

**INSTITUTIONAL STRENGTH OF THE PUBLIC SERVICE
RECRUITMENT SECRETARIAT IN MANAGING THE
RECRUITMENT AND SELECTION FUNCTIONS IN TANZANIA**

**INSTITUTIONAL STRENGTH OF THE PUBLIC SERVICE
RECRUITMENT SECRETARIAT IN MANAGING THE
RECRUITMENT AND SELECTION FUNCTIONS IN TANZANIA**

**By
Magreth A.D. Kiwara**

**A Thesis Submitted to the School of Public Administration and Management in
Partial Fulfillment of the Requirements for the Degree of Master of Science in
Human Resource Management (MSc. HRM) of Mzumbe University**

2015

CERTIFICATION

We, the undersigned, certify that we have read and hereby recommend for acceptance by the Mzumbe University, a thesis entitled “Institutional Strength of the Public Service Recruitment Secretariat in Managing the Recruitment and Selection Functions in Tanzania: in fulfilment of the requirements for award of the degree of Master of Science in Human Resource Management of Mzumbe University.

Dr. Montanus C. Milanzi
Major Supervisor

Internal Examiner

External Examiner

Accepted for the Board of the School of Public Administration and Management

Chairperson/School Board

DECLARATION

AND

COPYRIGHT

I, **Magreth A.D. Kiwara**, declare that this thesis is my own original work and that it has not been presented and will not be presented to any other university for a similar or any other degree award.

Signature _____

Date _____

E-mail kinda118@yahoo.com

Phone: 0716-896130

©

This Thesis is a copyright material protected under the Berne Convention, the Copyright Act 1999 and other international and national enactments, in that behalf, on intellectual property. It may not be reproduced by any means in full or in part, except for short extracts in fair dealings, for research or private study, critical scholarly review or discourse with an acknowledgement, without the written permission of Mzumbe University, on behalf of the author.

ACKNOWLEDGEMENTS

It is not possible to acknowledge by names all those who have contributed in one way or another to the completion of this study. However, I would like to take this opportunity to express my special gratitude to all of them. So, I will mention only a few of them.

I am grateful first to the Major Supervisor, Dr. Montanus C. Milanzi, who read and commented extensively on countless drafts. His comments and criticisms have contributed to the refining of this work.

I am also very much thankful to the staff of the Public Service Recruitment Secretariat who kindly assisted me in getting enough data to write my Master's Thesis. Many thanks go to Mrs. Riziki Abraham, Mrs. Nikobiba Kigadye and Mr. Peter S. Bunyazu who kindly assisted me in getting enough information.

I am grateful to my parents, my lovely Father and my Mother for their financial support throughout the whole period of my study and also for their moral support and encouragement.

Finally, I wish to express my sincere appreciation to all my colleagues in 2013-2014 MSc. HRM programme for their support and encouragement throughout the entire course of my study. I thank you all.

DEDICATION

This work is dedicated to my lovely Father, Professor Angwara .D. Kiwara, My lovely Mother Rose and to my sisters, Victoria and Harieth and my brothers, Dennis Leka and Ingore Innocent.

Furthermore, I would like to dedicate this work to our almighty Father Creator of Heaven and Earth for all the love Guidance and support he has given me.

Without forgetting all my close friends and relatives who have been inspiring and giving me moral support all the way to the completion of Master's Programme. I thank you all.

LIST OF ABBREVIATIONS AND ACRONYMS

HR	Human Resource
ICT	Information and Communication Technology
MSc HRM	Master of Science in Human Resource Management
MU	Mzumbe University
NGO	Non-Governmental Organisation
PSRS	Public Service Recruitment Secretariat
SoPAM	School of Public Administration and Management
SPSS	Statistical Package for Social Sciences
UK	United Kingdom

ABSTRACT

The Public Service Recruitment Secretariat is an independent department which is charged with the major role of facilitating recruitment and selection processes in the public service. Since its establishment, there have been some complaints with regards to its staff quality and quantity, structure of the secretariat and its effectiveness in carrying recruitment and selection functions. The main purpose of the study was to investigate the PSRS institutional strength in managing the recruitment and selection functions in Tanzania. Specifically, the study aimed at identifying the institutional and structural effectiveness of the PSRS in managing recruitment and selection functions and identifying the mechanisms used by PSRS in carrying out recruitment and selection activities in the public service. The study was carried out at PSRS headquarters; Dar Es Salaam and data was collected by using questionnaires and interviews.

The findings revealed that the respondents were aware of the functions of the Secretariat. Most employees agreed that the institution has the ability and capability of managing the recruitment and selection functions. However, some respondents indicated that there was a need of more manpower in order to meet the deadlines during the process of selection due to greater workload than the number of staff. Also, it was revealed that recruiters and selectors at PSRS were inadequate or none of PSRS employees was particularly trained as a recruiter or selector. The employees were specialised in various fields such as human resources management, public administration etc something that necessitates PSRS to train its employees in specific areas for efficiency and effectiveness of the institution. Moreover, the mechanisms used seem to hinder or delay the process of recruitment in various institutions because when there are urgent cases for having a post filled, institutions have been failing to fill the vacancy hence deterioration of services to be rendered.

This study recommends the recruitment of more staff for PSRP which should include deploying more staff in the regions, as well as increasing the budget for the recruitment process. The researcher argues for recruitment and selection that meet the changing time especially with the changing economic and technological climate. This being the case, the need for participation of all stakeholders in order to make these changes a reality is important.

TABLE OF CONTENTS

CERTIFICATION	i
DECLARATION AND COPYRIGHT	ii
ACKNOWLEDGEMENTS	iii
DEDICATION	iv
LIST OF ABBREVIATIONS AND ACRONYMS	v
ABSTACT	vi
TABLE OF CONTENTS	vii
LIST OF TABLES	x
LIST OF FIGURES	xi
CHAPTER ONE	1
PROBLEM SETTING	1
1.0 Introduction	1
1.1 Background to the Problem	1
1.2 Statement of the problem	5
1.3 Research Objectives	6
1.3.1.General objective	6
1.3.2 Specific objectives	7
1.4 Research questions	7
1.5 Significance of the study	7
1.6 Scope of the study	8
1.7 Limitations of the study	8
1.8 Conceptual framework	8
1.9 Definition of key terms	9
1.10 Organisation of the thesis	13
CHAPTER TWO	14
LITERATURE REVIEW	14
2.0 Introduction	14
2.1 Theoretical literature review	14
2.1.1 Recruiting agencies	17
2.1.2 Overview of PSRS	19

2.1.2.1 PSRS	19
2.1.2.2 Challenges facing recruitment process at PSRS according to Xavier (2013)	23
2.2 Literature review from earlier studies	24
2.3 Synthesis.....	26
CHAPTER THREE	27
RESEARCH METHODOLOGY	27
3.0 Introduction	27
3.1 Study area	27
3.2 Research design	27
3.3 Population of the study.....	27
3.3.1 Population.....	28
3.4 Sample size and sampling techniques	28
3.4.1 Simple Random Sampling	29
3.4.2 Purposive sampling	30
3.5 Data Collection Methods.....	30
3.5.1 Primary Data Collection Methods	30
3.5.1.1 Interviews	30
3.5.1.2 Questionnaires.....	31
3.5.2 Secondary Data Collection Methods.....	31
3.6 Data analysis techniques	31
CHAPTER FOUR	32
PRESENTATION OF FINDINGS.....	32
4.0 Introduction	32
4.1 Demographic Characteristics of the Respondents	32
4.2 Institutional Capacity of PSRS in managing recruitment and selection functions.....	35
4.1.1 Manning Levels	40
4.1.2 Education Level	41
4.1.3 Working Experience.....	41
4.3 Mechanisms used by PSRS in carrying out recruitment and selection activities in the public service	42
4.4 General findings.....	48

CHAPTER FIVE	51
DISCUSSION OF THE FINDINGS	51
5.0 Introduction	51
5.1 Institutional and Structural Effectiveness of PSRS in managing recruitment and selection functions	51
5.2 Mechanisms used by PSRS in carrying out recruitment and selection activities in the public service.....	52
5.3 General discussion	53
CHAPTER SIX	55
CONCLUSIONS, RECOMMENDATIONS AND POLICY IMPLICATIONS	55
6.0 Introduction	55
6.1 Conclusion.....	55
6.2 Recommendations.....	56
6.2.1 Recommendations towards job seekers /applicants	57
6.2.2 Working experience	60
6.2.3 Adjustment of the structure of the PSRS.....	60
6.2.4 Establishment of PSRS branches in Tanzanian regions.....	60
6.3 Policy Implications and Need for further studies	61
6.3.1 Policy Implications	61
6.3.2 Need for further studies	61
BIBLIOGRAPHY.....	62
APPENDICES.....	66

LIST OF TABLES

Table 3.1: Population.....	28
Table 3.2: Sampling.....	29
Table 4.1; Respondents characteristics	32
Table 4.2: Manning levels of employees in the PSRS as at 30th June 2014	36
Table 4.3 : Number of candidates recruited and selected in public service	39
Table 4.4 :Years of working experience of PSRS staff	41

LIST OF FIGURES

Figure 1.1: Recruitment and selection framework	9
Figure 2.1: Recruitment Procedure according to PSRS.....	21
Figure 2.2: Stages of the recruitment process	22
Figure 4.1: Gender information in PSRS	33
Figure 4.2: Education level of staff employed by PSRS	34
Figure 4.3: Work experience of PSRS staff (in years)	35
Figure 4.4: Manning levels of employees in PSRS as from 30th June 2014	37
Figure 4.5: Number of candidates recruited and selected in the public service.....	40
Figure 4.6: Mechanism used by the employee to request for employees	43
Figure 4.7. Mechanism used by the PRSR to recruit and select employees	45

CHAPTER ONE

PROBLEM SETTING

1.0 Introduction

This chapter is an introduction chapter of the thesis. It constitutes the following sections. First it sets the background and the problem statement. It then provides the objectives of the investigation and key research questions, significance and scope of the study. It finally presents the limitations, conceptual framework, definitions of key terms and the organisation of the thesis.

1.1 Background to the Problem

The world of work is rapidly and significantly changing (Budhwar & Debrah, 2004). Outsourcing, international mobility, talent shortages, new labour laws, globalisation, shifting demographics, an ageing workforce, where, how and for whom people work is, in turn, transforming organisation's structures and cultures (Armstrong, 2006). The human resource (HR) function is also changing. The human resource managers are under more pressure than ever before to demonstrate results from their workforce practices and policies after recruitment and selection of their employees (Czebter, 2002).

Moreover, recruitment and selection is the process of getting human resources into organisations' departments, sections and jobs (McKenna & Beach, 2008). Recruitment is about the art of discovering and procuring potential applicants for actual and anticipated vacancies in the organisation (Venkatesh & Jyothi, 2009). This definition introduces the concept of 'art' which is about the soft skills of management, some of which might be a natural talent of some employees or acquired through specialised training. The use of the word 'discover' emphasises that effective recruitment is a process that involves exploration and that will require specialised methods and techniques, short of which no 'discovery' of potential people for the job can be made (Balovich, 2002).

Human resource practitioners and academicians believe that an effective and efficient culture of recruitment, selection and placement of people has an impact on survival, growth and development of an organisation (Ofori & Aryeetey, 2011). As the growth of an organisation completely involves expansion in employee numbers, consequently recruitment and selection comes (Taylor, 2006). Ongori (2010) stated that recruitment and selection practices are the key factors to the entry point of human resources which ensures the success and growth of an organisation. However, usually, recruitment and selection depends on the organisation's policy guiding recruitment and selection as well as the institutional strength in managing its functions (Shangali, 2009). There cannot be any recruitment and selection of employees without going through a process of exploring the organisation, the job to be filled and the required person (Gareth, 2008). The recruitment and selection processes start with organisational analysis. This is the process of evaluating the total organisation, its objectives, human resources, effectiveness and internal environment (Itika, 2011).

Likewise, recruitment and selection form part of the process of attracting and obtaining suitable employees for the organisation (Compton & Nankervis, 1998). This is a crucial stage in staffing function because it determines the quality and quantity of human resources that the organisation will have. It is usually a long process that starts with advertising for vacant posts, receiving applications, short listing the most qualified applicants, and selecting the best candidates by using various selection techniques (Grant, 1991).

A clear policy on when and how recruitment and selection will be conducted is important for the management, staff and the applicants because of the potential dangers of subjectivity (Gareth, 2008). Much can be achieved through clear policy statements on each aspect of recruitment and selection process. Some of the gains are well described by Cole (1997), who says that recruitment and selection policy helps the organisation to;

- a) Provide guidance on how and when jobs will be advertised;
- b) Provide guidance on how selection will be conducted;
- c) State priorities for consideration; and
- d) Instruct on how disputes are to be handled.

However, recruitment and selection must; meet the needs of the modernising organisation, provide a quality service to job seekers with the

intention which is fair, transparent and equally accessible, and attract good recruits from across the community (Balovich, 2002).

