

**RECRUITMENT PROCESS AND THE PERFORMANCE OF
TANZANIA PETROLEUM DEVELOPMENT CORPORATION**

RECRUITMENT PROCESS AND THE PERFORMANCE OF TANZANIA PETROLEUM DEVELOPMENT CORPORATION

By
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A Dissertation Submitted to MUDCC in Partial Fulfillment of the Requirements for the Award of the Degree of Master of Science in Human Resource Management (MSc-HRM) of Mzumbe University.

2014

CERTIFICATION

We, the undersigned, certify that we have read and hereby recommend for acceptance by the Mzumbe University, a dissertation entitled ***Recruitment Process and The Performance of Tanzania Petroleum Development Corporation***, in partial fulfillment of the requirements for award of the degree of Master of Science in Human Resource Management (MSc-HRM) of Mzumbe University

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My gratitude is extended to all my friends and classmates for their inspiration and motivation throughout the dissertation period.

However, in no way is any of the above mentioned individuals responsible for the shortcomings found in this dissertation, the deficiencies are solely mine.

DEDICATION

I dedicate the entire work to God Almighty, for taking care of my life throughout my education and to my family for their support, care and prayers throughout my education. I thank you for creating a caring environment, in which I could make mistakes, grow and learn to aspire for greater things in life; I am indeed blessed to have you as my family.

ABBREVIATIONS

BP	-	British Petroleum
EWURA	-	Energy and Water Utilities Authority
HR	-	Human Resource
HRM	-	Human Resource Management
STAMICO	-	State Mining Corporation
TAZAMA	-	Tanzania Zambia Mafuta Pipeline
TIPER	-	Tanzanian and Italian Petroleum Refining Company Limited
TPDC	-	Tanzania Petroleum Development Corporation
UK	-	United Kingdom

ABSTRACT

The purpose of this study was to explore the contribution of recruitment process in the performance of an organization. A specific case study of Tanzania Petroleum Development Corporation (TPDC) has been used in the course of this research. Hence the study is based on the recruitment and selection practices and procedures of TPDC and how they contribute to its performance.

Specifically the study sought to identify the recruitment and selection practices of TPDC; to investigate how the recruitment and selection practices at TPDC affect its performance; the effectiveness of the recruitment and selection practices of TPDC; to examine the challenges associated with the recruitment and selection process at TPDC and ways to help improve human resource planning and development.

The study collected data through the use of questionnaires from fifty (50) respondents majority being staff members of TPDC. Among them ten (10) respondents were staff from Corporate Management department, selected from Human resource and Administration section and forty (40) were staff from other departments.

The information from respondents was analyzed using Statistical Package for Social Sciences whereby tables and graphs were used to present the data.

The results indicated that, advertising of job vacancies through newspapers and government exchange of employees are mostly the mode for recruiting potential employees at TPDC, it was also realized that the method used in the recruiting and selection process was very effective and moreover helped improve employee performance. The study revealed that the selection and recruitment process are also characterized with a number of challenges including: competition and lack of key talents; labour turnover; and availability of key talents in the job market for specialized areas within TPDC.

Among the recommendations made were that potential employees should all be treated fairly in the recruitment and selection process, more so employees must be appraised constantly to ensure that they improve upon their performance.

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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

“A highly successful organization is built on the strengths of exceptional people. No matter how much technology and mechanization is developed, no organization could survive and prosper without them. (Luszez and Kleiner, 2001)

Acquiring and retaining high-quality talent is critical to an organisation's success. As the job market becomes increasingly competitive and the available skills grow more diverse, recruiters need to be more selective in their choices, since poor recruiting decisions can produce long-term negative effects, among them high training and development costs to minimize the incidence of poor performance and high turnover which, in turn, impact staff morale, the production of high quality goods and services and the retention of organisational memory. It could also lead to failure of an organisation to achieve its goals and objectives and thus losing its competitive edge and its market share. (Richardson, 2012).

Traditionally, Public service organisations have had little need to worry about market share and increasing competition since they operate in a monopolistic environment. But in recent time, the emphasis on Public Sector Management approaches has forced public organisations to pay closer attention to their service delivery as consumers have begun to expect and demand more for their paid taxes. As societies become more critical and litigious, Public service organisations must seek all possible avenues for improving their output and providing the satisfaction that their clients require and deserve. The provision of high-quality goods and services begins with the recruitment process. (Richardson, 2012).

Better recruitment and selection strategies result in improved organizational outcomes. The more effectively organizations recruit and select candidates, the more likely they are to hire and retain satisfied employees. In addition, the effectiveness of

an organisation's selection system can influence bottom-line business outcomes, such as productivity and financial performance. Hence, investing in the development of a comprehensive and valid selection system is money well spent (Kilibarda and Fonda (1997).

As observed by Barber (1998), "Recruitment is the activities/ practices carried out by a firm with the main purpose of identifying and attracting potential employees. Similarly, Newell and Shackleton (2009) refer to recruitment as "the process of attracting people who might make a contribution to the particular organisation".

K. Aswathappa (2010) defines Recruitment as "the process of finding and attracting capable applicants for employment". The process begins when new recruits are sought and ends when their applications are submitted. The result is a pool of applicants from which new employees are selected.

Generally, Recruitment is defined as "the set of activities and processes used to legally obtain a sufficient number of qualified people at the right place and time so that the people and organisation can select each other in their own best short and long term interests". In other words, the recruitment process provides the organisation with a pool of potentially; qualified job candidates from which judicious selection can be made to fill vacancies.

Thus, the study aimed to explore the contribution of recruitment process in the performance of Tanzanian Petroleum Development Corporation (TPDC).

1.2 Statement of the Problem

The success of organizations in this modern business environment depends on the calibre of the manpower that steers the day to day affairs of the organisations. The process of recruiting and selecting all categories of employees into both private and public companies has been a matter of concern to many and needs attention. Even though it is the wish of every organisation to attract the best human resource in order to channel their collective effort into excellent performances, unconventional

recruitment practices can mar any business plan. In addition, managing people is a definite challenge both at strategic or even organisational levels. Thus, human resources need to be well managed and developed in alignment with the organisational goals and strategies.

In view of this, research asserts that for any organisation to achieve its stated objectives and a goal there is a need for management to put in place policies or strategies that will help attract the best of employees to strive towards the achievement of organisational objectives.

The study therefore explored the contribution of recruitment process in a local institution in Tanzania –TPDC with the aim to analyse the recruitment and selection process in this particular institution in relation to its performance.

1.3 Objectives of the Study

1.3.1 Main Objective

The overall objective of this study was centred on exploring the contribution of recruitment process in the performance of TPDC.

1.3.2 Specific Objectives

The specific objectives included:

- (i.) Identifying the recruitment and selection practices at TPDC;
- (ii.) Investigate how recruitment and selection practices affect TPDC performance;
- (iii.) Determine the extent to which the recruitment process impact TPDC performance;
- (iv.) Examine the challenges associated with the recruitment process at TPDC; and
- (v.) Recommend on ways to help improve the recruitment process at TPDC.

1.4 Research Questions

The following research questions served as a guide to the study:

- (i.) What are the recruitment and selection practices at TPDC?
- (ii.) How do recruitment and selection practices affect TPDC performance?
- (iii.) To what extent does the recruitment process impact TPDC performance?
- (iv.) What are the challenges associated with the recruitment process at TPDC?
- (v.) What are the ways to help improve the recruitment process at TPDC?

1.5 Scope of the Study

The research was carried out in Dar es Salaam at TPDC Headquarters. The study was delimited to explore the contribution of recruitment process in the performance of TPDC. As defined by Robson (2002) *“Case study is a strategy for doing research which involves an empirical investigation of a particular contemporary phenomenon within its real life context using multiple sources of evidence”* (cited in Saunders 2009; pp.145-146). In order to gain proper understanding about the process of recruitment and selection it was necessary to take up a case study concerning a company the researcher is well aware of; therefore TPDC was considered as one of the best options to analysis of human resource management process on recruitment and selection.

The single *Case study strategy* has been used which provides a clear understanding otherwise multiple case studies may lead to confusion and exaggeration about the process.

The study was delimited to investigate 10 respondents from human resource and Administration sections which are within Corporate Management department and 40 respondents from other departments at TPDC. A total of 50 respondents were approached specifically to participate in the study.

Also the study is delimited to employees of TPDC because of the ability to give the required information and other factors like cost, time and convenience were also taken into consideration.

1.7 Significance of the Study

The findings from this study “the recruitment process and the performance of TPDC” will be helpful to various groups and for different purposes;

(a.) New knowledge

The research findings from the study can serve as a source of reference to other researchers or related study. It will be beneficial to the academic community because it will add to the existing literature or the research has added to the stock of books and works already written on human resource planning and development.

The research will also increase the knowledge of the researcher in understanding the relation between the recruitment process and the performance of TPDC.

(b.) Policy

The study will also be beneficial to the decision/policy makers on understanding the importance of recruitment and selection processes and thus to be able to make meaningful proposals, policies and suggestions with regards to human resource planning and development.

The findings will also help human resource managers in the related field to develop effective recruitment and selection policies necessary for organisational performance.

The findings and recommendations of the study provide a framework for the adoption of sound recruitment practices in both public and private organisations.

(c.) Stakeholder benefits

The study will enable TPDC and other companies like EWURA, STAMICO etc. to adopt measures in the context of human resource planning and development in relation to recruitment, selection and performance.

Also it will afford different Trade unions an opportunity to identify the benefits of human resources and challenges facing their members and find lasting solutions to them.

The study is among the few researches that will provide the needed explanation by other organisations on how to manage the recruitment process in the context of promoting organisational performance.

Furthermore the study will serve as a spring board to those who want to delve much into human resource planning and development. Finally this will give fore knowledge to management of TPDC before embarking on human resource planning and development.

(d.) Problem solving

The study will help to solve the problem of existence of few/lack of enough literature on recruitment and selection practices in large organisations.

The study will serve as a basis for analysing recruitment and selection practices and the challenges facing human resource departments/sections.

The information from the study can be used to solve common problems facing human resource departments in recruitment and selection process so as to enhance performance.

CHAPTER TWO

LITERATURE REVIEW

2.1 Recruitment Defined

Weihrich and Koontz (1994) suggest that recruitment involves attracting of candidates to fill the positions in an organisational structure. Before recruiting begins, the position's requirements which should relate to the task must be clearly identified.

Hannagan (1995) sees recruitment as the first process of filling vacancies. He goes further to say that the process involves the examination of the requirements for filling the vacancy (particularly in relation to job and person specifications); consideration of the sources of suitable candidates, drafting job advertisements and selecting media suitable to carry them; assessing appropriate salary levels for employees; and arranging interviews and other aspects of selection.

Ejiofor (1989) was of the view that recruitment consists of seeking out and attracting who, while filling positions required for the successful implementation of the objectives of an organisation, will also realize their personal objectives. According to him, the aim of recruitment goes beyond mere filling of vacancies to include individual development and achievement.

Llesanmi (1997) defined recruitment as the process of attracting individuals in sufficient numbers and with appropriate qualifications and encouraging them to apply for jobs with the organization. According to him, recruitment knows what staff is required and where to get them.

Nwachukwu (1992) considers recruitment to involve all prospective applicants for the job position in the organization. He is of the view that a good recruitment programme is one that is properly planned and well operated. He concludes that poor

recruitment efforts could lead to the selection of poor applicants because positions are to be filled quickly.

Stonner, Freeman and Gilbert (2000) stated that the purpose of recruitment is to provide a group of candidate that is large enough to let managers select the employees they need.

Selection involves making decisions about people. Where there are several job applicants for an opening, managers must decide which is the most qualified. Selection is the process of identifying those recruited individual will best be able to assist the firm in achieving organisational goals (Ilesanmi 2005).

In the working place recruitment is essential to a company's long term success. By hiring correctly, an organisation adds the talent it needs and can enjoy the benefits in increased productivity and morale. However this process is not simple and if the careful process of selection is not followed: you can be mired with poorly skilled, unmotivated and un-loyal labor force which can impact future profits as well as other employee behaviour.

