lack of Professionals

The research showed that still there is a problem of lack of professionalism on the modern use and management of modern methods of recruitment. It was seen that adopting such technology requires also employment of some ICT professionals in which to Tanzania, still there is no large number of them. Recruiting them from overseas countries is still very expensive and could increase the costs of the organization. On the other hand it was revealed that, not all job applicants are in position use those modern methods of recruitment. So adopting it and relying on it only may as well create problems to the job applicants.

4.4.4. Internet Access

Although Internet is considered as the latest tool in hiring and a real revolution spreading over the world of job hunting and hiring (Sharma, 2011), the research showed that internet access and coverage is not yet covered nationwide in Tanzania. There for thus why the company relies also on other means of advertisement so as to enable those in remote areas or who cannot have access to internet to be in position to access vacancy adverts in Airtel Tanzania limited. Despite the fact that online job search and recruitment activity have vastly expanded since the year 2000, and was the period during which a truly distinct online recruitment paradigm emerged and first attained a level of critical mass. However, despite of its popularity, the research in the area has not as yet become as dominant as was predicted by many researchers and practitioners as it was seen at the Airtel Tanzania Limited.

Despite the fact that the respondents at the Airtel Tanzania differ in terms of perceived importance of e-recruitment. The pattern of differences is likely to exist and is incumbent upon the attitudes and expectations of HR Managers and management in general, as compared to employees (Ng and Burke, 2006).

4.5 The Extent of Company Uses of Modern Recruitment

Research interest in the topic of employee recruitment has increased substantially over the last thirty years. Recruitment is commonly viewed as a process of discovering potential candidates and of generating a pool of qualified applicants by encouraging qualified candidates to apply for actual or anticipated job vacancies within the organization (Sharma,2011)

In the contemporary business environment, companies are faced with a critical challenge to recruit and retain qualified employees. As a result, the current trend demands a far more comprehensive and strategic perspective to recruit, utilize and conserve valuable human resources. There is a need for companies to have a conceptually sound framework (person: job-fit) and a cost-effective, speedy and

convenient system at their disposal to meet their personnel selection needs in a highly competitive environment

Modern recruitment or E-Recruitments the latest trends in recruitment Also known as online recruitment, it is the use of technology or the web based tools to assist the recruitment processes. The tool can be either a job website like naukri.com, the organization’s corporate web site or its own intranet. Many big and small organizations are using Internet as a source of recruitment.

They advertise job vacancies through worldwide web. The job seekers send their applications or curriculum vitae (CV) through an e-mail using the Internet. Alternatively job seekers place their CV’s in worldwide web, which can be drawn by prospective employees depending upon their requirements

The study was interested to determine the extent of company uses of modern recruitment tools, respondents were asked to state the extent of uses, in their reply the study found that majority of the respondents (68.33%) stated the extent of company uses of modern recruitment tools is moderate, as presented in Table 4.7

Table 4. 7: The Extent of Company Uses of Modern Recruitment

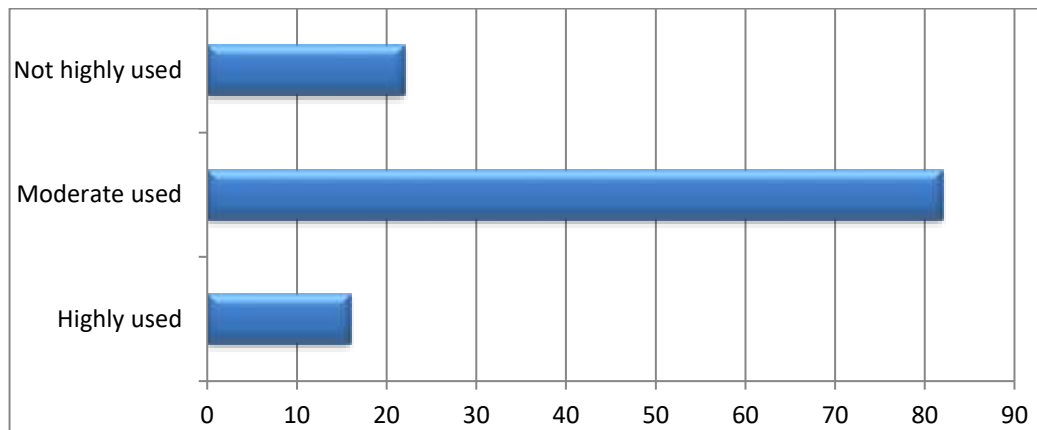
Responses	Frequency	Percentage
Highly used	16	13.33
Moderate used	82	68.33
Not highly used	22	18.33
Total	120	100.00