Managers responsible for recruitment and selection should be clear on the type of employees they are looking for because, lack of clarity may lead to poor selection criteria and may result in the wrong person being recruited for the job (Gareth, 2008). As a matter of principle, applicants within the organisation should be given an equal opportunity to compete with external applicants for any post that becomes vacant (Hite & Johnston, 1998). The methods that are used for recruitment include advertisements, the use of recruitment agencies and consultants, executive search consultants, internet and educational establishments. The method used will depend on experience, time available, resources, nature of the organisation and the job (Itika, 2011).

Although in principle, staff recruitment and selection is expected to be rational and systematic, in Africa, factors beyond the nature of the job and procedural requirements seem to matter in recruitment and selection criteria (Shangali, 2009). Many studies including Budhwar and Debrah (2004) have confirmed that many organisations have some kind of formal recruitment and selection procedures but positions that do not exist are filled through recruitment based on friendship and relations orchestrated through favouritism, bribery, and nepotism. It is also common for vacancies to be created by targeting specific individuals and jobs end up being filled even without advertisement or they are advertised in a manner that many competitors fail to notice (Varkkey & Dessler, 2010).

Job vacancies have to be advertised internally and externally through newspapers, which are widely circulated in order to ensure that all possible job applicants get the opportunity to apply for the job. The policy provides for the establishment of selection criteria that will ensure the balance between academic or professional qualifications and other competencies including, talent, experience, track record and future potential (Shangali, 2009).

Moreover, recruitment and selection practices associated with filling vacant posts encounter various challenges such as low level of staff awareness of procedures, quality of the recruiters and selectors in terms of qualifications possessed and the quantity (in terms of number of employees dealing with recruitment and selection), failure by some appointing authorities to advertise vacant posts in at least three newspapers as directed by the law because of high costs (Shangali, 2009). This leads to few candidates applying for the posts and may be associated with the little strength of the organisation that carries recruitment and selection functions (Itika, 2011). As a result, open competition to acquire the most highly qualified candidate is compromised; hence rare professional cadres (Itika, 2011).

Furthermore, some technical professionals are hard to come by and hence creating strong competition between public and private sector (Armstrong, 2008). Since some jobs in the private sector are more rewarding than in the public sector it becomes difficult to get qualified candidates and even if selected, they do not take up the offer. Therefore, some job vacancies are very difficult to fill and there is a lack of information technology skills in managing recruitment and selection (Gareth, 2008).

The history of recruitment and selection in (Tanganyika) and then (United Republic) Tanzania (in the public service) can be traced back from 1960s (Shangali, 2009). Going through this perspective we find out that the public service recruitments have undergone different periods with different characteristics according to the need of time (Gareth, 2008). Prior to this (PSRS) institution there were a number of government agencies that were involved in the above named functions. For example, in the teaching professional; teacher's services boards managed the functions. In the central government particularly ministries, independent department and agencies had their own separate machinery for managing the functions such as recruitment, selection, and placement (Shangali, 2009).

In 2007 the National Assembly passed a bill called the Public Service (Amendment) Act of 2007 in which a new institution was established in the Government. The institution is the public service recruitment agency called the Public Service Recruitment Secretariat [PSRS] (Itika, 2011). The Public Service Recruitment Secretariat is an independent

department established under section 29(1) of the Public Service (Amendment) Act Number 18 of 2007 which is charged with the major role of facilitating recruitment and selection processes in the public service. The major functions of the institution specified in the Act as according to Section 10 (a) to (f) of Public Service (Amendment) Act are as follows: to search for various professionals with special skills and prepare a data base to record them; to register graduates and professionals for reference of recruitment; to advertise vacant posts; to perform recruitment and selection of qualified applicants by the appropriate personnel; engage appropriate experts for purposes of conducting interviews and to advice employers on various managed services matters relating to recruitment and do other act as directed by the minister (URT, 2008).

Moreover, since its establishment, there have been some complaints with regards to its staff quality and quantity, as well as effectiveness in carrying recruitment and selection functions (Shangali, 2009). Yet, there have been challenges that face the secretariat in carrying out its functions. Therefore, the need to investigate its strength in managing recruitment and selection becomes important for its betterment.

1.2 Statement of the problem

A change in customer taste, fashion and quality of goods to reflect their purchase price put more pressure on the companies or organisations to get the best out of their production systems, processes, and employees (McKenna & Beach, 2008). This could only be achieved through recruitment and selection by getting the best people from the labour market, develop, reward, and ensure that they are committed to high quality service to the organisation (Gareth, 2008).

Recruitment and selection involves a process of enabling the organisation to have the right people, doing the right jobs at the right time. An investment in a good recruiting process pays for itself in decreased turnover and higher employee productivity (Balovich, 2002). Since recruitment and selection is a major human resource management (HRM) function as it encompasses all organisational practices and decisions; recent technological advances, globalisation, social trends and changes within

companies or organisations have brought new challenges for recruitment and selection (Rowley and Benson, 2002). One of the challenges faced by managers during the economic recessions in the 1970s, 1990s and nowadays is how organisations can best acquire scarce resources and effectively utilise them in order to remain competitive in the market (Bates *et al.*, 2008).

The ability to recruit and utilise one's own resources including (financial, technological and labour), and acquire more from the external environment was one of the areas of concern in many organisations (Balovich, 2002). If an organisation makes an error with its recruitment and selection strategy, it will have a negative effect on the whole organisation. Similarly, if at the input processing stage, human resources are not recruited and utilised in the best possible way, the same will be reflected in the quality and price of goods or services through feedback mechanisms (Venkatesh & Jyothi, 2009). Despite that PSRS has been carrying out its functions, its institutional strength in managing the recruitment and selection functions seems to be questionable as there is no evidence so far to confirm that the current structure facilitates the secretariat to achieve its goals. The structure seems to have no departments specifically dealing with recruitment and selection rather than officers' recruitment section. Thus, the current investigation expects to provide answers which one may know the institutional strength of this institution in managing recruitment and selection for the public employees in Tanzania.

1.3 Research Objectives

The objectives of this study are categorised into two main parts; the general objective and the specific objectives.

1.3.1 General objective

The general objective of the study was to investigate the PSRS institutional strength in managing the recruitment and selection functions in Tanzania.

1.3.2 Specific objectives

The current investigation has outlined the following specific objectives.

- i) To identify the institutional and structural effectiveness of the PSRS in managing recruitment and selection functions
- ii) To identify mechanisms used by PSRS in carrying out the recruitment and selection activities in the public service

1.4 Research questions

The following are research questions that guided the investigation.

- i) How effective is PSRS as the institution along with its structure manage recruitment and selection functions?
- ii) What are the mechanisms used by PSRS in carrying out recruitment and selection activities in the public service?

1.5 Significance of the study

This study is useful to the society as a whole to know that there is a government recruiting agency with its main functions to recruit professional and trained personnel to work for the government.

The study helps the Public Service Recruitment Secretariat to be aware of their shortcoming regarding the performance of its functions thereby enabling it to restructure the organisation by having qualified personnel for the recruitment and selection functions.

This study is also an important part for the researcher's master degree accomplishment (MSc. HRM) of Mzumbe University and knowledge generation.

1.6 Scope of the study

The study was conducted at the Public Service Recruitment Secretariat headquarters in Dar es Salaam. The purpose behind this study was to identify the institutional and structural effectiveness of PSRS in managing recruitment and selection functions and the mechanisms used by PSRS in carrying out recruitment and selection activities in the public service.

1.7 Limitations of the study

During data collection process, the researcher encountered some hindering factors which made the whole process to become difficult, these included;

a) Time and financial factors

Time and financial problems persisted during the study of which the researcher failed to cover the whole population of the study, hence taking a sample of it.

b) Response rate

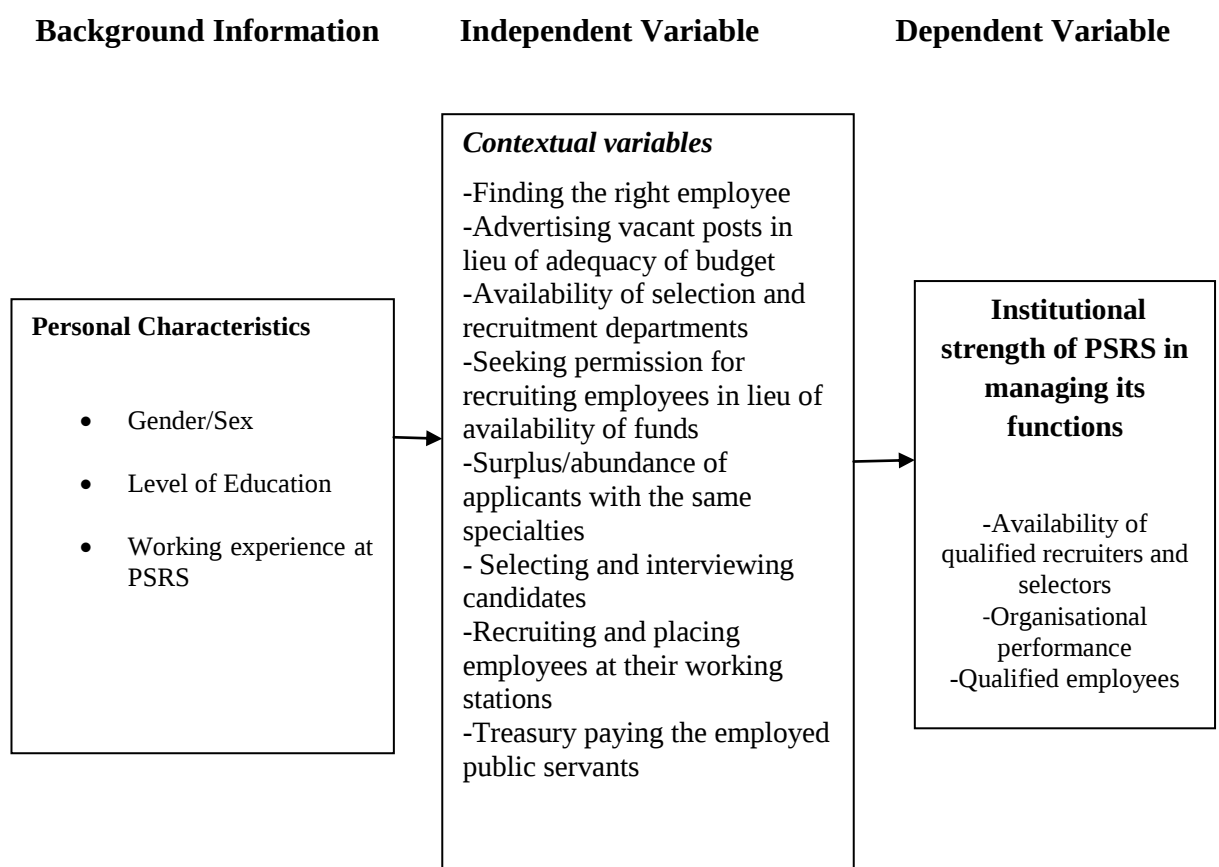
Response rate was low due to respondents being in a hurry, very busy with their daily activities as others were not at their working place sometimes. However, the researcher managed to conduct a pilot study to educate the respondents on the rationale/significant of the study something that served the completion of data collection. Despite this, the researcher tried as much as possible to be flexible and fix herself in the respondents' timetable whenever necessary and managed to conducted all planned interviews

1.8 Conceptual framework

Conceptual framework is defined as an abstract idea or a theory used to develop new concepts to re-interpret existing ones (Kothari, 2004). It gives the relationship between the independent and dependent variables. From Figure 1.1 below, the independent variables stems from the recruitment and section functions influenced by finding the right employee; advertising vacant posts in lieu of adequacy of budget; determination of

skills of the applicant for the position; lack of technological processes to maintain demand for recruitment and selection; scarcity/shortage of applicants for specialised vacancies; surplus/abundance of applicants with the same specialties; image of public sector not comparable to private and inability to pay competitive salaries while the dependent variable is the institutional strength of PSRS in managing its functions.

Figure 1.1: Recruitment and selection framework



Source: Researcher's modelling, 2015.

1.9 Definition of key terms

Words can have several meanings depending on the content and context of their use. Therefore they have to be properly defined so that the context in which they are used is clearly understood.

a) Recruitment

Recruitment is the process of identifying that the organisation needs to employ someone up to the point at which application forms for the post have arrived at the organisation. Recruiting individuals to fill particular posts within an organisation can be done either internally by recruitment within the firm, or externally by recruiting people from outside (Gupta, 2002). On the other hand, recruitment refers to the process of finding candidates, reviewing applicant credentials, screening potential employees, and selecting employees for an organisation. Effective recruitment results in an organisation hiring employees who are skilled, experienced, and good fits with your corporate organisation (Susan, 2010).

However, there are two types of recruitment such as;

i) Internal recruitment

The advantages of internal recruitment are that; Considerable savings can be made. Individuals with inside knowledge of how a business operates will need shorter periods of training and time for 'fitting in'; The organisation is unlikely to be greatly 'disrupted' by someone who is used to working with others in the organisation; Internal promotion acts as an incentive to all staff to work harder within the organisation; and From the firm's point of view, the strengths and weaknesses of an insider will have been assessed. There is always a risk attached to employing an outsider who may only be a success 'on paper' (Compton & Nankervis, 1998).