2.2 Recruitment and Job Analysis

There are a number of resources that contribute towards the success of any organisation, such as manpower, money, machine, material, information, idea, and other inputs. While these resources are important, the human factor is the most significant one because it is the people who have to coordinate and use all other resources (Chandan, 1987).

Recruitment is an integral part of human resource, and involves the process of identifying and attracting or encouraging potential applicants with needed skills to fill vacant positions in an organization (Peretomode and Peretomode 2001), matching them with specific and suitable jobs, and assigning them to these jobs (Chandan, 1987).

Job analysis, which is the study of what is to be done, where, how, why, and by whom in current and predicted job, begins the recruitment process (Mc- Cormick, 1976). This analysis involves compiling a detailed description of tasks, determining the relationship of the job to technology and to other jobs and examining the knowledge, qualifications or employment standards and requirements (Jain and Saakshi, 2005).

A Job analysis does two things (Jones, 2000). First, it tells the recruiter about the job itself by specifying the essential tasks, duties, and responsibilities involved in performing the job. This is called job description (Brannick, 1992). Second, it describes the skills, knowledge, abilities and other personal characteristics needed to perform the job. This is called job specification (Flood, 2002). Job analysis provides essential information for recruitment (Brannick, 1992), and a thorough job analysis helps in the placement decision of an organisation by specifying the requirements of a job and the abilities of the person to meet these requirements so that specific jobs are assigned to those people who will be most productive. After the job analysis process, the recruiter sources potential applicants by creating awareness for the existence of vacancies in order to attract the right kind of people to be recruited from the right places and time.

2.3 The Recruitment and Selection Process

The overall aim of the recruitment and selection process should be to obtain at minimum cost the number and quality of employees required to satisfy the human resource needs of the company. The three stages of recruitment and selection are:

- (i.) Defining requirements – preparing job descriptions and specifications; deciding terms and conditions of employment;
- (ii.) Attracting candidates – reviewing and evaluating alternative sources of applicants, inside and outside the company, advertising, using agencies and consultants;
- (iii.) Selecting candidates – sifting applications, interviewing, testing, assessing candidates, assessment centres, offering employment, obtaining references, preparing contracts of employment. (Armstrong, 1999)

(a.) Defining Requirements

The number and categories of people required should be specified in the recruitment programme, which is derived from the human resource plan. In addition, there will be demands for replacements or for new jobs to be filled, and these demands should be checked to ensure that they are justified. It may be particularly necessary to check on the need for a replacement or the level or type of employee that is specified. Requirements for particular positions are set out in the form of role profiles and person specifications. These provide the basic information required to draft advertisements, brief agencies or recruitment consultants, and assess candidates. A role profile listing competence, skill, educational and experience requirements produces the job criteria against which candidates will be assessed at the interview or by means of psychological tests.

(b.) Attracting Candidates

Attracting candidates is primarily a matter of identifying, evaluating and using the most appropriate sources of applicants. However, in cases where difficulties in attracting or retaining candidates are being met or anticipated, it may be necessary to carry out a preliminary study of the factors that are likely to attract or repel candidates – the strengths and weaknesses of the organisation as an employer.

(c.) Advertising

Advertising is the most obvious method of attracting candidates. Nevertheless, the first question to ask is whether an advertisement is really justified. This means looking at the alternative sources mentioned above and confirming, preferably on the basis of experience, that they will not do. Consideration should be given as to whether it might be better to use an agency or a selection consultant. When making the choice, refer to the three criteria of cost, speed and the likelihood of providing good candidates. The objectives of an advertisement should be to:

- (i.) attract attention – it must compete for the interest of potential candidates against other employers;

- (ii.) create and maintain interest – it has to communicate in an attractive and interesting way information about the job, the company, the terms and conditions of employment and the qualifications required;
- (iii.) Stimulate action– the message needs to be conveyed in a manner that will not only focus people’s eyes on the advertisement but also encourage them to read to the end, as well as prompt a sufficient number of replies from good candidates. (Armstrong, 1999)

2.4 Understanding the process of Recruitment and Selection

Human resource management believes in the growth of the firm as well as the employees and having effective communication by ignoring differences with the employees and giving them information regarding the company’s progress. Their plans and strategies are integrated with the business objective of the organisation. Human resource’s fundamental strategy is to maintain and strengthen the human capital base, also whether the employment decision taken is positive or negative, the workforce quality overall, and the motto remaining the same “if you cannot change people, change the people.” Majorly the ineffective recruitment and selection is related to the people problem.

As mentioned by (Cascio, 2005) “Recruitment is generally treated as a one way process i.e. organisations searching for prospective employees and this approach is known as “Prospecting Theory of recruitment”. Recruitment is generally a deficient elation of selection. The main attention is grabbed by these selection processes.

The failures made in the process cannot be swept over by selection techniques. One of the early famous writers, Taylor (1911) suggested that the process of selection is very important and mentioned “The best man for the job” (as cited in Bach, 2000) though it may not be acceptable these days. A position can be vacant for many reasons such as employee has taken maternity leave, promotion or transfer of an employee, long holiday, sick leave, terminated, left the company, etc. Therefore, accordingly candidates are hired; some for temporary basis, part-time, full time, and casual work, permanent, contract basis, etc. As suggested by Marchington and

Wilkinson (2008), human resource management generally faces criticism because it cannot fully satisfy business success criteria as well as for employee well-being. Judgment is done by a selector which is provided by recruitment. Human resource management focuses on long term relationship and commitment with the employee.

2.5 Methods and Sources of Recruitment

Flippo (1984) opined that the sources of recruitment can be classified into two types, internal and external.

The methods of recruiting will depend upon the source of recruitment the organization intends to utilize (Ejiofor 1989). Where an organization decides on a policy of recruitment from within, then the methods of recruitment will include job posting on public boards in order to inform all employees and so allow open competition; the secret review of the records of employees and giving the jobs to chosen employees; and finally, announcement to employees and unions that there are vacancies and that new hands will be welcome. Employees and unions are then in a position to inform friends, relations and colleagues. These methods of recruitment will work well for filling low-paid positions in the organization.

It is often argued that a policy of internal recruitment is superior to a policy which looks outside the boundaries of the organization because it allows individual development. Employees, it is said, have a right to advance in their jobs and therefore should be given first consideration when a job occurs. Filling a job opening from within the firm has the advantages of stimulating preparation for possible transfer or promotion, increasing the general level of morale, and providing more information about job candidates through analysis of work histories within the organization. An internal search of the computer personnel data bank can flag personnel within minimum qualifications for the job opening. Such system is more compatible with adapting the organization to the needs of individuals.

A job posting system has a number of advantages. From the view point of the employee, it provides flexibility and greater control over career progress. For the employer, it should result in better matches of employee and job, in addition to

meeting requirements for equal opportunity for advancement of all employees (Flippo 1984). While this argument is generally valid, it is well to remember that occasions often arise when existing employees do not possess the skills for the required tasks, or when giving them such skills will entail considerable costs to the organization. It has been argued that, no matter how much a company may design its manpower requirements to take account of internal skill developments, it still becomes necessary to bring in new talents into the organisation through external recruitment.

Hannagan (1995) listed the following advantages of filling the vacancy internally rather than externally;

- (i.) Better motivation of employees because their capabilities are considered and opportunities offered for promotion.
- (ii.) Better utilization of employees, because the organization can often make better use of their abilities in a different job;
- (iii.) Greater reliability as compared with an external recruitment because a present employee is known more thoroughly than an external candidate;
- (iv.) That a present employee is made likely to stay with the organisation than an external candidate.

Stonner, Freeman and Gilbert (2000) identified three advantages of an organisation policy to recruit from within.

First, individuals recruited from within are already familiar with the organization and its members, and this knowledge increases the likelihood that they will succeed.

Secondly, a promotion from within policy fosters loyalty and inspires greater effort among organisation members.

Finally, it is usually less expensive to recruit or promote from within than to hire from outside the organization.

Certain disadvantages to internal recruitment were also recognized.

- (i.) It limits the pool of available talent.
- (ii.) In addition, it reduces the chance that fresh viewpoints will enter the organization, and
- (iii.) It may encourage complacency among employees who assume seniority ensures promotion.

Ejiofor (1989) posits that the methods of external recruitment are varied and depending upon the category of staff being solicited for. The methods, according to him usually include advertising in the mass media-newspapers, radio, television, trade magazines and journals, sending recruiters to colleges and universities, utilizing employment agencies and head hunting in conferences and seminars.

Another method of external recruitment is relying upon the name and image of the organization in the community to attract unsolicited applications by post, and by applicants presenting themselves at the employment office of the organization. 'Head-hunting', which consists of sending recruiters to conferences and seminars or other such places, is often used for attracting high talented and skilled staff away from the organization in which they are employed. This usually works well with professional and managerial personnel. This class of personnel can also be attracted through advertisements in the mass media or through direct recruiting on the campuses of higher institutions Hannagan (1995).

Hannagan (1995) states the advantages of head hunting as follows:

- (i.) Head hunters should possess expert knowledge of the salary levels and fringe benefits necessary to attract good caliber candidates. Also, they will analyze the vacancy and offer an opinion about the type of person required, will conduct initial screening and administer psychometric test, etc. this saves the client many administrative costs and advertising expenses.
- (ii.) Possibly, top managers already in employment will not bother to read job advertisements, newspapers and other conventional media and hence cannot be reached by these means.

- (iii.) Senior managers prepare to consider a move sometimes make this known to leading head hunters, even though they would not openly apply to competing companies.
- (iv.) If a targeted candidate does not want the job, he or she may suggest someone else who is equally suitable and who may in fact be interested.
- (v.) Recruiting firms are assured that candidates presented to them will almost certainly be well equipped for the vacant position.
- (vi.) The anonymity of the recruiting organization is reserved until the final stages in the procedure.

In carrying out external recruitment, it is important that where advertisements are used, all the relevant information relating to the job and the organisation is given to prospective candidates. Blind advertisements which ask applicants to respond to addresses other, than those of the employees themselves place some applicants in a situation where the subsequently discover that they are responding to advertisements placed by the organisation in which they are currently employed. It is also important that recruiters as well as the advertisement of jobs do not oversell the jobs and the organisation. Ejiofor (1989) concludes that such recruitment will be justified to the extent that it enables the organization to have an injection of new ideas or to deal with shortages in skills and efforts which current employees cannot supply.

An organisation's decision on whether to adopt internal or the external one depends on so many factors. Nwachukwu (1992) listed the factors that influence the type of recruitment to include the following;

- (i.) The quality and number of staff and positions to be filled.
- (ii.) The financial position of company. Well-to-do companies can afford to travel overseas, advertise in all new media, and even employ the services of professional agencies.
- (iii.) Availability of required staff within the country.
- (iv.) Peculiar circumstances of the staff required. Some quality staff required are often bonded, have children at school or other commitments that would make the assumption of duty in the company not feasible in the immediate present.

In addition, the following factors have also been identified as factors that determine sources of recruitment;

- (i.) Organizational policy regarding recruitment.
- (ii.) The availability of the required staff within the organisation and its effect on the overall organizational efforts.
- (iii.) The level of position to be filled.
- (iv.) The number of job positions to be filled.

2.6 The Recruitment Process

According to (Schuler, Randall 1987), Successful recruitment involves the several processes of:

- (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 organisation. If the activity is to be effective, the human resource requirements for each job category and functional division/unit of the organisation must be assessed and a priority assigned;
- (iii.) Identification, within and outside the organisation, 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 organisation'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.

2.7 Selection Methods

According to Armstrong (1999), the main selection methods are the interview, assessment centres and tests. Another and much more dubious method, used by a few firms in the UK and more extensively in the rest of Europe, is graphology.

Types of Interviews

(a.) Individual interviews

The individual interview is the most familiar method of selection. It involves face-to-face discussion and provides the best opportunity for the establishment of close contact rapport between the interviewer and the candidate. If only one interviewer is used, there is more scope for a biased or superficial decision, and this is one reason for using a second interviewer or an interviewing panel.

(b.) Interviewing panels

Two or more people gathered together to interview one candidate may be described as an interviewing panel. The most typical situation is that in which a personnel manager and line managers see the candidate at the same time. This has the advantage of enabling information to be shared and reducing overlaps. The interviewers can discuss their joint impressions of the candidate's behaviour at the interview and modify or enlarge any superficial judgments.