Source: Research Data, 2013

Table 4.7 show the extent of company uses of modern recruitment tools, the study found out of 120 respondents, 82 (68.33%) stated the extent of company uses of modern recruitment tools is moderate, this implies that the company uses both modern and old recruitments tools such as news papers. Moreover, the study found that small number of respondents 16 (13.33%) identified the extent of the company uses of modern tools is high. Also it was observed that only (18.33%) of the

respondents stated the uses of modern recruitment tools is not high, as illustrated in Figure 4.3

Figure 4. 3: The Extent of Company Uses of Modern Recruitment



Source: Research Data, 2013

Figure 4.3 revealed that Airtel Tanzania Limited has moderate uses of modern recruitment tools; majority of the respondents (68.33%) stated the extent of company uses of modern recruitment tools is moderate. The figure above shows that, the company's use of the modern recruitment tool is moderate. This is due to the reason that as explained in section 4.4, there are number of reason that makes Airtel Tanzania limited not to rely purely on the modern recruitment tool. That is why due to those challenges, the organization due use also other advertisement tools such as advertising through local news papers.

4.6 Effects of the Applicability of Modern Recruitment Tools

The study was interested to examine the consequences of the applicability of modern recruitment tools to business competitiveness, respondents were asked to state the consequence of the applicability of modern recruitment tools, in their respond the study found out of 120 respondents, 87 (72.5%) identified the applicability of modern recruitment tools lower recruitment cost, as presented in Table 4.8

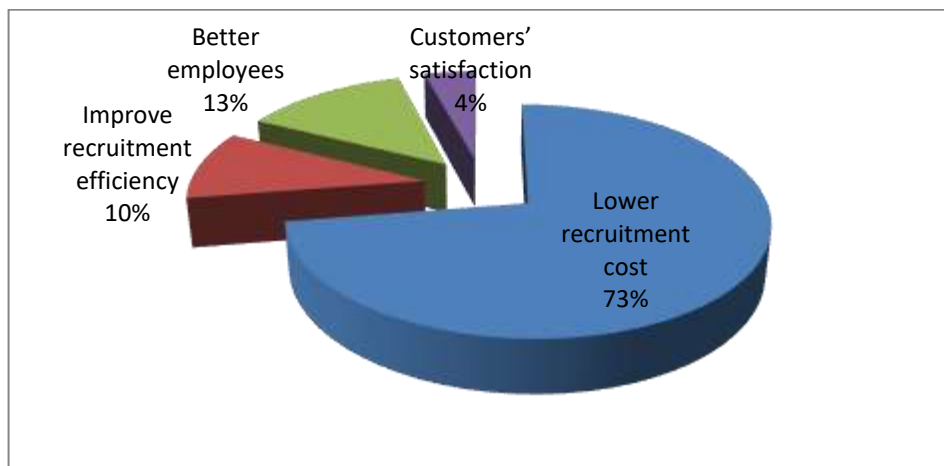
Table 4. 8: Consequences of the Applicability of Modern Recruitment Tools

Responses	Frequency	Percentage
Lower recruitment cost	87	72.50
Improve recruitment efficiency	12	10.00
Better employees	16	13.33
Customers' satisfaction	5	4.17
Total	120	100.00