The disadvantages of recruiting from within are that; You will have to replace the person who has been promoted; An insider may be less likely to make the essential criticisms required to get the company working more effectively; and Promotion of one person in a company may upset someone else.

ii) External recruitment

External recruitment makes it possible to draw upon a wider range of talent, and provides the opportunity to bring new experience and ideas in to the business.

The disadvantages are that it is more costly and the company may end up with someone who proves to be less effective in practice than they did on paper and in the interview situation (Compton & Nankervis, 1998).

Procedures for recruitment

There are a number of stages, which can be used to define and set out the nature of particular jobs for recruitment purposes:

i) *Job analysis* is the process of examining jobs in order to identify the key requirements of each job. A number of important questions need to be explored such as; the title of the job; to whom the employee is responsible; for whom the employee is responsible; and a simple description of the role and duties of the employee within the organisation.

Job analysis is used in order to; choose employees either from the ranks of your existing staff or from the recruitment of new staff; set out the training requirements of a particular job; provide information which will help in decision making about the type of equipment and materials to be employed with the job; identify and profile the experiences of employees in their work tasks (information which can be used as evidence for staff development and promotion); identify areas of risk and danger at work; and help in setting rates of pay for job tasks (Itika, 2011). Job analysis can be carried out by direct observation of employees at work, by finding out information from interviewing job holders, or by referring to documents such as training manuals. Information can be gleaned directly from the person carrying out a task and/or from their supervisory staff. Some large organisations specifically employ 'job analysts'. In most companies, however, job analysis is expected to be part of the general skills of a training or personnel officer.

ii) *Job description* will set out how a particular employee will fit into the organisation. It will therefore need to set out; the title of the job; to whom the employee is responsible; for whom the employee is responsible; and a simple description of the role and duties of the employee within the organisation (Balovich, 2002). A job description could be used as a job indicator for applicants for a job.

Alternatively, it could be used as a guideline for an employee and/or his or her line manager as to his or her role and responsibility within the organisation.

iii) Job specification goes beyond a mere description - in addition, it highlights the mental and physical attributes required of the job holder. For example, a job specification for a trainee manager's post in a retail store included the following: 'Managers at all levels would be expected to show responsibility. The company is looking for people who are tough and talented. They should have a flair for business; know how to sell, and to work in a team' (Varkkey & Dessler, 2010).

Job analysis, description, and specification can provide useful information to a business in addition to serving as recruitment instruments (Gupta, 2002). For example, staff appraisal is a means of monitoring staff performance and is a feature of promotion in modern companies. In some companies, for example, employees and their immediate line managers discuss personal goals and targets for the coming time period (e.g. the next six months). The appraisal will then involve a review of performance during the previous six months, and setting new targets. Job details can serve as a useful basis for establishing dialogue and targets. Job descriptions can be used as reference points for arbitrating in disputes as to 'who does what' in a business.

b) Selection

Selection then consists of the processes involved in choosing from applicants a suitable candidate to fill a post. Selection involves procedures to identify the most appropriate candidates to fill posts. An effective selection procedure will therefore take into consideration the following issues, namely keeping the costs of selection down; making sure that the skills and qualities being sought have been identified; developing a process for identifying them in candidates; and making sure that the candidates selected, will want the job, and will stay with the company (Shangali, 2009). Keeping the costs of selection down will involve such factors as holding the interviews in a location, which is accessible to the interviewing panel, and to those being interviewed. The interviewing panel must have available to them all the necessary documentations, such as application forms available to study before the interviews take place. A short list must be made up

of suitable candidates, so that the interviews do not have to take place a second time, with new job advertisements being placed. Moreover, selection refers to the process by which a firm uses specific instruments to choose from a pool of applicants a person or persons most likely to succeed in the job(s), given management goals and legal requirements (Armstrong, 2008).

c) Public Service Recruitment Secretariat

It is one of the public employment agencies established by the Public Service (Amendments) Act Number 18 of 2007.

1.10 Organisation of the thesis

This thesis is organised into six chapters. Chapter one presents the introduction of the study. Chapter two presents the review of various literatures related to the study. The review is divided into three main sections includes theoretical literature review, literature from earlier studies and the synthesis. Chapter three presents the methodology used by the study.

Chapter four presents the research findings while chapter five discusses the research findings. Chapter six provides the conclusion and recommendations. It ends with the list of bibliography and appendices attached with this report.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter reviewed related literatures regarding the subject of inquiry comprising the theoretical literature review, literature review from earlier studies and the synthesis.

2.1 Theoretical literature review

Korsten (2003) and Jones *et al.* (2006) argue that human Resource Management theories emphasise on techniques of recruitment and selection and outline the benefits of interviews, assessment and psychometric examinations as employee selection process. They further stated that recruitment process may be internal or external or may also be conducted online. Typically, this process is based on the levels of recruitment policies, job postings and details, advertising, job application and interviewing process, assessment, decision making, formal selection and training (Korsten 2003).

Moreover, Jones *et al.*, (2006) suggested that examples of recruitment policies in the healthcare, business or industrial sector may offer insights into the processes involved in establishing recruitment policies and defining managerial objectives.

On the other hand, Korsten (2003) states that successful recruitment techniques involve an incisive analysis of the job, the labour market scenario/conditions and interviews, and psychometric tests in order to find out the potentialities of job seekers. Furthermore, small and medium sized enterprises lay their hands on interviews and assessment with main concern related to job analysis, emotional intelligence in inexperienced job seekers, and corporate social responsibility.

Other approaches to selection outlined by Jones *et al.*, (2006) include several types of interviews, role play, group discussions and group tasks, and so on. But, any management process revolves around recruitment and failure in recruitment may lead to difficulties and unwanted barriers for any company or organisation, including untoward

effects on its profitability and inappropriate degrees of staffing or employee skills (Jones *et al.*, 2006). In addition, insufficient recruitment may result into lack of labour or hindrances in management decision making, and the overall recruitment process can itself be advanced and amended by complying with management theories (Taylor, 2006).

Balovich (2002) found that in most cases, many candidates apply for jobs while the system used for short listing is manual and time consuming. Therefore, it becomes a very difficult and lengthy process to assess each applicant fairly particularly when there is time pressure and at times when some members of the panel have special interest in some job applicants. Experience has shown that the open recruitment process is very long from the permit application to the filling of the post. The process is expensive, but on the other hand, it takes a lot of time for responsible officers and hence affects other duties and programmes (Shangali, 2009).

Flippo (2007) defines recruitment and selection process as “A process of searching for prospective employees and stimulating and encouraging them to apply for jobs in an organisation.” In simpler terms, recruitment and selection are concurrent processes and are void without each other. They significantly differ from each other and are essential constituents of the organisation. It helps in discovering the potential and capabilities of applicants for expected or actual organisational vacancies. It is a link between the jobs and those seeking jobs.

Compton and Nankervis (1998) state that the recruitment and selection of a new employee is a very important function as organisations are finally beginning to realize that employees are their most important asset. The development of appropriate recruitment and selection practices can prevent the costly error of hiring the wrong person for a particular position. Selecting the wrong person can cost thousands of dollars in advertising, interviewing, training, and administrative expenses. Then there is the time lost in the selection process, disruption to the department due to a position needing to be filled, and the negative effects on productivity and morale when a new hire performs a job unsuccessfully (Shangali, 2009).

The first item in recruitment and selection" is to make selection processes "fair, open and transparent." Fair recruitment and selection practices that give all applicants equal opportunities to meet the job requirements help to protect against discrimination claims and typically give you the best candidates. Open communication and transparency with applicants on how the selection process works establish your organisation as an ethical recruiter and employer (Azmi, 2010).

Sparrow (2006) contended that recruitment should begin as soon as needs are identified. Recruitment is the process of locating, identifying, and attracting qualified applicants for available positions. Successful recruitment depends upon finding people with the necessary skills, expertise and qualifications to deliver organisational objectives and the ability to make a positive contribution to the values and aims of the organisation. Recruiting and selecting the right people is of paramount importance to the continued success.

This recruitment and selection sets out how to ensure, as far as possible, that the best people are recruited on merit and that the recruitment process is free from bias and discrimination (Czebter, 2002). The traditional human resources management approach entailed either hiring people with the required skills or training employees to develop the skill sets required for the organisation (Sparrow *et al*, 2004).

The challenge for human resources managers in the new order is to ensure an employee-employer fit (Czebter, 2002). Ways to ensure employee-organisation fit include; selecting employees based on the ability to do the job; hiring employees who value teamwork and who can work with other employees; and hiring employees whose personal values and outlook match organisational values and culture (Hellen, 2010).

This is supported by the research done by Collins at Cornell University's Centre for Advanced Human Resource Studies (2007) which indicated that firms do well to adopt a selection strategy of attracting and selecting employees whose personal values and outlook fit organisational culture and values.

Such firms have 7.5% higher revenue growth, 6.1% higher profit growth, and 17.1% lower turnover compared to firms that do not adopt this strategy.

Mullins (2006) contends that the traditional approach to equipping employees to fulfill organisational requirements entailed training and developmental interventions as challenges encountering human resource managers. The scope of training and development has undergone much change in recent times noted for high labour mobility.

The dimensions of HR challenges in this regard include: understanding the employee's innate skills and competencies and providing employees with opportunities to apply these skills for the benefit of the organisation; skill enhancement of the workforce to promote adaptability, resilience, and agility; adopting a market driven approach. This is done to ensure employee competence while focusing on employee performance (Czebter, 2002).

Hellen (2010) pointed out that, diversity ranks among the most underestimated challenges confronting human resource managers in the process of recruitment and selection. The increasing thrust towards globalization has resulted in internationalisation of the workforce, and the increased demand for talent has resulted in groups of people hitherto out of the workforce entering the workforce (Shangali, 2009).

The dimensions of workplace diversity include age, ethnicity, gender, physical abilities, race, sexual orientation, educational background, geographic location, income, marital status, religious beliefs, parental status, and experience. A key challenge facing human resources managers is to manage and retain such diverse talent (Azmi, 2010).

2.1.1 Recruiting agencies

These include; employment agencies, employment consultants and executive search consultants according to Taylor (2006).

a) Employment Agencies

In return for basic information about the job to be filled (you should provide them with the job description and personnel specification), an agency will do some preliminary matching between your requirements and the individuals who are currently registered with them or who respond to an advertisement placed by the agency. The employment agencies can be federal or state or they could be private. These agencies assist in locating managerial talents for such top jobs as president or other major officers of a company or organisation. The employment agencies possess specialised recruiters and selectors who perform their duties professionally (Jones *et al.*, 2006).

With the existing shortage of qualified managerial talent, executive search firms have contributed significantly to locating qualified managers for important positions. The requesting firm or company usually pays the placement fees (Taher *et al.*, 2010). An example of a recruiting agency is Radar Recruitment which was established in June 2004 to help Tanzanians find better opportunities and to help companies find the best people. It is now one of the leading recruitment consultancies in East Africa, with an extensive and growing database of candidates (Shangali, 2009).

Radar recruitment agency is divided into four parts which are radar recruitment, radar development, radar training, and radar education. It has qualified recruiters and selectors who have specialised in this career something that enhances its strength.

b) Employment Consultants

When you engage the service of a consultant, he will normally come and visit your company and help you to compile the personnel specification. He will then examine the files to see if he is currently in contact with any suitable prospects. If not, he will advertise on your behalf, preserving your company's anonymity, if you desire (This may be useful if the salary is politically sensitive in the organisation) (Korsten, 2003). The consultant will then screen applicants, leaving you with a shortlist of candidates from whom you may make your final choice.

The consultants possess specialised recruiters and selectors who perform their duties professionally (i.e. they normally have separate departments dealing with specific works pertaining recruitment and selection). Like the agencies, the consultants operate on a sort of sale or return basis: if you don't select anybody, you don't pay a fee (although you may have to meet advertising expenses) (Jones *et al*, 2006).

c) Executive Search Consultants

Some consultancies offer a special search facility for senior appointments. Operation is almost entirely through personal contacts. They will seek out the one right person for the job in question and approach him with a view to discussing the possibilities (Ongori, 2010).

By building up detailed dossiers on people who may currently be employed by your competitors, they are able to match jobs and people down to a small shortlist. The executive search consultants also possess specialised recruiters and selectors who perform their duties professionally. Although their methods have often been described as just an expensive form of poaching, for high level vacancies where candidates are not actively seeking a job change and are therefore unlikely to respond to an advertisement, executive search may prove fruitful (Jones *et al.*, 2006).

2.1.2 Overview of PSRS

2.1.2.1 PSRS

Public Service Recruitment Secretariat was established under Section 4.6 of The Public Service Management and Employment Policy of 1999 as amended in 2008. This policy, among other things, came with clear guidelines on Recruitment in the Public Service (Xavier, 2013) stipulating that:-

- i) There shall be established an Institution which will be charged with duties of conducting Recruitment process in the Public Service so as to relieve Employment Authorities from this functions and make them concentrate on their mandated legal functions.