(c.) Selection boards

Selection boards are more formal and, usually, larger interviewing panels, convened by an official body because there are a number of parties interested in the selection decision. Their only advantage is that they enable a number of different people to have a look at the applicants and compare notes on the spot. The disadvantages are that the questions tend to be unplanned and delivered at random, the prejudices of a dominating member of the board can overwhelm the judgments of the other members, and the candidates are unable to do justice to themselves because they are seldom allowed to expand. Selection boards tend to favour the confident and articulate candidate, but in doing so they may miss the underlying weaknesses of a superficially impressive individual. They can also underestimate the qualities of

those who happen to be less effective in front of a formidable board, although they would be fully competent in the less formal or less artificial situations that would face them in the job.

(d.) Assessment Centres

A more comprehensive approach to selection is provided by the use of assessment centres. These incorporate a range of assessment techniques and typically have the following features:

The focus of the centre is on behaviour.

- (i.) Exercises are used to capture and simulate the key dimensions of the job. These include one-to-one role-plays and group exercises. It is assumed that performance in these simulations predicts behaviour on the job.
- (ii.) Interviews and tests will be used in addition to group exercises.
- (iii.) Performance is measured in several dimensions in terms of the competencies required to achieve the target level of performance in a particular job or at a particular level in the organization.
- (iv.) Several candidates or participants are assessed together to allow interaction and to make the experience more open and participative.
- (v.) Several assessors or observers are used in order to increase the objectivity of assessments. Involving senior managers is desirable to ensure that they 'own' the process. Assessors must be carefully trained.

Assessment centres provide good opportunities for indicating the extent to which candidates match the culture of the organization. This will be established by observation of their behaviour in different but typical situations, and by the range of the tests and structured interviews that are part of the proceedings. Assessment centres also give candidates a better feel for the organization and its values so that they can decide for themselves whether or not they are likely to fit. A well-conducted assessment centre can achieve a better forecast of future performance and progress than judgments made by line or even personnel managers in the normal, unskilled way.

(e.) Graphology

Graphology can be defined as the study of the social structure of a human being through his or her writing. Its use in selection is to draw conclusions about a candidate's personality from his or her handwriting as a basis for making predictions about future performance in a role. The use of graphology as a selection aid is extensive on the Continent but relatively uncommon in the UK. Fowler (1991) quotes research findings that indicate that only between 0.5 and 1.0 percent of employers use it in the UK. This very small proportion may be attributed to the suspicion the great majority of recruiters have that graphology is in some way spurious and using it as a predictor will be a waste of time and money. In an extensive review of the research literature, Fowler (1991) established that some studies had indicated a predictive validity coefficient in the range of 0.1 to 0.3, although zero results have also been obtained. These are low figures, which achieve only a poor level of validity. Fowler's conclusion was that clues about personality characteristics may be deduced by skilled graphologists but that the use of graphology as a single or standard predictor cannot be recommended. He also suspects that, for some people, the real attraction of graphology is that it can be used without the subject's knowledge.

2.8 Selection interviewing skills

(a.) Establishing Rapport

Establishing rapport means establishing a good relationship with candidates getting on their wavelength, putting them at ease, encouraging them to respond and generally being friendly. This is not just a question of being 'nice' to candidates. If interviewers achieve rapport they are more likely to get candidates to talk freely about both their strengths and their weaknesses. Good rapport is created by the way in which interviewers greet candidates, how they start the interview and how they put questions and respond to replies. Questions should not be posed aggressively or imply that interviewers are criticizing some aspect of the candidate's career. Some people like the idea of 'stress' interviews, but they are always counter-productive. Candidates clam up and gain a negative impression of the interviewers and the organisation. When responding to answers interviewers should be appreciative, not

critical: 'Thank you, that was very helpful; now can we go on to...? Not 'Well, that didn't show you in a good light, did it?' Body language can also be important. If interviewers maintain natural eye contact, avoid slumping in their seats, nod and make encouraging comments when appropriate, they will establish better rapport and get more out of the interview

(b.) Listening

If an interview is a conversation with a purpose, as it should be, listening skills are important. Interviewers need not only to hear but also to understand what candidates are saying. When interviewing, they must concentrate on what candidates are telling them. Summarizing at regular intervals forces to interviewers to listen because they have to pay attention to what they have been saying in order to get the gist of their replies. If interviewers play back to candidates their understanding of what they have been told for them to confirm or amend, it will ensure that they have fully comprehended the messages they are delivering.

(c.) Maintaining continuity

So far as possible, interviewers should link questions to a candidate's last reply so that the interview progresses logically and a cumulative set of data is built up. They can put bridging questions to candidates such as: 'Thank you that was an interesting summary of what you have been doing in that aspect of your work. Now, could you tell me some- thing about your other key responsibilities?'

(d.) Keeping control

When preparing for the interview, interviewers should have drawn up an agenda and they must try to stick to it. They should not cut candidates short too brutally but may say something like: 'Thank you, I've got a good picture of that, now what about...?' They should focus on specifics as much as they can. If candidates ramble on a bit, they should ask a pointed question (a 'probe' question) that asks for an example illustrating the particular aspect of their work that they are considering.

(e.) Note taking

Interviewers are not likely to remember everything that candidates tell them. It is useful to take notes of the key points they make, discreetly, but not surreptitiously. However, they should not put candidates off by frowning or tut-tutting when they are making a negative note. It may be helpful to ask candidates if they would mind if they take notes. They can't really object but will appreciate the fact that they have been asked. (Armstrong, 1999)

2.9 Factors affecting Selection process

Muller-Camen (2008) & Rosenfeld (1999) pointed out the factors that influence the interviewer's evaluation (Taylor, 2005). Mentioned below are the potential sources that may affect an interviewer's evaluation of candidate:-

(i.) Effect of Expectancy

A good application form / resume of a candidate may give them an advantage where in the interviewer may expect or may judge the performance of the individual in the interview process and may confirm the preliminary expectations of the interviewer.

(i) First Impressions

The initial moments of interview can also have a long-lasting effect on the interviewer which may still be the same at the time of final outcome. It can be either positive or negative.

(ii.) Categorizing

This may happen when the interviewer evaluates the candidate on the basis of his/her personal understanding, this is also known as stereotyping; for example; ethnic group, blacks, etc.

(iii.) Good and Bad Effect

Generalising about the candidate's performance, as good or bad by the interviewer in an organisation is the example of good and bad effect. This is also known as *Halo and Horn Effect* (cited in Searle, 2003).

(iv.) Contrast Effect

The interviewee may be compared or distinguished with/from other applicants. It may be difficult for the interviewer to avoid this comparison or differentiate.

(v.) Softness and Roughness Effect

The tendency of the interviewer in which he/she judges the candidate's act favourably or unfavourably can be called as softness and roughness effect.

(vi.) Undesirable Information Partiality

This may take place when negative information gains more limelight in the conversation than any other favourable information. The undesirable matter is weighted more while the interview process which may lead to unfavourable partiality.

(vii.) 'Similar To Me' Effect

This may occur when the interviewer feels the interviewee similar to himself. This creates favourable biasness towards that candidate which may affect the final decision to be made.

2.10 Recruitment Theories

Recruitment is two way; a recruiter has a choice on whom to recruit, same way the prospective employee has a decision on whether to apply for the given job vacancy or not. The individual decision is usually based on three different basis;

- (i.) The objective factors
- (ii.) The critical contact
- (iii.) The subjective factor

(i.) Objective Theory

Assumes applicants use a very rational method for making decisions. Thus, the more information you can give them (e.g. salaries, benefits, working condition, etc.), the better applicants weight these factors at a relative "desirability" index.

(ii.) Subjective Theory

Assumes applicants are not rational, but respond to social or psychological needs (e.g. security, achievement, affiliation). Thus, play to these needs by highlighting job security or opportunities for promotion or collegiality of work group, etc.

(iii.) Critical Contact Theory

Assumes key attractor is quality of contact with the recruiter or recruiter behaviour e.g. promptness, warmth, follow-up calls, sincerity etc. Researcher indicates that more recruiter contact enhances acceptance of offer, also experienced recruiter (e.g. middle-aged) more successful than young or inexperienced recruiter – may be especially important when recruiting ethnic minorities, women etc.

2.11 Improving the Effectiveness of Recruitment and Selection

An HRM approach can be adapted to recruitment, which involves taking much more care in matching people to the requirements of the organization as a whole as well as to the particular needs of the job. And these requirements will include commitment and ability to work effectively as a member of a team. Examples of this approach in Japanese companies in the UK include the establishment of the Nissan plant in Washington and Kumatsu in Newcastle. As described by Townley (1989), both followed a conscious recruitment policy with rigorous selection procedures. Aptitude tests, personality questionnaires and group exercises were used and the initial pre-screening device was a detailed ‘bio data’ type questionnaire, which enabled the qualifications and work history of candidates to be assessed and rated systematically. Subsequent testing of those who successfully completed the first stage was designed to assess individual attitudes as well as aptitude and ability. As Wickens (1987) said of the steps taken at Nissan to achieve commitment and team working; ‘It is something which develops because management genuinely believes in it and acts accordingly and recruits or promotes people who have the same belief.’ The need for a more sophisticated approach to recruitment along these lines is characteristic of HRM. The first requirement is to take great care in specifying the competences and behavioural characteristics required of employees. The second is to use a wider range of methods to identify candidates who match the specification. As noted earlier the

predictive quality of the traditional interview is very limited. At the very least, structured interviewing techniques should be adopted. Wherever possible, psychological tests should be used to extend the data obtained from the interview. Well-planned and administered assessment centres are the best predictors of success in a job, but they are only practical for a limited number of more complex or demanding jobs or for selecting graduates and entrants to training programmes.

2.12 Strategies for Successful Recruitment

Recruitment and selection is not only about choosing the most suitable candidate. The recruitment and selection experience can also impact on the likelihood that a candidate will accept a job offer and on their commitment to remaining with the organization.

Sandra, (2008) Committing time and resources to develop a comprehensive recruitment strategy is a worthwhile investment. Poor recruitment choices (i.e., poor person-job fit) can have a range of undesirable consequences for the organisation and the worker including: Higher rates of turnover, reduced performance effectiveness, lowered job satisfaction and reduced work motivation.

2.13 Challenges of Recruitment

Organizational recruitments are not without problems. Groblet, (2005) identified time and resources constraints as the major setbacks to effective recruitment. They contend that recruitment is becoming expensive and time consuming these days and advises organisations to put in place mechanisms to monitor and control cost.

Writing on a similar topic, Gbervbie (2008), argues that the greatest challenges organisations face during recruitment relates on how to find and recruit the best candidates. Finding the best possible candidates is becoming elusive for many organisations because of skills shortage in the labour market. Besides the difficulties in getting good candidates, organisations are also faced with the problem of retention.

Another problem relates to the challenges posed by globalization and the growing sophistication of recruitment (Jike, 2003). The traditional recruitment methods are proving to be less adequate; organisations are being pushed to explore for new ways of attracting competent people.

Finally, external interference (Sandra, 2009), poor planning (Ayaji, 2001) and bad recruiter attitude (Amadasu, 2003) are other challenges that organizations need to overcome in order to achieve recruitment targets.

2.14 Recruitment and Selection: the Gap between Theory and Practice

Numerous studies that have been conducted in the past on recruitment and selection, have pointed out the discrepancies between literature on recruitment and selection and its practice. One such study commissioned by the IPD©s Recruitment Forum. (Kilibarda and Fonda, 1997) identified significant discrepancies between what was recommended in the literature and what was operating in practice. They highlighted a number of common failings in the recruitment and selection process in practice, some of which are listed below:

- (i.) No obvious links with HR strategy, resourcing strategy and broader business and organisational goals;
- (ii.) A lack of job analysis and, therefore, possible inappropriate use of job descriptions and personal criteria;
- (iii.) Little use of bio data;
- (iv.) Use of references for shortlisting;
- (v.) Unclear use of structured interview design and application;
- (vi.) Insufficient use of occupational psychologists where psychometric testing is employed;
- (vii.) Little verification that training in psycho-metrics conformed to British Psychological Society standards, and insufficient test piloting and validation;
- (viii.) Increasing use of invalid prediction methods;
- (ix.) Lack of widespread monitoring and lack of remedial action in those organisations that did monitor recruitment;
- (x.) Lack of validation of situation-specific selection procedures.