Source: Research Data, 2013

Results in Table 4.8 revealed that, the major implication for applicability of modern recruitment tools is low recruitment cost, that is modern recruitment tools associated with low recruitment cost, majority of the respondents (72.5%) stated the applicability of modern recruitment tools lower recruitment cost. Also it was found that significant number of respondents (10%) and (13.33%) identified the applicability of modern recruitment tools improve recruitment efficiency and better employees effectively. Insignificant number of respondents (4.17%) revealed the application of modern recruitment tools in business competitiveness in to increase customers' satisfaction, as presented in Figure 4.4

Figure 4. 4: Consequences of the Applicability of Modern Recruitment Tools



Source: Research Data, 2013

Figure 4.4 present the consequences of the applicability of modern recruitment tools on business competitiveness, majority of the respondents (73%) stated the applicability of modern recruitment tools facilitate lowering of recruitment cost, this implies the applicability of modern recruitment tools, such as the use of company website, lower recruitment cost, for example advertisement cost.

A study conducted by on the significance of using modern tools of recruitment particularly e-recruitment in enhancing organizational competitiveness showed that

- i. With the internet, all types of jobs and employees could be easily found and acquired to fill specific needs.
- ii. Internet recruitment improves corporate image, reduces recruitment cost, reduces Administrative burden and employs better tools for the recruitment team.
- iii. Internet can assist employees in finding employment opportunities faster and easier than ever before.
- iv. Web sites are viewed as a very effective recruitment method and are perceived as generating a large number of job applicants at relatively low cost.
- v. With the introduction of the internet, the recruitment process has become easier.
- vi. Complexity and the dynamic nature of recruitment practices require continuous updating of knowledge, skills and abilities.
- vii. Recruitment practices differ in different organizations classified based on Organization type, size.
- viii. Better recruitment practices have impact on image of the organization and ability to fill the vacancies more promptly.
- ix. In service sector- recruitment and retention have been acknowledged to be

4.7 The Link between Recruitment and Business Competitiveness

Business strategies are formulated to determine the way in which organizations can move from their current competitive position to a new stronger one. This can only be achieved by improving an organization's competitiveness. A universal and exact definition for competitiveness does not exist. As a result, competitiveness means different things to different organizations. Some organizations view competitiveness as the ability to persuade customers and retain them while others view competitiveness as the ability to improve organisational capabilities. In other words, core competences as well as capabilities that drive such competences are considered to form the essence of competitiveness.

The research showed that in order to achieve organizational competitiveness, an organization such as Airtel Tanzania limited do not rely merely on recruitment in general, but do rely on competency-based recruitment. This is a process of recruitment based on the ability of candidates to produce anecdotes about their professional experience which can be used as evidence that the candidate has a given competency. Candidates demonstrate competencies on the application form, and then in the interview, which in this case is known as a competency-based interview.

The process is intended to be fairer than other recruitment processes by clearly laying down the required competencies and then testing them in such a way that the recruiter has little discretion to favor one candidate over another; the process assumes high recruiter discretion is undesirable. As a result of its perceived fairness, the process is popular in public services. Competency-based recruitment is highly focused on the candidates' story-telling abilities as an indication of competency, and disfavors other indications of a candidate's skills and potential, such as references. Having established the competency profiles for groups and roles, organizations can use the competencies as the standards for assessing candidates throughout the screening and selection process as well as advertising and communicating the organization's requirements to potential applicants.

Competencies based recruitment support recruitment and selection by:

- Providing bona fide, validated, fair and unbiased standards against which to assess applicant competencies to perform in the targeted job.
- Improving the transparency of the selection process by clearly communicating the behaviors employees must display for success in the role.
- Contributing to the design of a well-articulated, efficient and effective recruitment and selection processes.
- Creating efficiencies by providing re-usable selection tools and processes for instance question banks for interviews and reference-checking organized by competency; template interview and reference checking guides for roles / jobs within the organization; targeted role plays, work simulations, in-basket and assessments.
- Providing explicit, clear and transparent criteria on which to give candidates feedback on their performance in the selection process such as input for future learning and development.
- Providing standards for evaluating the success of the selection process - e.g., correlating the results of the selection process with competency-based on-the-job performance.
- Some of the common benchmark competency-based practices in Recruitment and Selection include:
 - **Notices of job requirements**
A template is developed to define how competencies will be reflected in .notices regarding the requirements of jobs to be filled. As the competency profiles are completed, sample notices are developed for the varied types of jobs/ roles.
 - **Interview and Reference Checking Guides**
Template interview and reference checking guides are developed for varied types of jobs/ roles, including instructions and rating guides. These are made available to hiring managers and HR Advisors.

- **Template Interview and Reference Checking Guides**

Template interview and reference checking guides are developed for roles/career streams and levels within Occupational Groups including instructions and rating guides. These are made available to hiring managers and HR Advisors.

- **Competency-based Track Record / Portfolio Reviews**

Track record / portfolio reviews allow employees / applicants to document their past experiences and accomplishments that relate to the competency requirements for positions within the organization. Once completed, trained evaluators score the extent to which the required competencies are demonstrated in the written examples using standardized scoring criteria. Typically, the candidate / employee also provides references who can attest to the validity of the examples provided. Results can be used as part of the staffing process and / or for other purposes (e.g., competency gap analysis for Learning and Development; Succession Management; HR Planning).

- **Other Competency-based Assessment Methodologies**

A variety of other competency-based assessment methodologies can be incorporated into the selection process, including In-basket assessments, role plays or simulations of workplace situations that the employee will encounter, multi-source input (as appropriate), etc. When designing and implementing any methodology, it is important that it be defensible (i.e., reliable, fair, valid and unbiased).

- **Training on Competency-based Selection**

Managers must have the knowledge and skills to be able to apply the various competency-based assessment methodologies noted above to arrive at valid selection decisions. Likewise, employees must be able to participate effectively to provide an accurate picture of the competencies they possess. Finally, both managers and HR professionals must be able to establish selection processes that are both efficient and effective (i.e., reliable, fair,

valid and unbiased). All of this requires targeted training / orientation programs to ensure that all stakeholders have the necessary skills.

A measurement system for different dimensions of competitiveness is necessary in order to map the competitive position of an organization and its competitors. It is important to realize that such a measurement system depends on an organization's perception of customer and shareholder values, the competitive environment and the drivers that determine competitiveness in that environment.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This study was aiming at to evaluating the effectiveness of employee recruitment enhancing competitiveness in the organization. Analysis of the data collected enabled the researcher to be in a position to summarize the study researched, conclusion, provide the recommendations or policy implications as well as suggesting further areas for further studies.

5.1 Summary

The study has revealed that competency recruitment process is of vital important to the organizational competitiveness.

The research has shown that Airtel Tanzania Limited value the employment recruitment in enhancing its organizational competitiveness especially by focusing on competency based recruitment. It has also revealed that the organization do use both tools of recruitment that is modern recruitment tools such as e-recruitment as well as the traditional recruitment methods such as advertising through news papers, due to the existence of various challenges that has made the organization not solely rely on one methods of recruitment. The research has also demonstrated that employee recruitment has played a great role on the organizational competitiveness.

This implies that, effective and efficient competence based recruitment will provide and assure the organization with the right candidate who will remain with the organization for a reasonable period, which is the basis of the organizational competitiveness. With human resources becoming central to business success, it is important for firms to ensure that they have the right talent in place for today as well for the future (Agarwala, 2007).A company that offers competitive benefits and flexibility to its employees is more likely to attract and retain the most qualified people, keeping the company competitive.

5.2 Conclusion

In today's changing business environment, organizations have to respond quickly to the requirements for the people and the organization. Hence it is important to have a well-defined recruitment strategy in place, which can be executed effectively and efficiently to get the best fit of the organization so as to strengthen the organizational competitiveness.