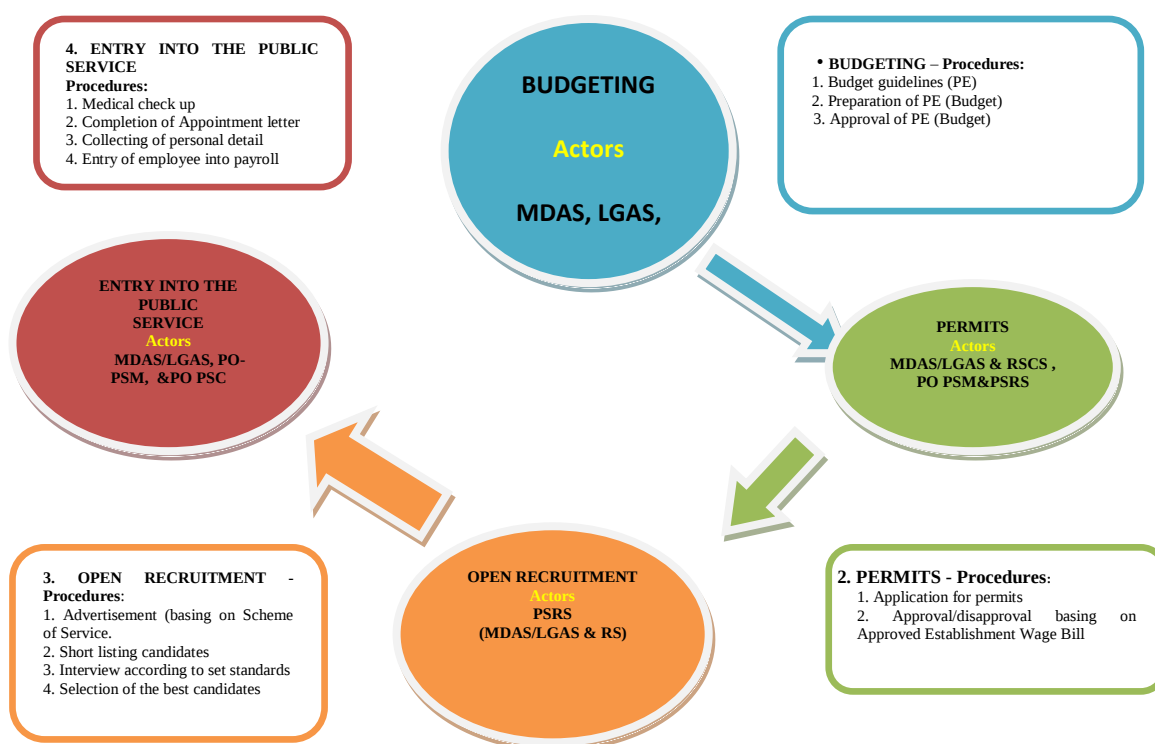
- ii) All vacancies at entry point in the Public Service shall be conducted by open competition.
- iii) Selection criteria on entry point shall be based on professional competence, learning potential, and track records and that experience shall not be the criteria, unless required by the post.

The functions of PSRS are:

- i) Search for various professionals with special skills and prepare database for such professionals for easier recruitment;
- ii) Register graduates and professionals for purposes of ease of reference of filling vacant posts;
- iii) Advertise vacant posts occurring in the public service;
- iv) Engage appropriate experts for purposes of conducting interviews;
- v) Advise employers on various matters related to recruitment

Recruitment and selection procedures have the following steps as summarized in Figure 2.1.

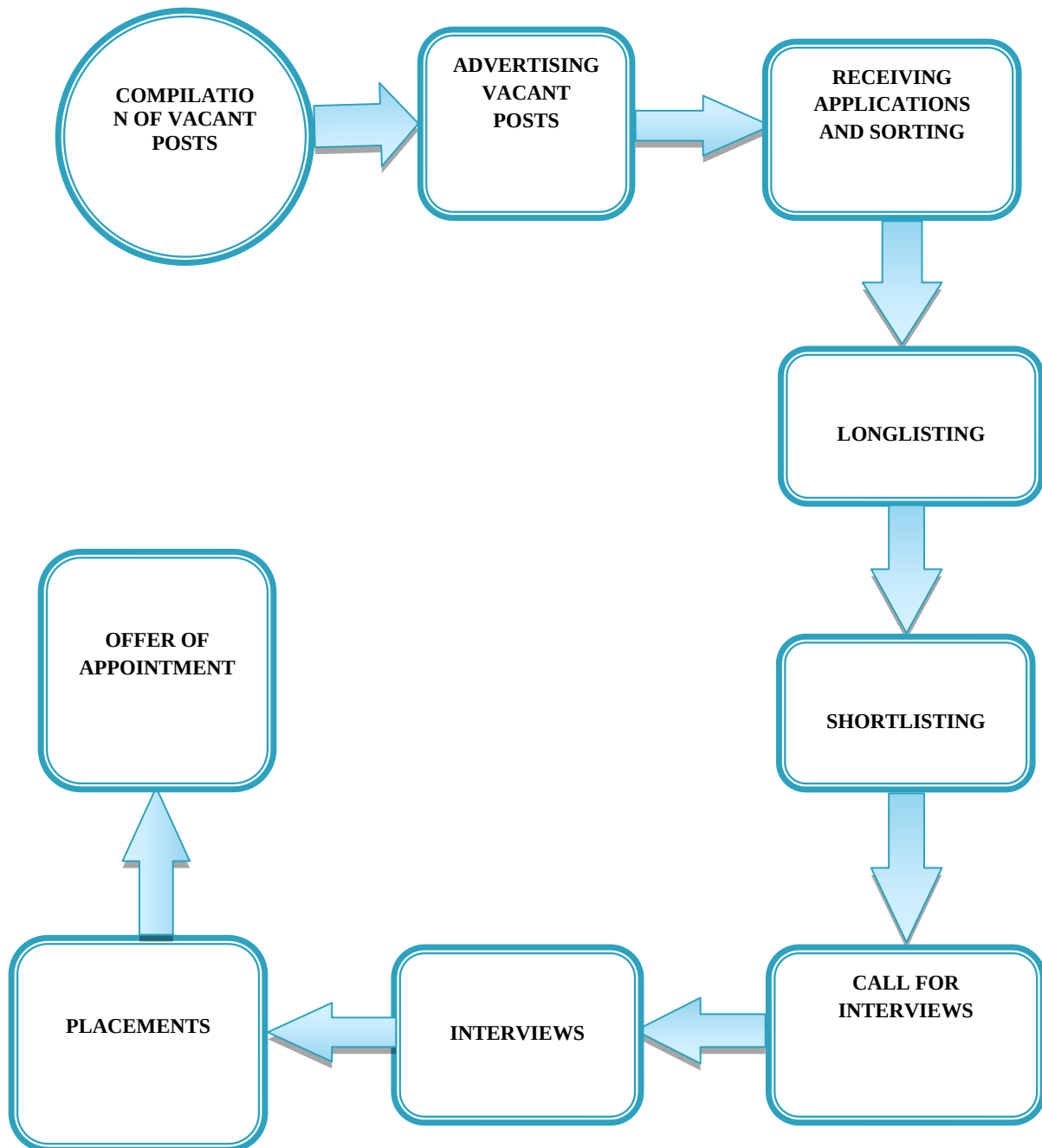
Figure 2.1: Recruitment Procedure according to PSRS



Source: PSRS, 2013

However, PSRS follows the following stages in recruitment as given in Figure 2.2.

Figure 2.2: Stages of the recruitment process



Source: PSRS, 2013

2.1.2.2 Challenges facing recruitment process at PSRS according to Xavier (2013)

a) Forgery

Since PSRS became operational in March, 2010 it has observed a number of forgery cases whereby some applicants do present forged certificates (qualification). This is mostly the case of secondary education (ordinary level) and even at the level of technical education. Also some applicant provides wrong information in their CV's.

b) Silos

Some Public Institutions do not share ICT initiatives with other Government Institutions. These institutions have good ICT facilities that have not been integrated. Had it been the case that PSRS had used these facilities probably the recruitment process would be more efficient and effective especially on the use of some information from their databases.

c) Scarce employment opportunities Vs big number of applicants

Since employment opportunities are very inadequate, PSRS receives many application letters from different applicants who launch applications wherever they feel qualified for the posts. This tendency causes the recruitment process to take long time since it is mostly done manually.

d) Stakeholders' expectations

Some stakeholders have high expectations with the output of PSRS recruitment process.

e) Digital divide

There is a gap between those who have access to modern information technology and those who do not have. This sometime leads to lack of support in the use of ICT in facilitating institutional business processes. E.g. the advert using a website www.ajira.go.tz is not accessible to all.

2.2 Literature review from earlier studies

In a 2005 global study commissioned by the World Federation of Personnel Management Associations stated that, managing change presented a challenge to 48% of companies or organisations. 40% of North American companies indicated that change management is one of their biggest challenges. Restructuring of organisations and industry- due to downsizing, mergers, expansion, and other factors- is one of the most notable kinds of change companies must deal with, according to the survey (Sparrow, 2006). However, that survey could not identify the institutional and structural effectiveness of organisations in managing recruitment and selection as seen in many companies in developing countries on the way to acquire competent employees while improving the human resource managers coaching ability.

Collins (2009) in his study affirmed that recruiting the best candidates and retaining them poses a challenge as when human resources personnel identifies and interviews appropriate candidates, deciding which one to select might be easy. However, the need to develop strategies for attracting the best candidates was vital. According to Lawrence *et al.*, (2006) on "Recruiting Strong Management," human resource departments have historically failed to use new technology---like job search websites---to find new employees. However, findings by Collins (2009) couldn't identify the mechanisms used by organisations in carrying out recruitment and selection activities in the public services.

On the other hand, Barrett *et al.*, (2007) noted that, human resources managers need to respond to the demands of global competitiveness by becoming more familiar with language skills, cultural awareness, diversity and promotion for the purpose of holding recruitment and selection of employees well. Additionally Azmi (2010) stated that HR professionals must be committed to continuous learning, being familiar with cutting edge communication. HR professional must be proactive with all strategies and action plans geared on recruitment and selection in order to meet the changing needs of the organisation. They must be thorough with the basic functions of HR including planning, organising, leading and controlling human resources. However, the study by these

authors couldn't examine the effectiveness of organisations on recruitment and selection processes for the betterment of companies/organisations.

Taher *et al.*, (2000) carried out a study to critique the value-added and non-value activities in a recruitment and selection process. The strategic manpower planning of a company, training and development programme, performance appraisal, reward system and industrial relations, was also appropriately outlined in the study. This study was based on the fact that efficient HR planning is an essence of organisation success, which flows naturally into employee recruitment and selection. Therefore, demand rather than supply must be the prime focus of the recruitment and selection process and a greater emphasis must be put on planning, supervising and control rather than mediation. Extending this principle, a realistic approach to recruitment and selection process was demonstrated, and the study found that an organisation is efficient only when the value it commands exceeds the price involved in determining the process of decision making or product. In other words, value-added and non-value added activities associated with a company's recruitment and selection process impacts its role in creating motivated and skilled workforce in the country was vivid. Thus, the study identified the waiting time, inspection time and filing time as non value added tasks and the cost of advertisement as the only value added activity in the overall process.

Korsten (2003) investigated the recruitment and selection section of Bangladesh Open University. It was found that whenever the recruitment and selection department of BOU received a recruitment request of new applicants from other sections, the officials failed to instantly advertise the vacancy in various media. The university had to follow some long sequential steps prior to doing so. After the vacancy is publicly advertised, what followed were the bureaucratic formalities and complications together with inspection and supervision by two departments thereby causing unnecessary waiting in the recruitment and selection process that eventually increases the cost of recruitment by keeping the organisation's image at stake. The study also witnessed some amount of repetition taking place at every step of recruitment where the applications of applicants circulating around too many departments for verifications.

This repetitive work tends to engage unnecessary persons for a single task that results in unnecessary delay in the decision and unjust wastage of manpower.

After careful consideration of similar problems in the BOU, Taher *et al.*, (2006) recommended for amending the recruitment process by stating that firstly processes like job analysis and searching internal and external sources must be followed by direct advertisement of the post as the HR's own responsibility, and not by any intermediate officials. This will eliminate the non-value activities. Secondly, Taher *et al.*, (2000) suggested a 'system' to be introduced to ease the respective department to study the short listed candidates, which can be done only by the request of the HR department. A medical assistance must be sought by BOU in regards to the physical or mental abilities of applicants for the job function as well as their workers compensation and risk. A procedure needs to be devised pertaining to the privacy and confidentiality of medical reports. Thus, this privacy and decrease in non-value added activity of the medical exam can be sustained effectively by testing the applicants via contracted medical advisors, or in-house doctors. Use of a computer based HR system should be installed in BOU to manage the pool of information about employees and to make the organisation to take just-in-time HR recruitment and selection decisions.

2.3 Synthesis

Based on the theoretical review and the literatures from earlier study reviews in this study, there are human resource recruitment and selection challenges regarding what have been envisaged from various studies and what can be seen on PSRS. However, PSRS faces enormous challenges regarding the structure that can enhance quality and quantity of employees to be recruited, its effectiveness on recruitment and selection of its prospective employees which need to be unveiled for its success by carrying a research study. Although various studies have shown various aspects regarding what a recruitment and selection agency needs to do, there is inadequacy of literature on the importance of public service recruitment secretariat in managing the recruitment and selection functions and hence not much of its strength is known. This study therefore, attempts to fill that gap.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter describes the method used in conducting this research. These include study area, research design, population of the study, sampling procedures, data collection methods, and data analysis techniques.