In conjunction with these findings, Wood (1986) indicates that sophistication in selection is the exception rather than the norm. Others have argued that the typical practice has been to treat resourcing in a very *ad hoc* and peremptory fashion and that in many organizations, recruitment and selection are apparently conducted in a 'haphazard and informal fashion' Scholarios and Lockyer (1996). Smith and Robertson (1993) & Heraty and Morley (1998) argue for greater precision in recruitment and selection and caution that a company can be dragged to its knees by the weight of ineffective staff which decades of ineffectual selection methods have allowed to accumulate.

2.15 Theoretical Focus of the Study

The major aim of an effective recruitment process is getting the right people, at the right place and time doing things in organisations. To be able to achieve this recruitment process entails consideration of several crucial inputs to reach that desired goal.

In line with the three theories described in the previous section above, the study attempts to combine these inputs so as to find an appropriate catalyst in developing the respective guideline for recruiters to be able to identify the right candidates for the job.

In turn, the inputs from the study are useful in enabling the organisation to acquire the right talent with the necessary skills, who in turn may enable the organisation to perform well and thus increase its productivity, sales and profitability, customer satisfaction, efficiency and effectiveness and hence achievement of organisational goals and objectives.

2.16 Conceptual Framework

To ensure that the dependent and independent variables of the proposed study have a clear linkage, the conceptual framework below has been developed to show the importance of recruitment and selection process and their impacts in organizational development.

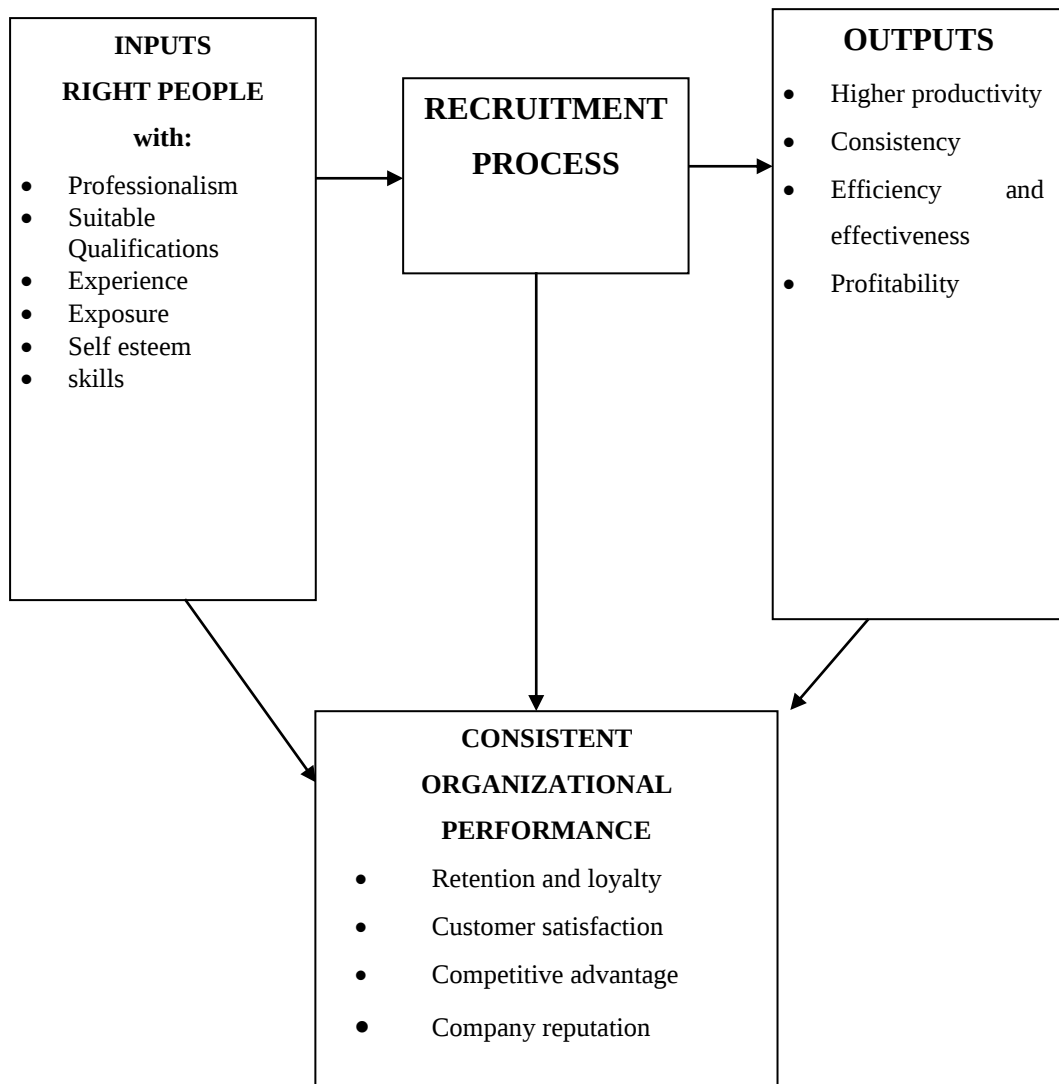
As the literature suggests, in an increasingly global and sophisticated marketplace, recruitment and selection has become an essential tool for organizations in ensuring that they have the human resources necessary to achieve their current strategic direction and to continue innovating and growing in the future Iles (2001). Recruitment and selection has therefore become increasingly important as one way of delivering behaviours that are considered necessary to support organizational strategies.

As Kilibarda and Fonda (1997) suggests, good recruitment and selection practices can minimize the risks of failing to achieve the business strategy and of incurring needless costs as business and organizational strategies can be jeopardized if the people who are appointed are not capable of contributing effectively, if appointments are not timely, or if no appointment is made. In view of this, unnecessary expense can arise due to costs of training and replacements since poor recruits may perform badly and/or leave their employment.

Effective recruitment and selection process will therefore provide significant improvements in productivity and employee morale (Farnham and Pimlott, 1995) and allow organizations to build a workforce of more able employees who collectively provide a superior product or service (Robertson, 1996). The profitability and even the survival of an enterprise usually depend upon the calibre of the workforce and it has been argued that the costs of ineffectual commercial viability can often be attributed to decades of ineffective recruitment and selection methods (Terpstra, 1996).

The framework suggests that if the recruitment process is done by selecting right people with high degree of professionalism, experience, exposure and self-esteem, higher productivity, efficiency, and profitability can be expected in an organization. However, to ensure consistency in these outputs, organizations will have to develop strategic mechanism to maintain staff retention and loyalty; customer satisfaction; competitive advantage and company reputation.

Figure 2.1: Conceptual Framework



(Source: Own compilation, 2014)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter provides explanations on the research methodology that was used in this study. It explains study area research design, population, sampling techniques, data collection methods, data collection instruments, data analysis techniques and instruments as well as research ethical issues and data analysis plan.

3.2 Study Area

This study was done at TPDC headquarters in Dar es Salaam. TPDC Headquarters is located at Tower A, Benjamin W. Mkapu Pension Towers along Azikiwe/ Jamhuri Street. The reason for choosing TPDC as the study area is that the researcher is among the TPDC Staff and intended to explore the contribution of the recruitment process in the performance of the organization.

3.3 Research Design and Research Approach

Kothari (2004) define research design as the framework or plan for a study, used as a guide in collecting and analysing data, and is the blueprint that is to be followed in completing a study. This research employed a cross sectional survey research designs. It also adopted a deductive approach. This research is both Qualitative and Quantitative type of research.

Qualitative approach allows in depth analysis of problems, opportunities and situations in the business environment and it has an advantage in some instances of being less costly.

3.4 Population

Creswell (2005) defines population as a group of persons having common characteristics. Donald and Delno, (2006) defines population as a group of individual

objects or items from which samples are taken for measurement. The target population of this research was employees and Management team at TPDC.

3.5 Sampling Size

Gay and Airsian (2003) asserts that the appropriate sample size depend on a number of factors such as the specified type of descriptive research involved, the size of the population and whether data will be analyzed and generalized for given subgroups. The total sample comprised of 40 employees from other departments and 10 employees from the corporate management department, the human resource and administration section making a total of 50 respondents who were randomly selected from the working population in TPDC.

3.6 Sampling Techniques

Khan (2008) defines sampling as a means of selection of a part of group or an entirely with sole aim of collecting complete information. This research used a simple random sampling technique to sample respondents. This technique was used because any given pair of elements had the same chance of selection as any other pair, this minimized bias and simplified analysis of results. In particular, the variance between individual results within the sample was a good indicator of variance in the overall population, which makes it relatively easy to estimate the accuracy of results.

3.7 Data Collection Methods and Instruments

The following is the explanations of data collection methods and instruments that were used during data collection.

3.7.1 Interviews and Interview Questions

Interviews are two way conversations between the one who asks questions and another who provides answers to the questions posed to him/her. Both structure and non-structured interviews were used during data collection and provided a room to respondents to provide extensive information as they managed. Interviews were facilitated by the use of both open and closed ended questions (instruments) which ensured collection of valid and reliable data from respondents.

To ensure the effective collection of data, interview schedule was designed before administration of interview questions. During the data collection, interview questions were administered to all types of respondents although each type of respondent had their own type of interview questions.

Interview method used enabled respondents to provide many answers as they managed which in turn provided wide premise to the researcher to collect much data. Furthermore, interviews were easy to administer because they are cost effective since in most cases only pens and papers are needed to record responses. Data collected from interviews provided primary data for this study.

3.7.2 Questionnaires

Schwab (1999) defines questionnaires as measuring instruments that ask individuals to respond to a set of written questions. This study used both closed ended questions and open ended questions, whereby through the open ended questions respondents were free to write their opinions and through the closed ended questions the respondents were limited to answer the questions as they are instructed. Questionnaires are self-administered. Questionnaires permit anonymity, resulting in more honest responses and they eliminate bias.

3.7.3 Observation

Non-participatory observation was also used during data collection. Cohen, (2000) recommends the use of observation during data collection because it gives an opportunity to gather live data from live situation. Employment of observations during data collections enabled the researcher to eliminate subjectivity and bias during data collection. Data that was collected from observations will be secondary data.

3.8 Documentary Analysis and Documentary Analysis Schedule

Documents are important in research because they bridge the information obtained from data collected through the use of other research methods such as observations and interviews. Documentary review guide was used as an instrument during data

collection from different documents. Data that was collected from different documents will be secondary data.

3.9 Data Collection Procedure

Data collection began with the preparation of questionnaires and interview questions. It was followed with testing of questionnaires; the prepared questionnaires were administered to ten different people working in different public organizations to check the validity of these questionnaires. An answer from these employees was relied because they are working in the public organization therefore they ought to understand the contribution of recruitment process in organisational performance.

Thereafter data collection began in the intended organization where questionnaires were given to employees in TPDC and collected thereafter. After data collection, data from various sources was assembled ready for analysis.

3.10 Validity and Reliability of the Study

Goddard and Melville (2004) asserts that validity means that the measurement is correct and reliability is when the measurement mode are consistent that is if the same experiment is performed under the same conditions, the same measurements will be obtained. To ensure reliability and validity of this study; questionnaires were pre-tested before the main survey and some cross check on questions was done to validate important answers. The researcher ensured that biasness is reduced by securing informed consent from respondents by fully disclosing the research procedures before proceeding with the study.

3.11 Ethical Issues

Cooper (2006) defines ethics as a norms or standard of behaviour that guides moral choice about behaviour and relationship with others. This research did abide to ethical issues like ensuring that no one was harmed or given adverse consequences from research activities like violating non-disclosure agreement, breaking respondent confidentiality, misinterpreting results, deceiving people and invoicing irregularities.