Recruiting the wrong candidate or rejecting the right candidate could turn out costly mistakes for organizational competitiveness. If those in business such as communication industry like Airtel Tanzania limited who are responsible for effective recruitment and placement can improve their techniques, convince management of the need of sound policies and strategies and increase their own competencies that will be making a significant contribution indeed to this industry as well as other sectors.

Finally, better competency recruitment strategies result in improved organizational competencies through effective and efficient performance. The more effectively organizations recruit and select competent candidates, the more likely there are to hire and retain satisfied employee which in turn will affect the organizational competencies. In addition, the effectiveness of an organization's selection and recruitment systems can influence bottom-line business outcomes, such as productivity and financial performance. Hence investing in the development of a comprehensive and valid recruitment system is money well spent.

5.3 Recommendations

As the research showed that the recruitment process at Airtel Tanzania limited was competence based , very effective and efficient; the researcher recommends the following opinion to enhance not only the competitiveness of the Airtel Tanzania Limited, but also other organization regardless their mission whether it is profit or service oriented one. These are as follows.

- i. More training is required to the recruitment team at organizations so as to improve their competencies particularly on competency based recruitment

processes. Organizations need to get rid of favoritisms/nepotisms and corruptions on recruitment as they can have large adverse on the attainment of the organizational competitiveness. This can be addressed by equipping the recruitment panel with more recruiting skills, techniques and ethics.

- ii. Organizations should adhere to the laid down rules and regulations pertaining to recruitment of the employees
- iii. Organizations should avoid favoritism during taking such a sensitive personnel task, since recruitment and selection intended to get qualified personnel to perform a work, therefore a great care should be observed when executing it

This means that management should regard recruitment as a very important aspect in obtaining quality employees who can improve the performance of the organization so as to attain organizational competitiveness. Well conducted recruitment process will result in having employees with the right qualifications, which will result in a good performance and reliable service delivery to the people.

5.4 Further areas for Study

The research was aiming at to evaluating the effectiveness of employee recruitment in enhancing competitiveness of the scoped organization. Since the study was limited to the case study design in which the research was conducted on in one organization that is Airtel Tanzania limited, these results cannot be generalized to other companies in the Tanzania communication industry. The study has just paved the way for further study. Consequently, there is a need for other comprehensive research for assessing other organizations from the same perspective as it was done on Airtel Tanzania Limited.

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APPENDEXES

QUESTIONNERS

My name is Furaha Njovu, Student from Mzumbe University. I do research on “Promoting Organization Competitiveness through Employee Recruitment”. Your participation on answering this question could make my research be effective and complete. Your name is not needed in this research. Therefore by so doing I request your attention to read and answer these question effectively.

Please I request your attention and respond to the questions bellow so as to facilitate my research.

Please put (√) mark in the correct answer and fill the blanks

Date	
Age	15 – 24 25 – 34 35 – 44 45 – 54 55+
Gender	Male Female
Level of education	Certificate Diploma First degree Masters PhD
Occupation	Human resource officers Customer care Accountants Others

QUESTION 1

What are the recruitment tools used by your company in recruitment process?

- a. News paper
- b. E- Recruitment
- c. Radio and Television
- d. Others

If others, please mentions.....

QUESTION 2

What are the factors which impede modernization of employee recruitment processes in your company? ()

	1	2	3	4	5
Costs					
Infrastructure					
Low Security/Privacy					
Lack of professionals					
Internet access					

QUESTION 3

To what extent the company uses modern recruitment tools?

	1	2	3
Highly used			
Moderate used			
Not highly used			

QUESTION 4

What are the consequences of the applicability of modern recruitment tools to business competitiveness in your company?

	1	2	3	4
Lower recruitment cost				
Improve recruitment efficiency				
Better employees				
Increases customers				

Interview Guide

1. What is recruitment?
2. Do you understand modern recruitment tools?
3. What is the applicability of modern tools of recruitment process in your company?
4. What are the factors that hamper modernization of employee recruitment processes in you company?
5. What are the link between recruitment and business competitiveness?