3.1 Study area

The study was conducted at the Public Service Recruitment Secretariat headquarters which is in Dar es Salaam. The researcher has chosen this study area specifically because; despite that PSRS has been carrying out its functions, its institutional strength in managing the recruitment and selection functions seems to be questionable as there is no evidence so far to confirm that the current structure facilitates the secretariat to achieve its goals. The structure seems to have no departments specifically dealing with recruitment and selection rather than officers' recruitment section (Appendix I).

3.2 Research design

Case study design was utilised as data were collected at a certain period of time from a relatively large number of cases or units of inquiry under investigation and only a sample of cases was examined. This allowed the collection of data from different groups in a given time. The results from the current investigation will be of use by other employment agencies for the enhancement of their organisational strength and structural effectiveness

3.3 Population of the study

3.3.1 Population

The study population comprised of 151 respondents. These included 136 from administrative and 15 senior staff.

Table 3.1: Population

SNo	Unit/Department	Number of staff	% of the total
1	Administration and HRM division	26	17.2
2	Finance and Accounts Unit	17	11.3
3	Procurement management unit	11	07.3
4	Legal services unit	08	05.3
5	Planning, monitoring and evaluation unit	12	07.9
6	Education, information and communication unit	07	04.6
7	Internal audit unit	08	05.3
8	Recruiting management unit	12	07.9
9	Officers recruitment section	18	11.9
10	Non-officers recruitment section	07	04.6
11	Quality control unit	08	05.3
12	Information and communication technology unit	17	11.4
	Total	151	100

Source: PSRS, 2014

3.4 Sample size and sampling techniques

The sample size of the study involved 25 respondents which was 16.5% of the target population. This sample was determined from the strata emanating from the two clusters of administrative and senior staff where the stratified sampling method was used. From the total of 151 respondents were divided into strata and random sampling method was used in selecting a portion of employees from each stratum for further analysis. The following shows the randomly selected sample per stratum.

Administrative staff $136/151 \times 100 = 90.1\%$

Senior staff $15/151 \times 100 = 9.9\%$

Table 3.2: Sampling

SNo	Unit/Department	Number of staff	% of the total
1	Administration and HRM division	3	12
2	Finance and Accounts unit	2	08
3	Procurement management unit	2	08
4	Legal services unit	2	08
5	Planning, monitoring and evaluation unit	2	08
6	Education, information and communication unit	2	08
7	Internal audit unit	2	08
8	Recruitment management division	2	08
9	Officers recruitment section	2	08
10	Non-officers recruitment section	2	08
11	Quality control unit	2	08
12	Information and communication technology unit	2	08
	Total	25	100

Source: PSRS, 2014

The study utilised two methods of sampling namely the simple random sampling procedure and purposive sampling technique.

3.4.1 Simple Random Sampling

This method was utilised as each respondent had the same and independent chance of being selected. It was used to select the sample from each population. To obtain respondents; simple random sampling procedure was used as follows. A complete list of employees from PSRS was obtained. Every employee was given a unique number and the lottery technique of simple random sampling was used. Every name as well as its serial number was written on a piece of paper. All the pieces of paper were mixed and the numbers of pieces of paper corresponding to the numbers of predetermined samples were picked randomly. Lastly, the employees whose names appeared on the picked pieces of paper were requested to appear for the interview. According to Amin (2005) randomization is effective in creating equivalent representative groups that are essentially the same on all relevant variables thought of by the researcher.

3.4.2 Purposive sampling

The researcher purposively selected the senior staff from all departments. The total number of staff selected purposively was 12 from a total of 15 senior staff from PSRS. The reason given for its justification is that, it is a non-random sampling procedure in which personal experience regarding recruitment and selection of human resources in his/her department was considered to be key derived from the position one held or the roles s/he played in relation to this activity.

3.5 Data Collection Methods

Primary and secondary data collection methods were used to elicit information from respondents and other sources.

3.5.1 Primary Data Collection Methods

Primary data collection method was used by the researcher to collect data from the field whereby interview and questionnaires were utilised.

3.5.1.1 Interviews

The researcher utilised interviews to PSRS senior staff that were familiar with recruitment and selection functions in the organisation. The senior staffs were consulted for they are responsible for solving recruitment and selection issues. Yin (2003) the interview tool is very important source of getting information and it is helpful in handling case study related matters as the research design indicates. An Interview Guide is attached in Appendix III.

3.5.1.2 Questionnaires

Questionnaires were used to obtain information from ALL administrative staff. This complemented and supplemented information obtained under interview and documentary review. The reason was to obtain consistency of responses to the questions asked in repeated measurements (Carmines and Zeller, 1979). The sample questionnaires are attached in Appendix II.

3.5.2 Secondary Data Collection Methods

The researcher used documentary review in order to access accurate and reliable data regarding the institutional strength of PSRS in managing recruitment and selection functions. Sources of data comprised of personal profiles, guidelines, directives, policies, regulations, books and journals. Others were gathered from the internet, and different university libraries.

3.6 Data analysis techniques

The data was analysed by looking at the institutional strength of the PSRS in terms of looking at the level of manning level, education, working experience and the mechanisms used by the PRSR in recruitment and selection of employees. The data collected were analysed both qualitatively (using content analysis) and quantitatively (using descriptive statistics). These were summarized, coded and analysed by Statistical Package for Social Science (SPSS). Frequency distribution and percentages were used to describe major variables from quantitative data.

Qualitative data were analysed using content analysis procedures whereby the data were transcribed and summarised in a way that led to the formation of large themes and patterns of information reflected by the data. The emerging themes or chunks of information were compared and merged and described and their meaning assigned in a manner that addressed the research objectives and research questions (Creswell, 2007). The narrative style was used to describe the emerging themes and patterns of data that reflected experiences of the respondents with regard to the strength of PSRS in managing the recruitment and selection functions in Tanzania.

CHAPTER FOUR

PRESENTATION OF FINDINGS

4.0 Introduction

This chapter presents major findings on issues related to the investigation of PSRS institutional strength in managing recruitment and selection functions. To start with the researcher presents first the demographic characteristics of respondents, then identifies the institutional and structural effectiveness of the PSRS in managing recruitment and selection functions; finally identifies mechanisms used by PSRS in carrying out recruitment and selection activities in the public service.

4.1 Demographic Characteristics of the Respondents

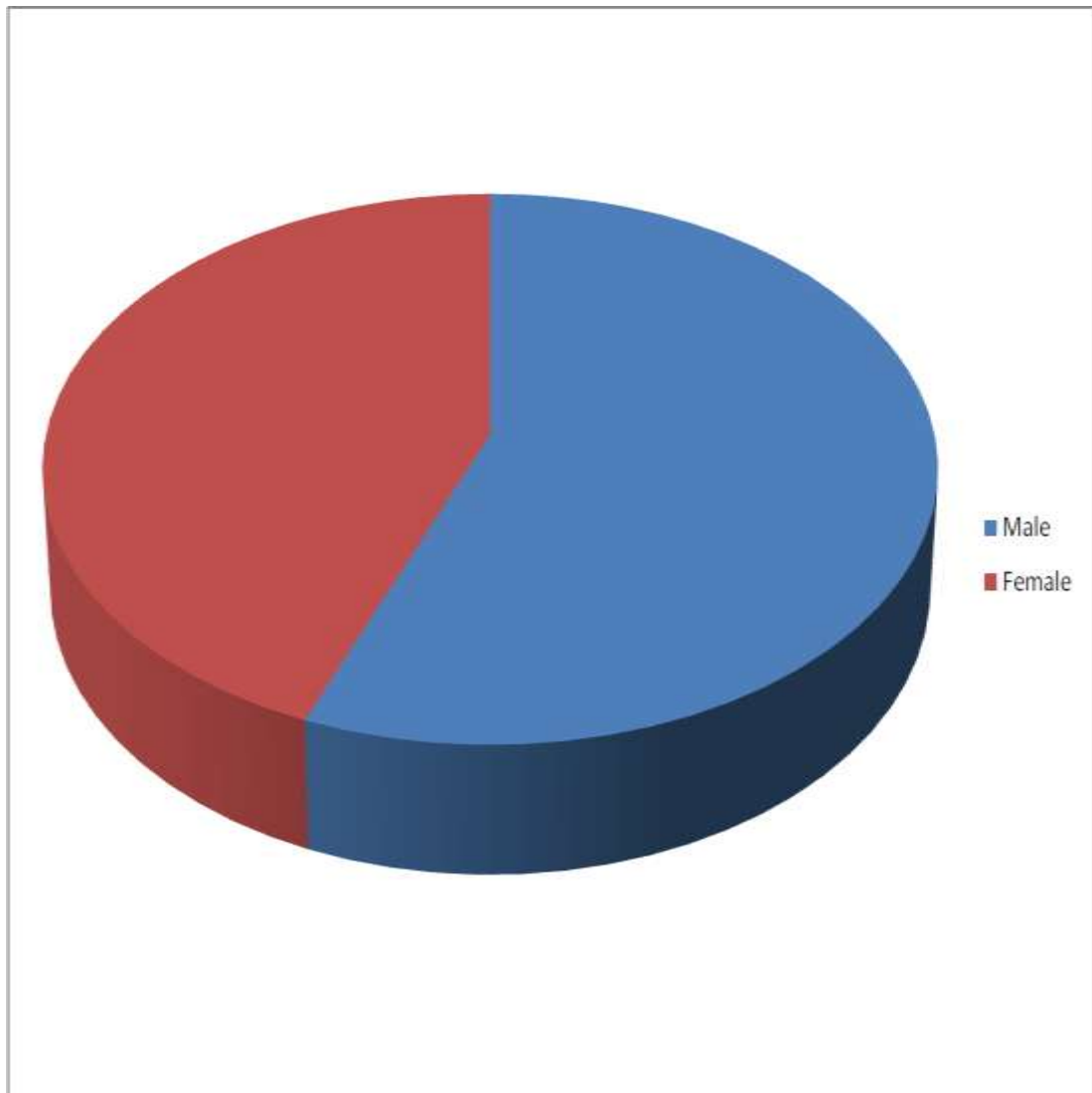
The respondents' demographic characteristics included; gender/sex, education level and years of years in working at PSRS. The examination of respondents' demographic information showed the following as given in Table 4.1.

Table 4.1; Respondents characteristics

Information		
Gender/sex	Frequency	Percent
Female	11	44
Male	14	56
Total	25	100
Level of education	Frequency	Percent
University degree	12	48
Masters	10	40
Others	03	12
Total	25	100
Number of years working at PSRS	Frequency	Percent
One year	06	24
Two years	05	20
More than two years	10	40
Less than one year	04	16
Total	25	100

Source: Field data (2015)

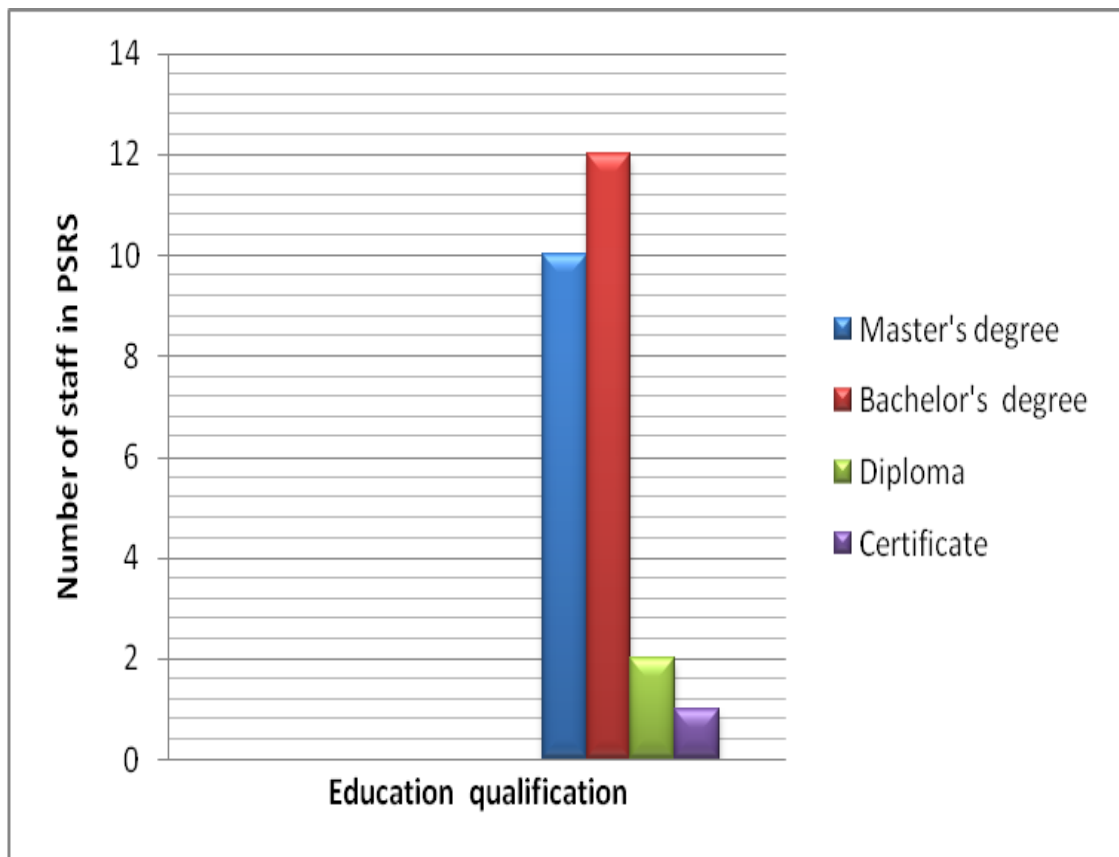
Figure 4.1: Gender information in PSRS



Source: Field data 2015

As it has been shown from the pie chart above 56% off all the employees in PSRS are male and 44% of all the employees are female. These employees got an equal chance to employment which shows that gender balance have been followed in the working area. These employees possess different skills and qualifications and they have been employed to work in all units of the PSRS since it has 12 different units including the recruitment unit. Every one works in their area of specialisation with perfection and they assist each other in recruitment and selection of employees to work in the public service. Generally, they all cooperate and work together as a team.