3.12 Data Analysis Plan

This study generated both quantitative and qualitative data. Quantitative data was derived from questionnaires and coded into descriptors to assist in the data analysis. The quantitative data was analysed through the use of descriptive statistics. Data was calculated in percentages and frequencies and presented in tables and graphs. Qualitative data was derived from interviews, documentary analysis and observation. Responses from interviews were presented as quotation. The qualitative data analysis technique is to be used as explanation building, with an attempt to be made to build an explanation while collecting data, and analyzing them rather than testing a predicted explanation (Glaser and Strauss, 1967)

3.13 Profile of the Study Area

The Tanzania Petroleum Development Corporation – (TPDC) is the Tanzanian State Corporation through which the Ministry of Energy and Minerals implements its petroleum exploration and development policies. TPDC has manpower strength of about 180 and is organised into five Directorates, namely: Managing Director which comprises of Corporate Legal Services, Corporate Strategy and Planning, Procurement unit, Communications unit and Internal Audit; Finance, Corporate Management, Upstream operations and downstream operations. The Tanzania Petroleum Development Corporation was established under the Public Corporations Act No.17 through the Government Notice No.140 of 30th May 1969. The Corporation began operations in 1973. TPDC is a wholly owned Government parastatal, with all the shares held by the Treasury Registrar.

The objectives of the Corporation as laid down in the TPDC Establishment Order, inter alia are: to explore and produce petroleum; to carry out standard activities of an oil company including, distribution and storage facilities; to hold exploration and production rights; to contract, hold equity or participate in oil concessions, franchises and licenses; to manage parastatals or other legal entities transferred to the corporation; and to develop an adequate industrial base for the oil industry

While the Vision of TPDC is to become a leading integrated National Oil and Gas Company competing nationally, regionally and globally in an environmentally responsible manner to the benefit of all stakeholders, its mission is “to participate and engage in the exploration, development, production and distribution of oil and gas and related services; facilitate a fair trading environment; safeguard the national supply of petroleum products; at the same time developing quality and safety standards to protect people, property and the environment. As the responsible government agency for petroleum products management, TPDC holds shares in projects such as the SongoSongo Gas-to-Electricity and Mnazi Bay gas development projects. Following the Government's resolve not to involve it in business activities, the shareholding in the TIPER terminal, the oil companies (BP, ORYX) and TAZAMA have been transferred to the Ministry of Finance.

The roles of TPDC as defined by the July 2006 announcement by the Government are: To promote and monitor the exploration for oil and gas; To develop and produce oil and gas; To conduct research and development of the oil and gas industry in the country; To manage the exploration and production data; To advise the Government on petroleum related issues; To market and sell natural gas under PSA arrangement; To undertake the management of strategic fuel reserves; and To undertake trading in petroleum products

CHAPTERFOUR

PRESENTATION OF FINDINGS AND ANALYSIS

4.1 Introduction

This chapter presents the findings and analysis of information gathered from the interviews conducted with the staff from other departments and staff of Human resource and administration sections at TPDC. The discussion and analysis attempts to answer the common research questions which were identified in the previous chapters i.e.) what are the recruitment and selection practices at TPDC? ii) How do recruitment and selection practices affect TPDC performance? iii) To what extent does the recruitment process impact TPDC performance? iv) What are the challenges associated with the recruitment process at TPDC? v) What are the ways to help improve the recruitment process at TPDC?

The information gathered from the field through the use of questionnaires was analysed to emphasize response from respondents using various forms of graphical and table representations. Statistical Package for Social Science was used to analyse the data. The chapter is also divided into sub-headings to throw more light on questions asked on the field.

4.2 Respondents Characteristics

The total number of respondents approached were 50 whereby 10 respondents were from Human resource and Administration sections and 40 respondents were staffs from other Departments at TPDC. These respondents were of different characteristics in terms of sex, working experience, duration as well as their academic qualifications. The following are the findings on respondents characteristics;

4.2.1 Respondents by Sex

The question was asked to determine the sex of respondents approached and the following were the responses:

Table 4.1: Sex of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	male	36	72.0	72.0	72.0
	female	14	28.0	28.0	100.0
	Total	50	100.0	100.0	

Source: Field Survey, 2014

From table 4.1, the findings show that out of 50 respondents approached 36 were male (72%) and 14 were female (28%) This clearly shows that there were more male participants than female in this survey and it may be as a result of the sample technique used in selecting respondents or that the TPDC has more male workers than females due to technical nature of jobs at TPDC e.g. engineering, mechanics and assembling of machines which encourage employment of male workers than female.

4.2.2 Professional Qualification of Respondents

The question was to find out the highest qualification of the various respondents in the study. The following are the responses;

Table 4.2: Respondents' Qualification

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	diploma	4	8.0	8.0	8.0
	1st degree	28	56.0	56.0	64.0
	2nd degree	15	30.0	30.0	94.0
	others	3	6.0	6.0	100.0
	Total	50	100.0	100.0	

Source: Field Survey, 2014

From Table 4.2, the findings show that four (4) respondents representing 8% of the respondents were diploma holders, twenty eight (28) respondents representing 56% of the respondents were having 1st degree while fifteen (15) representing 30% of the respondents were 2nd degree holder. Three (3) respondents representing 3% were holders of other qualification. The findings clearly show that TPDC has several

levels of qualified personnel to help carry out the day to day activities of the company.

4.2.3 Number of Years Spent at TPDC

This was to find out the number of years respondents had spent at their work post, responses are illustrated as follows;

Table 4.3: Number of Years Spent at TPDC

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than 1 year	10	20.0	20.0	20.0
	1-6 years	19	38.0	38.0	58.0
	7-12 years	10	20.0	20.0	78.0
	13-18 years	6	12.0	12.0	90.0
	19 and above	5	10.0	10.0	100.0
	Total	50	100.0	100.0	

Source: Field Survey, 2014

From table 4.3, the findings shows that majority of respondents (19) representing 38% of the population had worked with TPDC between 1-6 years, while 10 respondents representing 20% of the population had spent between 7-12 years and less than 1 year at the TPDC respectively. This clearly shows that the majority of respondents had spent at least a year to six years at the TPDC.

4.2.4 Methods of Recruitment used by TPDC

In order to know the various types of methods used by TPDC in selecting employees, this question was asked. Answers from respondents are as follows;

Table 4.4: Methods of Recruitment by TPDC

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Employee referrals	3	6.0	6.0	6.0
	Advertisement in local/international papers	34	68.0	68.0	74.0
	Government Employment exchange	7	14.0	14.0	88.0
	Professional bodies	2	4.0	4.0	92.0
	Recruitment consultants	4	8.0	8.0	100.0
	Total	50	100.0	100.0	

Source: Field Survey, 2014

From table 4, thirty four (34) representing 68% of respondents stated that TPDC uses newspaper adverts in advertising for jobs or as a recruitment tool, respondents explained that newspapers are read by lots of people and therefore lots of people are covered. Three respondents representing 6% of respondents were of the opinion that TPDC uses employees' referrals as a means of recruiting, which is employees inform their friends and relations that TPDC has vacancies. Four respondents representing 8% of respondents stated that TPDC relies on recruitment consultants in selecting employees. Two (2) respondents representing 4% of respondents shared that another method of recruiting was through professional associations/bodies. Finally seven (7) respondents representing 14% stated that TPDC relies on government employment exchange as a means of recruiting this is because TPDC is a wholly owned Government parastatal.

According to Armstrong, (1991) organizations and employers have a number of methods from which to choose, including advertising, employment agencies, and through direct mail. Advertising can be used to publicize and to recruit participants. Recruitment via advertising has the advantages of low cost and convenience Armstrong (1991).

Drucker, (1999) also stated that for organizations to get the best of employees recruitment procedures need not be limited to one method. It is possible and often desirable to combine methods to enhance the recruitment success of a particular project.

Various methods have been applied by TPDC as a strategy to ensure that the qualified and competent employees to fill the available vacancies when needed are obtained. These methods vary from one another and the use of the method depends on the vacancy, the required qualification and working experience.

4.5 Number of Recruitments Done in a Year

The study sought the views of respondents from the Human Resource and Administration section concerning the frequency at which recruitments for new employees are made in the company. Eighty (80%) of the respondents said recruitments are made once in a year, twenty (20%) said it is done four times and no one commented on more than four times.

Table 4.5: Number of Recruitments Done in a Year

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Once a year	8	80.0	80.0	80.0
Four times	2	20.0	20.0	20.0
More than four times	0	0	0	100.0
Total	10	100.0	100.0	

Source: Field Survey, 2014

4.6 Time Taken to Respond to Job Applications

The question was asked to determine the time taken by TPDC to respond to job applications. This aimed at showing how effective the human resource section is responding to various applications, the following are the responses;

Table 4.6: Responses to Job Application by TPDC

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than 5 days	2	4.0	4.0	4.0
	5-10 days	4	8.0	8.0	12.0
	11-15 days	7	14.0	14.0	26.0
	15-20 days	15	30.0	30.0	56.0
	more than 20 days	22	44.0	44.0	100.0
	Total	50	100.0	100.0	

Source: Field Survey, 2014

From table 6, two respondents representing 4% of the respondents stated that it took less than five days for the company to respond to their application. They further explained that for the urgent vacancy with very few qualified persons at labour market the responses take less days due to competition. Four (4) respondents representing 8% of the respondents were of opinion that their application took 5-10 days to be responded by the company. Seven (7) respondents representing 14% agreed that it took 11-15 days for the company to respond to their application, some of them explained that there were many applicants for the post and the vacancies required fresh graduates.

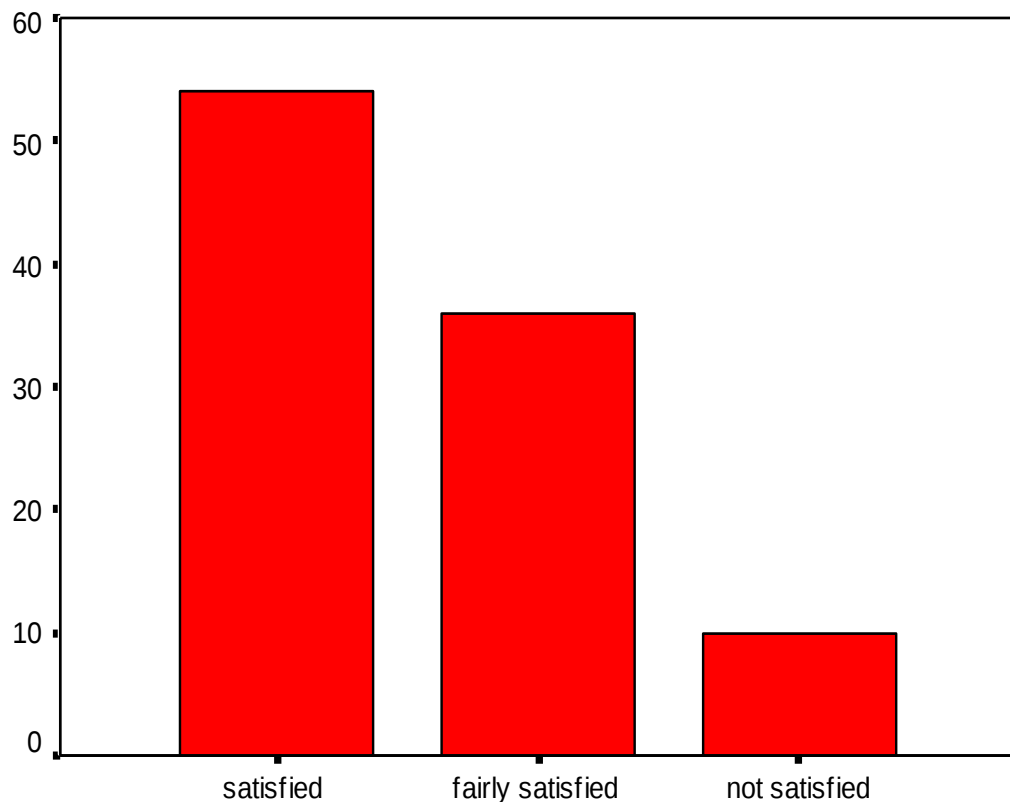
Fifteen (15) respondents representing 30% stated that their applications were responded from 15-20 days due to the nature of the vacancy and the method of communication used by the company. Twenty two (22) respondents representing 44% of the respondents stated that it took more than 20 days for the company to respond to the application, they explained that for senior vacancies which required deliberation by the Board of Directors the response takes too long due to various procedures needed. They further explained that the responses take too long when the number of applicants is too high due to the fact that short listing is done manually.