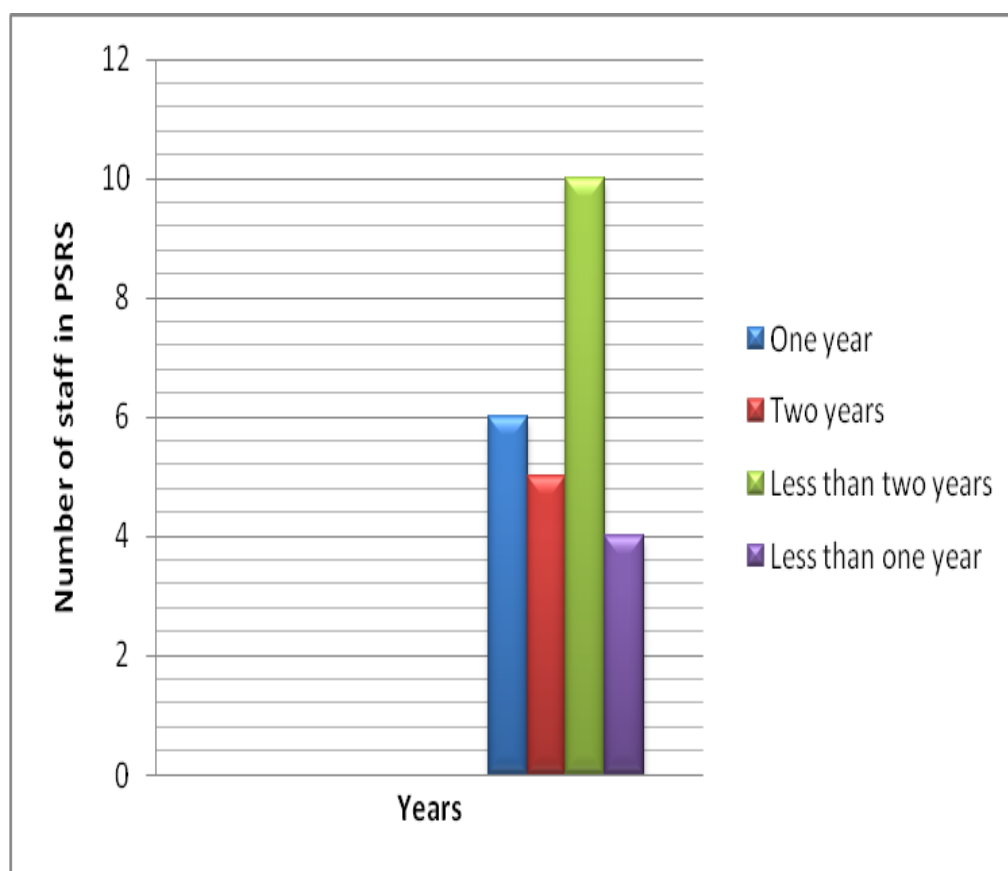
Figure 4.2: Education level of staff employed by PSRS



Source: field data 2015

Regarding the level of education of the respondents, 10 of the employee's that is 40% of the employees possessed master's degrees, 12 of the employee's that is 48% possessed bachelor's degree while 2 possessed diplomas and one has a certificates that is 12%. Those who possessed diplomas and certificates were assisting in undertaking various works at PSRS. Those who possessed master's and bachelor's degrees were working in the professional cadres such as in the administration and human resource, finance and account, recruitment and selection, legal service, auditing, procurement, information and communication unit, etc. Those who possess bachelor's and master's facilitate the development of the PSRS by using their knowledge to work, imposing new ideas and solving problems in a creative manner. Generally, the data indicates that most of the employees in the public service were employed by virtue of the qualifications as affirmed by Xavier (2013).

Figure 4.3: Work experience of PSRS staff (in years)



Source: PSRS field data 2014

Regarding the number of years working at the PSRS, 06 of the employees, that is 24% of the employees had worked at PSRS for one year; 05 of the employees, that is 20% had worked at PSRS for two years; 10 of the employees, that is 40% had worked for more than two years and; 04 of the employees, that is 16% had worked for less than one year. The general picture then is that the majority of the employees were at the PSRS for more than two years, meaning that they have little working experience at the PSRS due to the fact that, since the establishment of the PSRS its not more than 5 years. The institution is growing and needs more employees who are experienced employees some new innovations in order to carry out its activities as required.

4.2 Institutional Capacity of PSRS in managing recruitment and selection functions

The Public Service Recruitment Secretariat is an independent department established under section 29(1) of the Public Service (Amendment) Act Number 18 of 2007 which

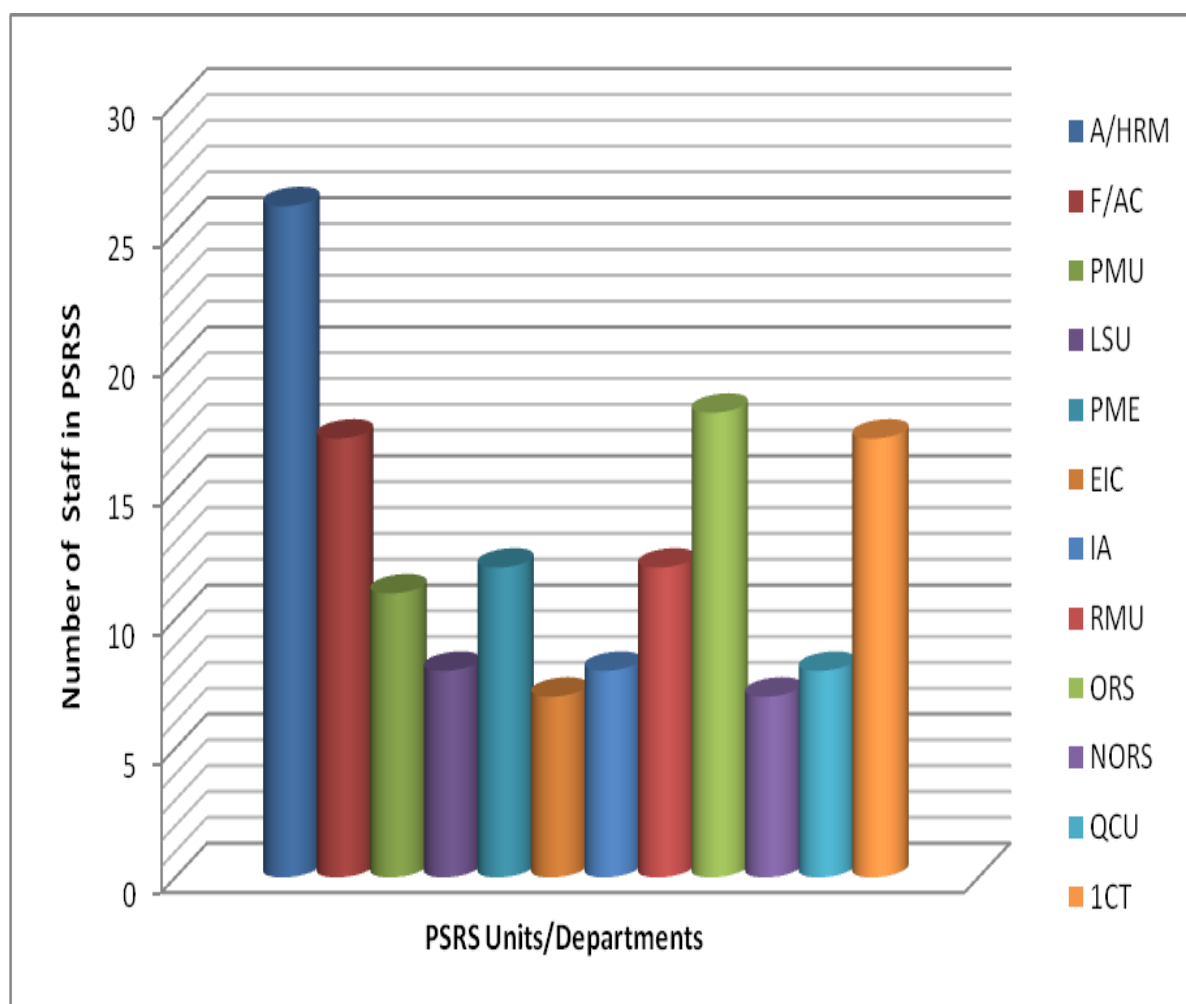
is charged with the major role of facilitating recruitment and selection processes in the public service. It has 12 departments/units as shown in Appendix I. Moreover, selection and recruitment is done in cooperation with two departments of recruitment management division and officers' recruitment section. These have a total of 30 personnel of various skills in human resources and public administration. However, there are few personnel trained specifically on recruitment and selection only something that requires an attention for the enhancement of the institution.

Table 4.2: Manning levels of employees in the PSRS as at 30th June 2014

SNo	Unit/Department	Number of staff	% of the total
1	Administration and HRM division	26	17.2
2	Finance and Accounts Unit	17	11.3
3	Procurement management unit	11	07.3
4	Legal services unit	08	05.3
5	Planning, monitoring and evaluation unit	12	07.9
6	Education, information and communication unit	07	04.6
7	Internal audit unit	08	05.3
8	Recruiting management unit	12	07.9
9	Officers recruitment section	18	11.9
10	Non-officers recruitment section	07	04.6
11	Quality control unit	08	05.3
12	Information and communication technology unit	17	11.4
	Total	151	100

Source: PSRS, 2014

Figure 4.4: Manning levels of employees in PSRS as from 30th June 2014



Source: PSRS 2014

Key.

A/HRM - Administration and human resource

F/AC - Finance and accounts

PMU - Procurement management unit

LSU - Legal service unit

PME - Planning monitoring and evaluation

EIC - Education information communication

IA - Internal Audit

RMU- Recruitment management unit

ORS - Officers recruitment section

NORS- Non officers recruitment section

QCU - Quality control unit

ICT- Information communication unit

The PSRS has a total number of 18 officers working in the recruitment unit of the secretariat which is 11.9% of all the employees in the secretariat. Recruitment and selection is one of the major functions of the PSRS but it has been observed that those who are employed to perform recruitment and selection are fewer than any other employees which leads to a lot of questions and doubts on how do they manage to deal with all the applications sent to the secretariat and how do they manage to select the best employees to work in the public service.

The recruitment officers are very few in number compared to the work load they have of recruiting and selecting employees to work in the public service and they are not specifically trained for recruitment.

The other major defect that has been discovered is that there are no selection officers or selection unit while one of the major duties is selection, but the selection unit have not been established and there are no selection officers.

Those who conduct recruitment and selection are the recruitment officers and they conduct both recruitment and selection. Also, they only have the basic knowledge to perform recruitment and selection which they got from their degree but they are not specifically trained in recruitment and selection.

Again there is no special unit for conducting interview and there are no special officers for conducting interview to the selected candidates. Those who deal with recruitment and selection also have to assist in interview and they have to invite the employer to

come and interview the candidates who have been shortlisted for interview. This shows that the PSRS is not stable and it still doesn't have enough strength to perform recruitment and selection.

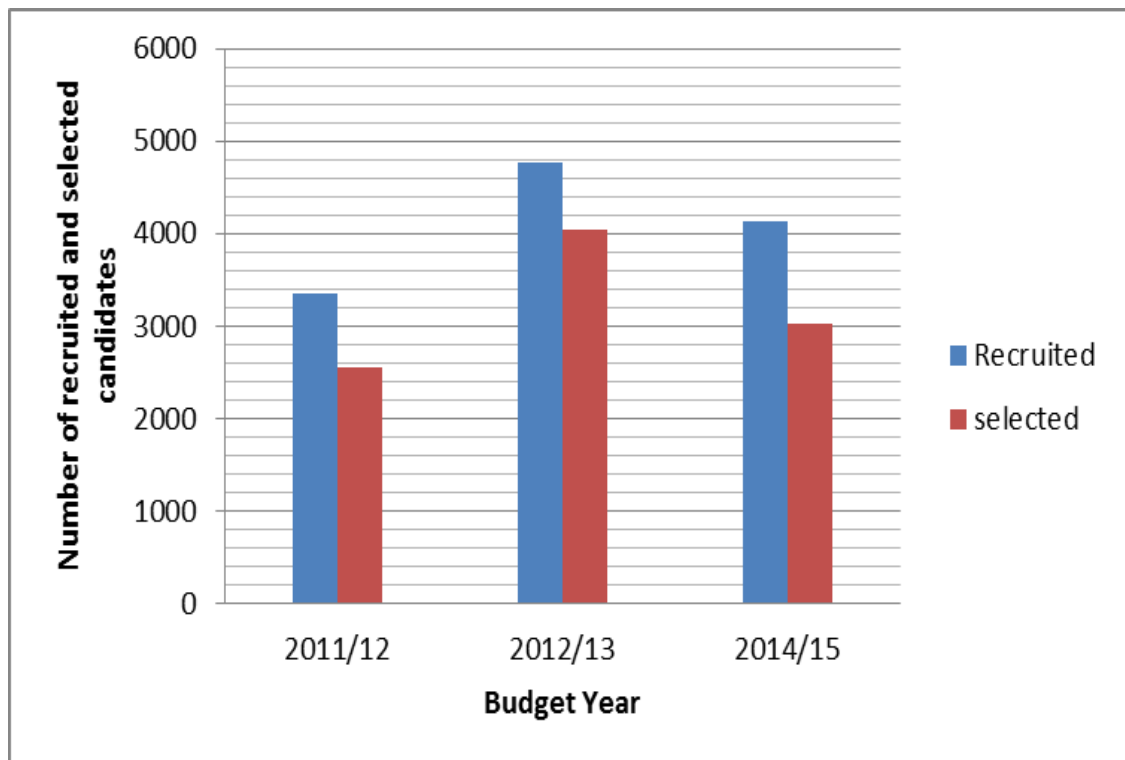
In addition there are no officers to perform aptitude and psychology test to those who have been selected to see to whether they are fit for the employment and they will last longer in the organisation that they are going to join. Currently, the young generation is being enrolled to work in the public service some of them are of good character and have manners and discipline for the employment and some of them have awkward behaviours and they tend to turn off from their employment after some few years. Therefore, the aptitude test and the psychology test will help to discover employees of such behaviour and remove them before they get into the public service.

Table 4.3 : Number of candidates recruited and selected in public service

Years	Recruited	Selected
2011/2012	3346	2560
2013/2014	4774	4040
2014/2015	4137	3025

Source: Kiondo Warioba budget speech 2011/2012.

Figure 4.5: Number of candidates recruited and selected in the public service



Source :Kiondo warioba budget speech 2011/2012

4.1.1 Manning Levels

Table 4.3 shows that the number of newly recruited and newly selected employees in each year. In the year 2011/ 2012 a total number of 3346 employees were recruited and 2560 employees were selected and in the year 2013/2014 a total number 4774 employees were recruited and 4040 employees were selected and lastly in the year 2014/2015 a total number 4137 employees were selected and 3025 employees were recruited .

This shows that the employees who work as recruiters and selectors are overloaded with work since each recruiter has to serve more than 1000 employees or more and some times the number is unknown since there are only 18 recruiters. This shows that the PSRS does not have enough strength to perform recruitment and selection as it is supposed to be and they lack the strength because they do not have enough man power to recruit and select employees in need speed and on time.

4.1.2 Education Level

Most of the employees in the PSRS who perform Recruitment and Selection have the general knowledge of Human resource management and Public administration. Some of them have a Degree in Human resource management and Public Administration and some of them have a master's degree in Human resource management and in Masters in public administration and they are few in number. The level of education they possess is right but the knowledge they have is not specifically for performing recruitment and selection. The PSRS is supposed to have special trained employees in the area of recruitment and selection, and they should have these employees in large numbers for a better performance of the institution. Therefore, this finding shows that the PSRS does not have enough strength to perform its function since those who perform recruitment and selection are only Bachelor's Degree holders and Master's degree holders in Human resource management and Public administration and are not well and specifically trained to Perform Recruitment and Selection compared to other recruitment agencies.

4.1.3 Working Experience

Regarding the issue of working experience it shows that most of the employees have less than six years since the establishment of the PSRS

Table 4.4: Years of working experience of PSRS staff

YEARS	No of staff in the recruitment section
1- 2	11
2- 3	1
Less than one year	4

Source: PSRS 2014

As it has been shown in the table above the number of recruiters with more than 2-3 up to above 3 years of working experience are few. So, this clearly shows that the Secretariat lacks enough strength to carry out its major functions since its employees

have less than six years of working experience and majority are still gaining experience while still on office.

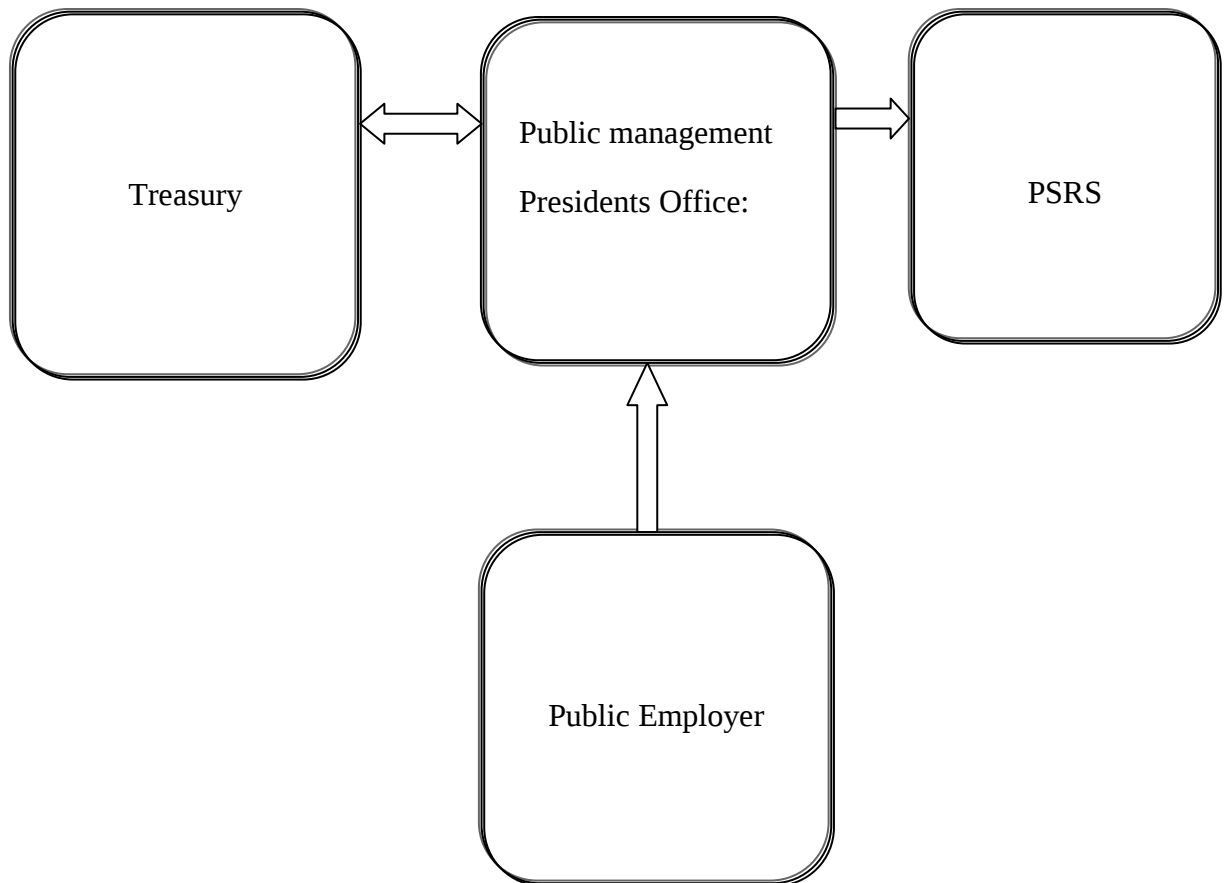
Table 4.2 it shows that there are few (30) personnel at PSRS dealing with recruitment and selection activities. In addition, there is no separate department solely dealing with recruitment or selection with enough personnel. This situation undermines the institutional strength of PSRS in managing recruitment and selection functions, thus a need to recruit more staff and restructure the organisation for its growth. It was found that recruiters and selectors at PSRS were inadequate and none of PSRS employees was particularly trained as a recruiter or selector. The employees were specialised in various fields such as human resources management, public administration etc something that necessitates PSRS to train its employees in specific areas for efficiency and effectiveness of the institution. Recruitment of staff who are not specialised into PSRS will lead to poor performance of the institution.

Moreover, the structure of the PSRS for the time being does not support efficiently the function of recruitment and selection. It therefore needs some reorganisation to suit the present situation. Reorganisation and structural adequacy has been underlined by other researchers as a necessity for PSRS like bodies to function well. Recruitment and selection bodies foremost need good structures for good performance. Due to the stiff competition for the few jobs available in the developing countries poorly structured recruitment bodies may lead to favouritism or encourage bribery and so injustice.

4.3 Mechanisms used by PSRS in carrying out recruitment and selection activities in the public service

PSRS utilises various mechanisms in carrying out its activities in synergy with the ministries, independent departments and other public institutions while carrying out its functions as these are part and parcel of the recruitment and selection stakeholders. The following are the mechanisms used.

Figure 4.6: Mechanism used by the employee to request for employees



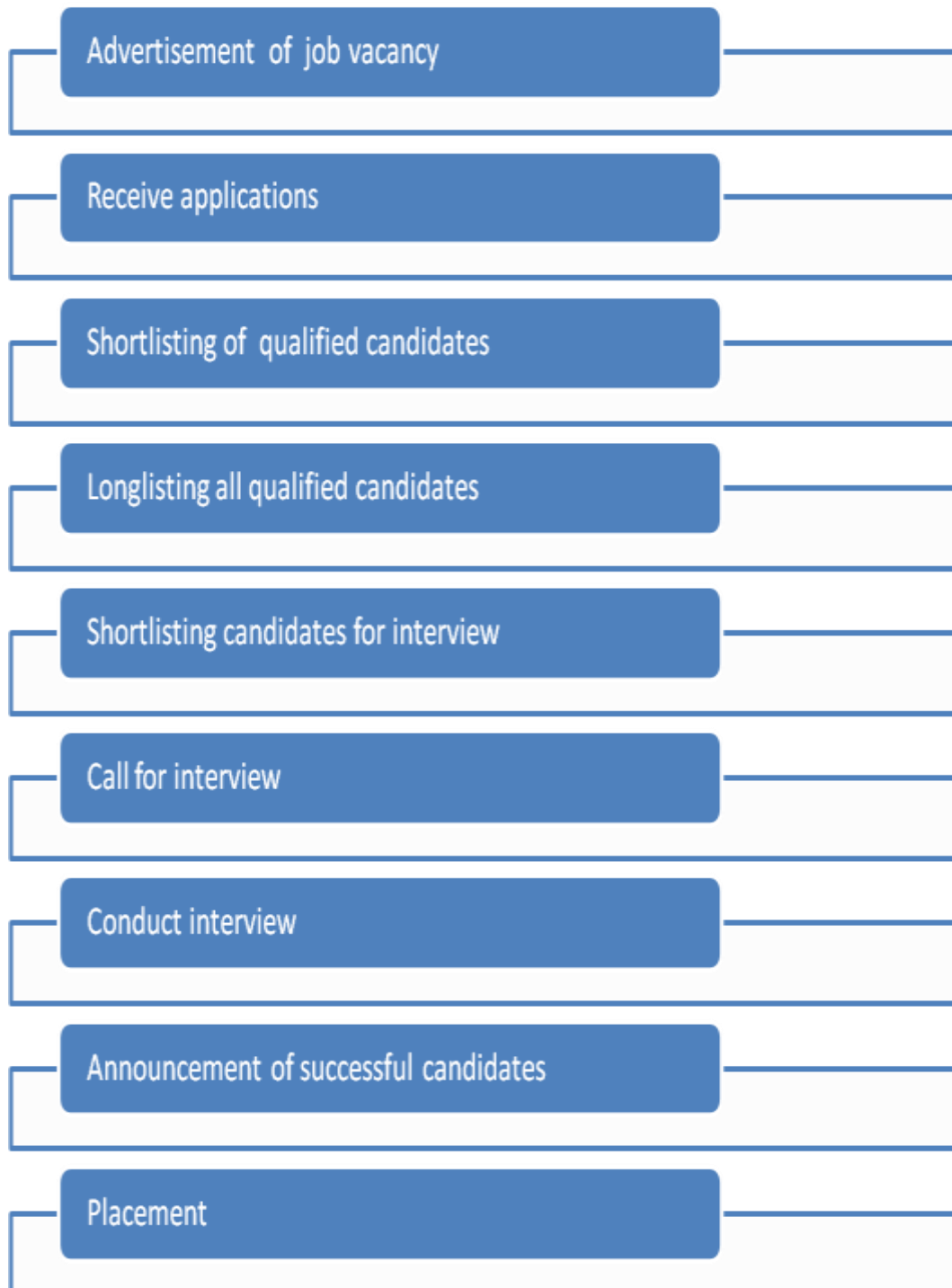
Source: Field data 2015

In the first phase of the employment process the employer from the public service is required to send a request by writing a letter to the President's office: public service management that there are 80 job vacancies in his ministry so he is requesting for a permission to employ 80 employees who are to work in his ministry and for a certain job position. Also, he will have to state which qualifications they must have.