The findings clearly indicate that many applicants' responses took more than 20 days which shows that responses take too long due to the fact that short listing process is done manually. The process is time consuming and very costly.

4.7 The Extent of Satisfaction with the Recruitment Procedures

The question was asked if the employees were satisfied by the recruitment procedures used by TPDC to recruit new employees. The responses were rated as satisfied, fairly satisfied and not satisfied and the following are the responses;

Figure 4.1: Extent of Satisfaction



Source: Field Survey, 2014

From figure 4.1, the responses show that majority of employees are satisfied with the recruitment and selection practices at TPDC representing 54% of respondents, they suggested that the company recruitment procedure should be used when recruitment and selection of employees is required as it is free, fair and unbiased. The findings also indicate that 36% of the respondents are fairly satisfied with the procedure and they explained that the company needs little improvement on its recruitment procedure e.g. on means of communication when responding to the applications the company can use e-mails and mobile phones instead of letters through post offices.

The not satisfied respondents representing 10% of the respondents were of the opinion that the recruitment procedure consists of practices which are biased e.g. the interviews and other procedures such as short listing encourage corruption due to lack of software for screening (electronic recruiting system). They further explained that the company needs an up to date recruitment procedure which will match with company current situation.

The findings clearly indicate that the company recruitment procedure is satisfactory as majority of respondents responded as satisfied and fairly satisfied.

4.6 Formal Policy for Recruitment and Selection

The question was asked to staff of Human resource and Administration section. The researcher wanted to know if TPDC had any formal policy for recruiting and selecting employees, responses are as follows;

Out of 10 respondents, all agreed with the question, that TPDC had a formal policy for recruiting and selecting employees.

Respondents were further asked to state this policy. Five (5) respondents stated the policy of the corporation is to develop and maintain a well-trained and balanced local man power capable of performing the duties of the corporation at the highest level of efficiency. The respondents were also able to explain various procedures which are mainly used that recruitment and selection is mainly an internal arrangement, the human resource department accesses the various departments when there are vacancies; the human resource section then assesses staff requirements with those qualifying appointed to fill these vacancies.

This assertion tallies with Smith, (1989) that when an organization makes the decision to fill an existing vacancy through recruitment, the first stage in the process involves conducting a comprehensive job analysis. Once a job analysis has been conducted, the organization has a clear indication of the particular requirements of the job, where that job fits into the overall organisation structure, and can then begin the process of recruitment to attract suitable candidates for the particular vacancy.

Most companies first look within their ranks for such people after which suitable candidates from outside are invited.

Miyake, (2002) argues that some applicants are sometimes recruited by word of mouth, through existing employees. This assertion by Miyake agrees with the response of some respondents that employee referrals are used before the department looks elsewhere (outside) for qualified employees. The policy is that recruitment is done through invitation of qualified applicants and interviews are followed before selection and recruitment is done. Three (3) respondents shared this view.

Two (2) respondents shared similar opinion; they stated that one has to apply in writing with copies of certificates after which one is called based on qualification and requirements of the TPDC.

4.7 Outline of Job Analysis

This was to find out from respondents of human resource and administration if the TPDC outlines roles, duties and responsibilities for a particular job. Table 4.7 illustrates further;

Table 4.7: Outline of Job analysis

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	8	80.0	80.0	80.0
	no	2	20.0	20.0	100.0
	Total	10	100.0	100.0	

Source: Field Survey, 2014

From the total number of respondents, the majority of (8) representing 80% of the population answered in the affirmative that TPDC outlines job analysis like the roles, duties and responsibilities before advertising a vacant position. 20% of the population constituting (2) respondents however answered in the negative that the TPDC does not outline job analysis in terms of duties and responsibilities before

advertising. From the discussion it is realized that the majority of respondents agreed with the statement that TPDC outlines job analysis before advertising.

4.8 Recruitment and Selection Practices of TPDC

The question was asked to the staff of human resource and administration section on whether TPDC had recruitment and selection practices for new employees, the following are the responses;

All ten (10) respondents agreed that TPDC had structured recruitment and selection practices in place for new employees. Five (5) respondents agreed that one of such structures and selection practices was educational qualifications, thus one or potential employees should have the necessary educational qualification in order to be considered.

An interview is another practice in the selection of new employees, all prospective employees must go through an interview process to be assessed, if the person involved is capable of the work to be done, three (3) respondents shared this view.

Two (2) respondents explained that the practices include advertisement on newspapers and websites then shortlist of qualified candidates followed by written or oral interview depends on the nature of the work applied then the selection process. They further explained that new employees are trained in the selected positions they were employed before they are fully allowed to start their new roles or jobs.

Related to the above respondents were asked which of the following were considered for recruitment and selection of employees, that is academic qualifications, work experience, interviews and tests. Table 4.8 illustrates the responses;

Table 4.8: Factors Considered for Recruitment and Selection

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid academic qualification	4	40.0	40.0	40.0
work experience	2	20.0	20.0	60.0
interview	3	30.0	30.0	90.0
tests	1	10.0	10.0	100.0
Total	10	100.0	100.0	

Source: Field Survey, 2014

From table 4.8, Out of ten (10) respondents, one (1) agreed that tests are considered in selecting and employee, this is usually to test the general knowledge of prospective employees. Two (2) employees were of the opinion that work experience played an important role in the selection process as those with experience are considered to be the best for the job.

Three respondents opted for interviews; they explained that interviews are conducted to test the ability of new employees and how convincing they are before being selected. Four (4) of the respondents agreed that academic qualifications are the prime selection tools for new employees, respondents explained that good academic qualification most often guaranteed an individual the job and it is most often considered.

4.9 Challenges of Recruitment and Selection Practices at TPDC

The researcher wanted to find out from the HR and Administration section the challenges the department encounters in the recruiting and selecting of new employees. Responses are as follows.

Table 4.9: Challenges of the Recruitment and Selection Process

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid talent	3	30.0	30.0	30.0
labor turnover	3	30.0	30.0	60.0
competition	4	40.0	40.0	100.0
Total	10	100.0	100.0	

Source: Field Survey, 2014

One challenge facing recruitment and selection process at TPDC is the lack of available key talents in the job market for specialized areas within TPDC. Three (3) respondents constituting 30% of the population who shared this view stated that TPDC as an institution needs key talents to help run TPDC and that is quite difficult to find in the job market.

Four (4) respondents representing 40% of the population were of the opinion that another challenge facing TPDC in its recruitment and selection process is competition from other institutions. They further explained that due to mushrooming of private companies dealing with oil, gas and minerals in Tanzania like BG, Schlumberger, STATOIL etc. the competition is very high and qualified applicants are very few at labour markets. Recruiting in this sense means competing with other institutions for the same human resource.

In the competitive labour markets the traditional recruitment tools may not sometime help to get the best candidates and other tool may be used, this has been revealed by other related study that in a highly competitive and sophisticated marketplace where firms are increasingly engaged in a 'war for talent' with their competitors for the recruitment of the best and brightest new hires, traditional sources are no longer adequate to compete for talented employees (White, 1998 cf. Taylor and Collins, 2000).

Another challenge according to three (3) respondents constituting 30% of the population was labour turnover. The respondents explained that most employees especially in the technical field decide to decline the offer to join TPDC or leave the institution shortly after being offered an appointment because of the reward factor that may not meet their expectations or sometimes being offered more in other private institutions. This goes a long way to affect TPDC as money has to be spent again in recruiting and selecting new employees.

According to Kaplan and Norton, (2004) in the literature review, a common problem in the recruitment and selection is poor Human Resource planning but the analysis revealed that labour turnover; competition and lack of key talents are challenges that face recruitment and selection which could be beyond HR departments.

4.10 Factors to Help Improve Recruitment and Selection Practices at TPDC

Respondents were asked to provide factors that will help improve recruitment and selection practices of Human resource and administration section at TPDC, The answers are as follows;

Three (3) respondents emphasized that vacancies should be advertised early and should be detailed enough for prospective applicants to assess themselves whether they can do the job required of them. Respondents explained that vacancies are not made public in time and the duties and roles are most often not properly specified. They further explained that there is a need for the company to introduce electronic recruitment system so as to ease the process and avoid wastage of time and resources.

Various studies revealed that; the main impact of the internet, till date, has been on attraction and recruitment rather than selection. However, internet-based assessment can enable organizations to conduct speedy screening and selection and make job offers to qualified applicants very quickly.

By applying technology in the screening process, applicants can apply and be screened seamlessly through the company's website, so that recruiters and hiring managers can spend more time with a larger group of qualified applicants (Bauer, 2004).

It also provides a paperless, standardized and objective screening process, which can be implemented on demand at numerous and highly decentralized locations. Job related screening questions and inquiries into applicants' work and educational experiences facilitate screening out of job applicants who do not meet the minimal criteria for employment, as well as those who demonstrate a proneness to counterproductive behaviour. Overall, the firm can gather all necessary applicant information at the first point of contact with them (Buckley, 2004).

Two (2) respondents stated that the procedure for selection of potential employees should be strictly adhered to. Respondents explained that job requirements and its relevant experience should be adopted in the selection of new recruits which cost little and also time saving as such people spend little or no time during orientation.

Five (5) respondents stated that adequate background check on all potential employees should be the order of the day. Respondents explained that the department should not solely rely on the qualifications and experience but lifestyles and background of employees should be checked to make sure the best is being recruited for TPDC.

4.11 Effectiveness of the Recruitment and Selection Practices of TPDC

This was to find out from respondents of other departments at TPDC how effective the recruitment and selection practice of TPDC is. Respondents were to choose one of the following; very effective, good, not effective, and indifferent as their answers. The following are the responses:

Table 4.10: Effectiveness of Recruitment and Selection Practices

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	not effective	5	12.5	12.5	12.5
	indifferent	8	20.0	20.0	32.5
	good	11	27.5	27.5	60.0
	very effective	16	40.0	40.0	100.0
	Total	40	100.0	100.0	

Source: Field Survey, 2014

Out of a population of forty (40), sixteen (16) constituting 40% of the population were of the opinion that the selection and recruitment practices were very effective and that the right persons are employed for TPDC.

Eleven (11) respondents believed that recruitment and selection practices were good, they explained that the methods needed for the right person to be employed are used. These respondents constituted 27.5% of the population. Five (5) respondents representing 12.5% of the respondents were of opinion that the recruitment and selection practices of TPDC were not effective. They explained that these practices always give room to favouritism especially with employee referrals and Government employee exchange while some are employed without necessarily going through all the right procedures. Eight (8) respondents were however indifferent to that question whether recruitment and selection practices were effective or otherwise. They constituted 20% of the population.

The finding revealed that generally TPDC has effective recruitment and selection practices which are necessary in acquiring competent and qualified employee.

Various study revealed that effective recruitment and selection process will therefore provide significant improvements in productivity and employee morale (Farnham and Pimlott, 1995) and allow organizations to build a workforce of more able employees who collectively provide a superior product or service (Robertson, 1996).

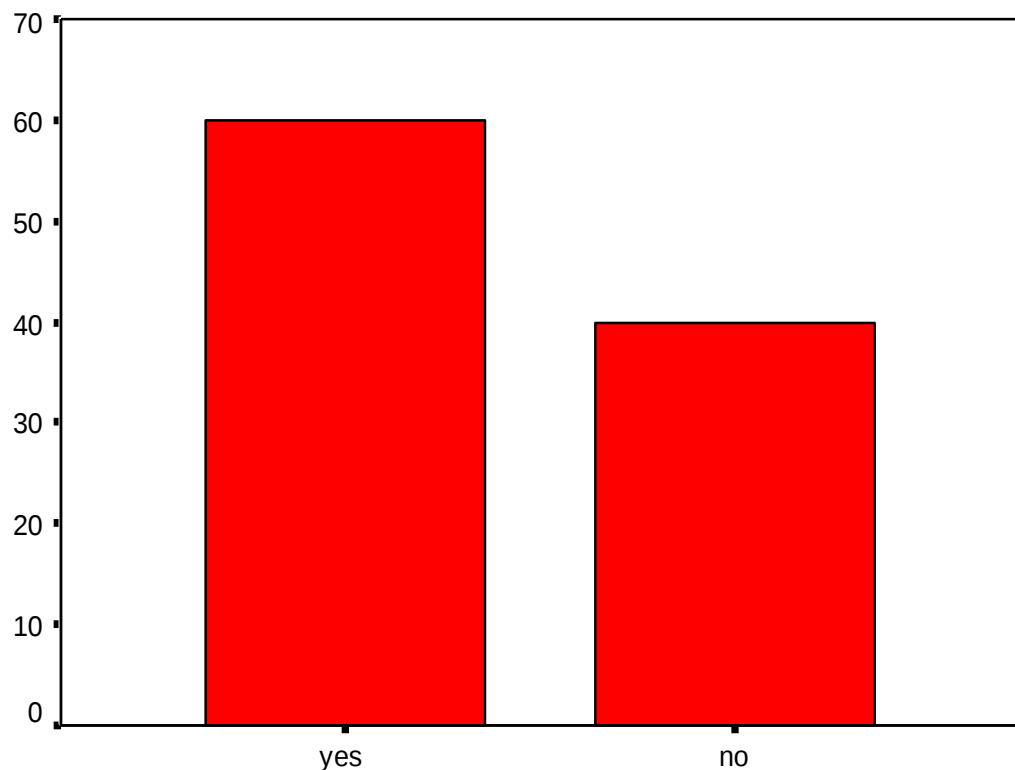
According to Kilibarda and Fonda (1997), good recruitment and selection practices can minimize the risks of failing to achieve the business strategy and of incurring needless costs as:

- (i.) Business and organizational strategies can be jeopardized if the people who are appointed are not capable of contributing effectively, if appointments are not timely, or if no appointment is made.
- (ii.) Unnecessary expense can arise due to costs of training and replacements since poor recruits may perform badly and/or leave their employment. Remedial costs and inefficiency in the recruitment process itself also contribute to increased costs.

4.12 Vacancies Made Open to General Public

Respondents were further asked if job vacancies are made open to the general public, Figure 4.2 illustrate clearly the responses;

Figure 4.2: Vacancies Made Open to General Public



Source: Field Survey, 2014

Out of forty (40) respondents twenty four (24) representing 60% of the respondents answered yes while sixteen (16) representing 40% of the population answered no, that job vacancies are not made public.

Respondents were then asked to give the methods through which vacancies are made available; their answers are as follows;

Table 4.11: Methods of Recruitment Applicable

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid radio advert	4	10.0	10.0	10.0
website	6	15.0	15.0	25.0
newspaper advert	15	37.5	37.5	62.5
professional association	8	20.0	20.0	82.5
employment agencies	4	10.0	10.0	92.5
employment referrals	1	2.5	2.5	95.0
others specify	2	5.0	5.0	100.0
Total	40	100.0	100.0	

Source: Field Survey, 2014

The table 4.11 shows that, fifteen (15) respondents were of opinion that newspaper adverts were mostly used, while eight (8) respondents stated that professional associations were used, four (4) respondents mentioned employment agencies. One (1) respondent stated that employment referrals were used; other methods mentioned were radio and company website which were mentioned by six (6) respondents as one of the methods that are widely used.

The study done by Ejiofor (1989) revealed that the methods of external recruitment are varied and depending upon the category of staff being solicited for. The methods, according to him usually include advertising in the mass media-newspapers, radio, television, trade magazines and journals, sender recruiters to colleges and universities, utilizing employment agencies and head hunting in conferences and seminars.

This clearly indicates that an institution which is recruiting can have various methods depending on the available vacancy and requirements. However the use of company website is necessary due to the fact that many job seekers now days use the internet as revealed by various studies that in the past decade, information technology has made rapid inroads into organizations, and has had an impact on personnel recruitment and selection as well (Bartram, 2000; Harris,2000).

The rapid growth of the internet and its increasing accessibility has resulted in organisations recruiting and selecting applicants for jobs online. In addition, job seekers are increasingly expecting to find work through the internet rather than more traditional means (Bartram, 2000).

4.12 Recruitment and Selection Practices and Performance

This was to find out from respondents or staff from other departments if the selection and recruitment practices had affected their performance. The Table below illustrates respondents' responses:

Table 4.12: Recruitment and Selection Practices and Performance

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid yes	28	70.0	70.0	70.0
no	12	30.0	30.0	100.0
Total	40	100.0	100.0	

Source: Field Survey, 2014

From table 4.12 out of forty (40) respondents, twenty eight (28) answered that 'yes' the recruitment and selection practices had affected their performance while twelve (12) answered no that is the recruitment and selection practices have not affected their performance.

Respondents who answered "yes" explained that most of them would not have been able to perform their duties if not for the recruitment and selection methods. Others

explained that the orientation and job training given to them has added to their stock of knowledge.

This clearly indicates that recruitment and selection practices can influence the performance of the employee. Various related studies done on recruitment and selection in relation to performance show that recruitment and selection also has an important role to play in ensuring worker performance and positive organizational outcomes. It is often claimed that selection of workers occurs not just to replace departing employees or add to a workforce but rather aims to put in place workers who can perform at a high level and demonstrate commitment (Dessler, 2000).

Respondents who answered ‘no’ explained that the selection and recruitment practices had no bearing on what they were doing at the moment; this makes their work difficult and hampers performance at work. The recruitment of new employees helps to demonstrate a company’s aspirations, highlighting the skills and attitudes to which it attaches the highest priority. Companies can only succeed in the long-term if they recruit and motivate people who are able to respond to and shape the challenges of the future.

Other studies done on recruitment and selection revealed that while at the same time employees can perform when they are developed or given the needed attention to perform, Job orientation and training is not enough to enhance performance but rather motivation, feedback and appraisals can help improve performance (Walker, 1990).

4.13 Management Involvement in the Recruitment and Selection Practice

This was to find out from respondents and staff from other departments if at all the TPDC Management sometimes diverts from the formal selection and recruitment practices. Table 4.13 illustrates respondents’ responses:

Table 4.13: Management Involvement in the Recruitment and Selection Practice

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	10	20.0	20.0	80.0
	no	40	80.0	80.0	100.0
	Total	50	100.0	100.0	

Source: Field Survey, 2014

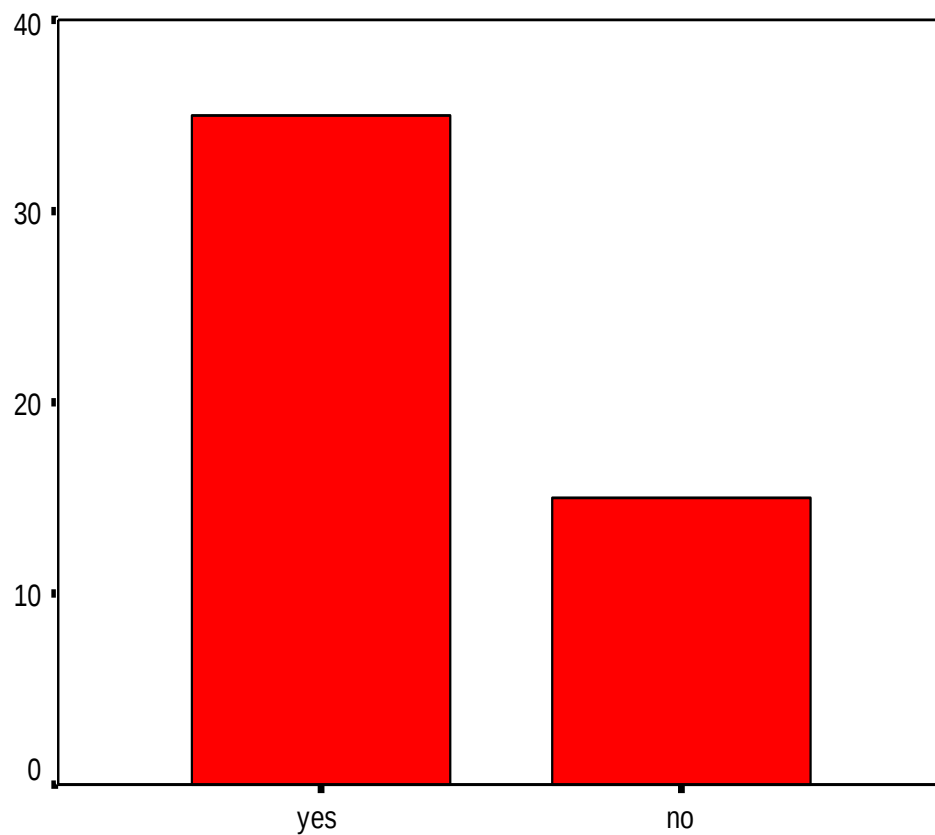
From table 4.13, out of fifty (50) respondents, twenty (20) answered that ‘yes’ the Management does sometime diverts from the formal recruitment and selection practice while forty (40) answered no that is the Management adheres to TPDC recruitment and selection practices and does not divert from the formal recruitment and selection practices at any time.

Respondents who answered “yes” explained that they are of opinion that sometimes Management may intervene on the recruitment process which may foster favouritism, unfairness and biasness as it may prompt selection of employees based on that nature. However on the other hand respondents who said “no” were of opinion that presence of a free and fair recruitment and selection process has rendered them the jobs they have today because they were able to compete fairly with other candidates and at the end they won and secured the jobs. Thus had there been an intervention from the Management on the practices it could have resulted in something different.

4.14 Equal Opportunities for All Potentials Employees

Respondents were further asked if there were equal opportunities for all potential employees, the responses are illustrated in Figure 4.3;

Figure 4.3: Equal Opportunities for All Potentials Employees



Source: Field Survey, 2014

Out of fifty (50) respondents, thirty nine (39) representing 78% of respondents agreed that there were equal opportunities for all as the process is very fair compared to other organizations, while eleven (11) representing 22% disagreed that there existed equal opportunities for all as some potential employees already know their fate before interviews are conducted, thus there is favouritism on the part of who would be employed. This affects their performance as it may lead to selection of unqualified and less competent employee.

4.15 Improving Recruitment and Selection Practices at TPDC

The researcher wanted to find out from respondents or staff from other departments how recruitment and selection practices or processes could be improved at TPDC, answers from respondents are as follows;

Table 4.14: Factors for Improvement of Recruitment and Selection Practices

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	equal opportunity	13	32.5	32.5	32.5
	general public to be given a chance	15	37.5	37.5	70.0
	qualification linked to job	12	30.0	30.0	100.0
	Total	40	100.0	100.0	

Source: Field Survey, 2014

From table 4.14, thirteen (13) respondents were of the opinion that all applicants should be given an equal opportunity of being selected and treated fairly and all elements pertaining to favouritism and bias should be eliminated to ensure that all are subjected to a fair chance of being selected and employed at TPDC.

Fifteen (15) respondents were of the opinion that the general public should be made aware through advertisement in website and international and local newspapers for all to apply while at the same time given an equal opportunity.

Finally, twelve (12) respondents stated that job orientation and applicants with the right qualifications should be given the opportunity. Respondents explained that though job orientations are often done for new recruits, qualification should be linked with the job.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The purpose of this chapter is to round off the study with summary of findings, conclusion and recommendations. The conclusions would be made from the analysis and the objectives of the research.

5.2 Summary of Findings

The following are the major findings from the study:

5.2.1 Recruitment and Selection Practices of TPDC

Miyake, (2002) indicated that advertising is usual for job vacancies, while some applicants are sometimes recruited by word of mouth, through existing employees (employee referrals). Besides being cheaper, people recruited by word of mouth stay longer because they have a clearer idea of what the job really involves. This assertion was shared by most respondents with regards to recruitment and selection practices at TPDC.

The research revealed that TPDC policy or practice on recruiting and selection was based on several units; the first is the internal recruitment and invitations from applicants from the general public. The second is analysis of the various departments to find out if there are vacancies to be filled. The various departments search within its staff to find competent members to fill job vacancies. When that fails employee referrals are used where employees are allowed to recommend potential employees for the various departments.

The study also revealed that TPDC has external recruitment in which employees are recruited by government exchange of employees. The external recruitment is done for senior positions and partly junior positions and when the required employee requires special reference from the government

The second stage is where TPDC recruit employees through government recruiting agencies that helps in recruiting people for the public organizations/company. The other is through the general advertisement in the newspaper, Television advert where the general public can all apply for the positions available. Shortlisted applicants are then invited for an interview and subsequent selection is done.

The research also revealed that TPDC had structured ways of selecting new employees. The first is that potential employees must have the necessary or right educational background before they qualify for an interview which is the next stage once a potential employee is shortlisted. Training and orientation is the next stage if an individual is selected or recruited.

5.2.2 Effectiveness of Recruitment and Selection Practices of TPDC

The analysis realized that 40% of the respondents were of the opinion that selection and recruiting practices were very effective as the right material are always employed, majority of respondents believed that these practices were good and they constituted 27.5%. It shows that 67.5% of the respondents agreed that these measures were effective. The other 32.5% were either indifferent or believed that these measures were not effective and the reasons raised included favouritism and bias towards potential employees.

More so it was realized that factors such as work experience, academic qualifications, interviews and tests used in selecting employees makes the selecting and recruitment practices very effective in selecting the best for TPDC.

5.2.3 Recruitment, Selection Practices and Performance

Randall, (1987) believes that recruitment, as a human resource management function, is one of the activities that impact most critically on the performance of an organization. This is because it is understood and accepted that poor recruitment decisions continue to affect organizational performance and limit goal achievement.

The study revealed that recruitment and selection practices have improved performance of employees and TPDC, 70% of respondents stated that the selection and recruitment process has helped them improve upon their performance at TPDC and in what they do. It was also revealed that orientation and subsequent job training had added to their stock of knowledge on most employees which help them to carry out their duties effectively and efficiently.

Respondents from Human Resource department on the other had stated that the selection and recruiting method had led to the employment of competent staff while at the same time selection practices help give the chance to employ qualified candidates. In spite of the above some respondents were of the view that the recruitment and selection practices have not improved performance as orientation and job training are general and most often not linked with the job.

5.2.4 Challenges Associated with Recruitment and Selection Practices of TPDC

A common problem in recruitment and selection is poor Human Resource planning. The key goal of Human Resource planning is to get the right number of people with the right skills, experience and competencies in the right jobs at the right time at the right cost. Detailed and robust recruitment and selection policies, such as recruitment and selection procedures, assessing criteria, talents auditing and processing the information about the labour market are important in recruiting and deploying appropriate employees at the right time (Kaplan and Norton, 2004), despite the above its was realized that TPDC is faced with other challenges in its recruitment and selection practices.

The major challenge facing TPDC in its recruitment and selection practices is lack of key talents in the job market for specialized areas within TPDC. TPDC needs specialized and more talented employees who are difficult to obtain at the current labour markets in Tanzania especially in oil and gas engineering. Such lacking is affecting the performance of TPDC.

Competition is another challenge facing TPDC in its recruiting and selection practices. TPDC currently is facing competition due to mushrooming of private company dealing with research, exploration and construction in oil and gas, there is a rush for those with experience and skills. This therefore makes the competition for skilled labour in the field difficult.

Labour turnover due to existence of private companies dealing with minerals, oil and gas is another challenge faced by TPDC in its recruitment and selection practices. From the survey it was realized some employees immediately after employment vacate or leave their post and take on a different direction leading to a loss to TPDC, the challenge is therefore on how to retain such employees once they are employed.

5.2.5 Ways to Improve Recruitment and Selection Practices at TPDC

The analysis revealed that TPDC has policies and practices with regards to recruiting and selection of employees, the following were mentioned to help improve upon such practices;

Respondents stated that the procedure for recruiting and selection should be strictly followed in order to ensure that the right materials are provided for TPDC. Procedures such as educational or academic qualification, experience and interviews all help select the best of candidates for TPDC.

More so, it was realized that equal opportunities should be given to all applicants who apply for jobs at TPDC to help ensure fairness in the selection procedure and not to hand others undue advantage over others.

Moreover it was realized that to make the selection and recruitment procedure complete qualifications should be stressed and should also be linked with the job to be done as most qualifications do not match the job to be done.

5.3 Conclusion

The focus of recruitment and selection is to match the capabilities of prospective candidates against the demands and rewards inherent in a given job. For this reason, top performing companies devote considerable resources and energy to creating high quality selection systems.

Recruitment and selection process are important practices for human resource management, and are crucial in affecting organizational success. The quality of new recruits depends upon an organization's recruitment practices, and that the relative effectiveness of the selection phase is inherently dependent upon the caliber of candidates attracted.

From the analysis, recruitment and selection is of prime importance to TPDC in order to get the best of employees, however, it faces lots of challenges in its quest to recruit its workforce. The issue of employee referrals seems to place unfair advantage over others, as more often; they are favored compared to those who use a different channel. From the analysis it was realized that, more employee referrals are employed than those who apply in directly or through the agencies.

Despite these challenges it was realized that these measures (recruitment and selection practices) have been effective in the selection of employees for TPDC even though much needs to be done to enhance it. Recruitment and selection of employees to a greater extent determines the performance of an institution and it is of great importance if institutions want to achieve their goals.

5.4 Recommendations

From the study it is realized that recruitment and selection is of great importance to every organization, though an integral part of human resource planning and development, its application and operation and challenges makes its practice quite difficult.

These recommendations are therefore made to help make these practices more effective:

- (i.) All applicants must be treated fairly; issues of favoritism should be avoided while giving the chance to all. Employee referrals though a good idea should be minimized to cater for a certain number of people rather than a whole scale opportunity. That gives room to favoritism and at times employment of individuals who might not contribute meaningfully to organizational output.
- (ii.) The human resource section should appraise employees to help them give off their best and help improve performance of employees; this will always keep employees on their toes to give off their best.
- (iii.) Refresher courses must be organized for employees for them to be abreast with trends in the ever growing market.
- (iv.) It was revealed in the analysis that key talents are difficult to come by, the TPDC can help upgrade the skills of some of its staff in areas they find difficult to recruit in the market. This will also go a long way to help staff contribute to the success of TPDC.
- (v.) The company should introduce electronic recruitment system so as to save time, reduce cost and as a means obtaining competent and qualified employee. Further, given that internet-based assessment can enable organizations to conduct speedys creening and selection and make job offers to qualified applicants very quick.

Finally, the wider implications recommend the need to maximise the use of best practices in screening and selection in order to be able to effectively select appropriately skilled, industry-oriented professionals out of the large pool of mostly unsuitable candidates, as well as to deal with the problem of fake credentials and wrong hires in this industry.

5.5 Recommendations for Further Research

Upon completion of this study the researcher found certain areas in which future research can be undertaken to increase the body of knowledge in this area. The following recommendations are given for further research;

- (i.) This study was undertaken purely from an organization's perspective of the most effective practices in recruitment and selection. However, future research could be undertaken from the perspective of job applicants and their views of which practices are likely to have a positive impact on applicant attraction and to the performance of organisation.
- (ii.) The research was focussed solely on practices in recruitment and selection procedures. However, given the competitive labour market conditions, job and organisational attributes such as compensation, work environment, internal career paths and the type of work etc. can have a major effect on applicant attraction to firms. Hence future research could focus on studying the attributes crucial in attracting the best talent in TPDC.
- (iii.) The company examined was limited to large-size organizations which tend to have elaborate infrastructure and better HR expertise enabling them to design and implement more effective HR practices. It is recommended that further research should be undertaken on small and medium size firms in Tanzania to understand their extent of adoption of practices in recruitment and selection in relation to their performance.
- (iv.) Finally, another interesting area for future research would be to study the impact of adopting best practices in recruitment and selection on the organisation's financial performance

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APPENDICES

Appendix 1: QUESTIONNAIRES

“RECRUITMENT PROCESS AND THE PERFORMANCE OF TANZANIA PETROLEUM DEVELOPMENT CORPORATION”

This questionnaire is designed to gain understanding of the recruitment process at TPDC in relation to the organizational performance.

Kindly complete this questionnaire as objectively as possible. The information given out is solely for academic purpose and would be treated as confidential. Thank you.

QUESTIONS:

INSTRUCTIONS

Write or tick () the appropriate response to each of the question

Section A: Personal Data

1. Sex
 - (a.) Male ()
 - (b.) Female ()

2. How long have you been working at TPDC?
 - (a.) Less than 1 year ()
 - (b.) 1 – 6 years ()
 - (c.) 7 – 12 years ()
 - (d.) 13 – 18 years ()
 - (e.) 19 years and above ()

3. Which of the qualifications below do you possess?
 - (a.) Diploma ()
 - (b.) 1st Degree ()
 - (c.) 2nd Degree ()
 - (d.) Others _____

4. Which of the following methods of recruitment was used for your recruitment?
- | | | |
|------|--|----------|
| (a.) | Employee referrals | () |
| (b.) | Advertisement in local/national papers | () |
| (c.) | Government Employment exchange | () |
| (d.) | Professional bodies | () |
| (e.) | Recruitment consultants | () |
5. How much time did the company take to respond to your application?
- | | | |
|------|-------------------|----------|
| (a.) | Less than 5 days | () |
| (b.) | 5-10 days | () |
| (c.) | 11-15 days | () |
| (d.) | 15-20 days | () |
| (e.) | More than 20 days | () |
6. How many times the does the company conducts recruitment?
- | | | |
|------|----------------------|----------|
| (a.) | Once a year | () |
| (b.) | Four times a year | () |
| (c.) | More than four times | () |
7. What is the extent of your satisfaction with recruitment procedure followed by TPDC?
-
-
-
8. In a scale of 1 – 10, 1 being the least and 10 the highest how would you rate the recruitment process at TPDC and Why?
-
-
-

9. How do recruitment and selection practices affect TPDC performance?

10. What are the challenges associated with the recruitment process at TPDC?

11. What are the ways to help improve the recruitment process at TPDC?

Section B: Recruitment and Selection (HUMAN RESOURCE DEPARTMENT)

1. Do you have any formal policy for the recruitment and selection of employees?

(a.) Yes ()

(b.) No ()

If yes to above, briefly state the policy

2. Does TPDC outline job analysis ((i.e. duties, responsibilities, skills etc required for a particular job) before advertising vacancies for employment?

(a.) Yes ()

(b.) No ()

3. What are the recruitment and selection practices at TPDC?

4. When vacancies occur, are existing employees considered?

- (a.) Yes ()
- (b.) No ()

5. Are job vacancies made open to the general public?

- (a.) Yes ()
- (b.) No ()

6. Which of these methods of recruitment are applicable to TPDC? You may select more than one.

- (a.) Radio advert ()
- (b.) TV advert ()
- (c.) Newspaper advert ()
- (d.) Professional association(s) ()
- (e.) Employment agencies ()
- (f.) Employee referrals ()
- (g.) Other (s) specify _____

7. Does TPDC have structured recruitment and selection practices in place for new employees?

- (a.) Yes ()
- (b.) No ()

If yes to question 8, what are these recruitment and selection practices?

8. Which of this factor (s) are mostly considered for recruitment and selection of employees? You may select more than one.

(a.) Academic qualifications ()

(b.) Work experience ()

(c.) Interview ()

(d.) Test ()

(e.) Other (s) specify _____

9. Are there equal opportunities for all would-be (potential) employees when it comes to recruitment and selection?

(a.) Yes ()

(b.) No ()

If no to question 8, why?

10. Are these recruitment and selection practices able to give you the needed and qualified candidates to fill the vacancies?

(a.) Yes ()

(b.) No ()

If no to the above question, Why?

11. Have these recruitment and selection practices led to the employment of competent staff?

(a.) Yes ()

(b.) No ()

If your answer is no, please give reasons

12. Is there a situation where management diverts from the formal recruitment and selection practices?

(a.) Yes ()

(b.) No ()

If yes, why so?

13. What are some of the challenges associated with your recruitment and selection practices?

14. What factors will improve recruitment and selection practices at TPDC?