There after the president's office: public service management will have to send the information that a certain ministry wants to employ 80 employees and the treasury that will have to see as to whether that ministry have enough budget for new employment. After the treasury seeing that they ministry have enough funds in their budget then the treasury sends a replay to the president's office: public service management that there are sufficient funds therefore the ministry can recruit new employees.

After getting such feedback from the president's office, public service management will send the information to the PSRS that the ministry has 80 job vacancies and it wants to recruit new employees so the PSRS should process the application of the ministry. Lastly, the president's office: public service management will give feed back to the ministry that his request has been successful and the PSRS are recruiting new employees for his ministry so he will receive new employees from the PSRS.

Figure 4.7: Mechanism used by the PRSR to recruit and select employees



Source: A report on facilitation of the recruitment process in the public service and its challenges by Xavier Daudi 2013.

In the second phase, The PSRS is the one dealing with recruitment and selection of employees to work in the public service.

After the PSRS receiving the permission to employ from the president's office, public service management the PSRS will send information to the public office that their requests have been accepted and they will recruit employees for them.

Thereafter, the PSRS will start the recruitment process preparing the advertisement and advertise the job vacancies available in the radios, magazines, the PSRS web site and in the television. The job vacancy advertisement helps to attract all qualified and interested candidates from all over the country to apply for the job vacancies that are available.

In the job advertisement the PSRS specifies the job position, the key responsibilities, the qualifications needed eg certificate, diploma, degree, masters, PhD holder, the scale of salary eg TGS E, the working station eg Morogoro, how to send the application i.e by postal address or uploading CV and the deadline for the application and time.

After preparing the advertisement and sending it in all the mass media possible the PSRS will start receiving applications from the interested candidates from all over Tanzania until the deadline date and time is reached. All the applications will be received and taken to the PSRS for the selection process.

In the selection process they will search for all the candidates who have the required qualification as needed for the job vacancy .i.e the needed level of education and the working experience for such post. And also those who have attached all the need documents will be selected i.e A photocopy of birth certificate, O-level certificates, A level certificates, university transcript, bachelor degree certificate cv, and cover letter. All these have to be certified as true copy of the original by an advocate. After selecting all the qualified candidates as per job instructions the candidate will be shortlisted.

After short listing all the qualified candidates a long list will be prepared writing the names of all the candidates that have reached the required job instructions and they have the required qualification.

After long listing all the successful candidates the PSRS prepares another list i.e short listing the candidates again and announce them in the PSRS web site, magazines, TV, radios to make the successful candidates aware of the results of their job application. After announcing all the successful candidates the PSRS will call the candidates for interview by announcing the date and time and place for interview and that all the candidates should prepare for the interview and that they should come with their certificates.

When the specified date and time reaches the qualified and interested candidates for the post will come for the interview prepared and ready for the interview. In the interview process the officers from the recruitment unit are the ones to conduct the interview in collaboration with employees from the ministry which asked for employees. In the interview process there is oral and written interview. Oral interview helps the employer to see as to whether the candidate is of good morals, to meet the candidate personally and to see their language and talking skills.

Written interview is to see as to whether the candidates possess the required qualifications needed for the job. After the interview has been completed the candidate will go where they come from and wait for the results of the interview.

The recruitment officer and non-recruitment officers will cooperate in marking all the tests conducted in written and oral interview and the tests are given marks.

The successful candidate with high marks will be short listed and they are the first one to get the post that was announced because they are qualified for the job position and they have the knowledge and qualification need for the position. After all the successful candidates have been shortlisted they will officially be announce in the magazines, radio, TV, and the PSRS website for them to see and be aware of their success and

results of their interview. The process of recruitment and selection of employers by the PSRS ends here.

The last phase is sending the job applicants to their new employer where they will be given an induction course and will be sent to their area of work to go and perform their duties. They will also be included in the Lawson and will be able to receive their monthly salary.

4.4 General findings

The PSRS is a government recruitment agency and it is of vital importance to the growth of the country's economy and well-being of its citizens. The PSRS is of vital importance to the growth of the county's economy where by it helps to recruit employees who are to work in the public sector for the growth of the economy and its also of vital importance to the well-being of the citizens whereby it gives equal opportunity to employment to the interested citizens who gain their income by way of working for the government.

Furthermore, the PSRS needs to be improved in terms of the institutional structure and additional of qualified employees to perform recruitment and selection. The PSRS structure needs to be improved in terms of the recruitment and selection unit whereby they need to add the selection unit, interview unit, aptitude test and psychology test unit. By adding these units the PSRS will be able to run its activities smoothly and it will have enough strength to perform well their duties.

Furthermore the employees in the Secretariat who perform recruitment and selection are not enough and they do not have the required skills to perform recruitment and selection. Therefore the secretariat should send their employees for more raining in recruitment and selection and they should employ more employees who are well trained in recruitment and selection of employees. This will enable the secretariat to have better performance of the institution. PSRS through its personnel administers the process and finally sends the selected candidates to various employers to be placed at

work. With the collaboration of the treasury the contract gets signed at the place of work whereby financial related matters for the newly employed candidate get settled. It is to be stated that all vacancies at entry point in the Public Service are conducted by PSRS on open competition.

Open competition is clearly stated by one of the PSRS senior officer that;

After receiving requests from employer the posts are advertised in media and mostly in newspapers (not less than four); short listing is done after receiving applications; thereafter interview is done in collaboration with other experts from other government institutions; selection of qualified applicants and staffing done followed by induction courses to new employees; basing on the request from various employers the selected candidate are posted to their new working station sometimes considering their choices but mostly without considering their choices due to reasons such as selection of urban places by most applicants.

The affirmation above is in line with Venkatesh and Jyothi (2009) who stated that recruitment is about the “art” of “discovering” and procuring potential applicants for actual and anticipated vacancies in the organisation. The concept of ‘art’ which is about the soft skills of management, some of which might be a natural talent of some employees or acquired through specialised training. The use of the word ‘discover’ emphasises that effective recruitment is a process that involves exploration and that will require specialised methods and techniques, short of which no ‘discovery’ of potential people for the job can be made.

It was also confirmed by one of the official of the Secretariat that, they are doing their best to make sure all employers are getting qualified employee.

We always try to distribute the available employees to all institutions that request for the employees. Sometimes we get few qualified employees than needed by employers but we try to distribute them equally to make sure everyone gets at least few employees.

Likewise, in the interview with senior staff, the findings revealed that PSRS seemed to have the ability and capacity of managing the recruitment and selection function. Also, it was reported by the interviewees that PSRS, despite inadequate numbers, has

experienced and talented officers to perform proper recruitment and selection functions. But, according to the researcher's observation, the PSRS does not have enough capacity to carry out recruitment and selection of all job applicants as they have a shortage of personnel to carry out specifically the functions of recruitment and selection.

A quick view of the PSRS employees CVs showed that, most of them had general knowledge regarding human resources management or public administration specialisations. These employees have very little knowledge in recruitment and selection. They only follow the normal procedure and the basic knowledge of a human resource management that they have in recruitment and selection. Yet, those employees who were specifically trained as recruiters or selectors were absent, something that disqualifies the institution as compared to private recruiting agencies which possess separate departments with only personnel specialised as recruiters and selectors.

CHAPTER FIVE

DISCUSSION OF THE FINDINGS

5.0 Introduction

This chapter discusses the findings of the study that investigated the institutional strength of PSRS in managing the recruitment and selection functions in Tanzania. The discussion of findings is based on the research objectives as follows.

5.1 Institutional and Structural Effectiveness of PSRS in managing recruitment and selection functions

The institutional structure of the PSRS have 12 units which enable it to carry out its daily activities .But when it comes to recruitment and selection there is a huge defect.

The PSRS main function is to recruit and Select employees who are to work in government office but the structure itself has short comings or it is defective and it need to be improved. The PSRS does not have the selection department, the department to conduct aptitude test and psychology test and interview. Therefore, for a better performance of the PSRS they should have the department of Recruitment, Selection, Interview, Aptitude Test and Psychology Test. By having these department the PSRS will be able to perform their duties well and at the required standard.

Furthermore, the PSRS does not have the capacity to carry out recruitment and selection of all the job applications because they have a shortage of employees to perform recruitment and selection. Therefore, the secretariat is overloaded with work to do.

Also the secretariat does not have special trained employees who are qualified to perform recruitment and selection. Most of the employees possess a degree in Human resource management and Public administration. They are not specifically trained in recruitment and selection.

Therefore, the employees use their general knowledge and they follow procedures to recruit and select employees who are to work in the public service. Therefore, these employees need more training in recruitment and selection and the PSRS should employ more employees in the secretariat to work in the recruitment and selection unit.

Therefore, the PSRS needs more manpower who are well trained in recruitment and selection and it should add more important units like the selection unit, interview unit, psychology and aptitude test unit, in order to improve its working standards and to give the secretariat enough strength to perform its functions.

5.2 Mechanisms used by PSRS in carrying out recruitment and selection activities in the public service

For many years in Tanzania there has been a general procedure to follow when it comes to employing public servants. The procedure is as follows:

When an employer from a ministry or a government institution wants to employ he has to send an application to the PSRS requesting for a number of employees and of which specialisation and qualifications. Thereafter, the PSRS will receive this application and they will send a request to the ministry of state in the president office: Public Service management department for a permission to employ. After receiving this application the ministry will send an application to the treasury asking for funds to employ the new employees. When the treasury is sure and satisfied that there is enough funds to pay the new employees they will give feed back to the ministry of state in the president office: Public service management and the ministry will then give permission to the PSRS to recruit new employees after being sure that there is enough funds to pay the new employees.

The PSRS will then start the whole procedure of advertising, recruitment, short listing long listing, interview and selection of successful candidates. Thereafter, the selected and qualified candidates will be sent to the employers where they will be received and be given an appointment letter and be sent to their station of employment. There after they

shall be included in the pay roll and will start receiving their monthly salary like all other government employees.

Such procedure is very long and very tiresome some employees tend to seek for employment in other place i.e private sector where the employment procedure takes a short time and you get your salary on time but the government procedure takes about 60 days and more for an employee to be employed in the government sector. Therefore, I suggest that such power should be centralised and some of the funds should be divided so that the employment procedure shouldn't take a long period of time also the PSRS should be given full authority to be able to employ once employees are need to work in the public service

Sometimes the PSRS have a shortcoming of being late to replay the job applicants on the job position they have requested therefore the candidates change their mind and decide to seek for other employment opportunities available.

Sometimes the employers face challenges when they want to recruit new employees. They send a request to the president office: public service management and the president's office send the request to the treasury and the treasury replies that they have no sufficient funds to pay the new employees. Therefore, the employer has to stay without employing until the government get sufficient funds for new employees.

The other challenge is that after the employees have been selected and posted to the working stations most of them refuse totally to go in those areas because they are remote and rural where there is shortage of social services.

5.3 General discussion

Majority of the employees in the PSRS are male and the rest are female. As according to my study, I have found that the PSRS has done well with the issue of gender balance and has given equal chance to employment and all employees work together and cooperate under one roof. Also, each employee has a specific task play and they perfume their duties by cooperating with each other.

As regarding to level of education majority of the employees in the PSRS are well educated and are educated in levels of master's degree, bachelor degree, diploma and certificate but the issue here comes to the basic function of the PSRS that is recruitment and selection. When speaking of the main duties of the PSRS there is shortage of employees to perform recruitment and selection and they have no employees who are specifically trained in recruitment and selection. They only have master's holders and bachelor degree holders in human resource and public administration who perform recruitment and selection. Therefore, they need specifically trained employees in recruitment and selection.

Furthermore, in the matter of working experience I have found that majority of the employees have less than six years of working experience; most of them have a working experience of 1 year up to maximum of four years of working experience. For a better performance of the PSRS they need well trained employees and they need employees with enough working experience especially in recruitment and selection. Therefore, it is better to employ employees who have enough working experience of more than 10 years and above and I suggest they should take them from the ministry of work and the president's office. These employees have a many years of working experience who know how to choose qualified employees and at a high speed. Therefore, more qualified employees who have enough working experience should be employed to work in the PSRS.

Generally, the structure of PSRS does not enable the institution to carry out its functions as it needs some reorganisation to have departments solely with personnel skilled as recruiters and selectors as seen in various private recruitment agencies. Private recruitment agencies possess departments specifically with recruiters and selectors something that adds credit to them and enables them to carry out recruitment and selection without failure. Moreover, the mechanisms used seem to hinder or delay the process of recruitment in various institutions because when there are urgent cases for having a post filled, institutions have been failing to fill the vacancy hence deterioration of services to be rendered.

CHAPTER SIX

CONCLUSIONS, RECOMMENDATIONS AND POLICY IMPLICATIONS

6.0 Introduction

The chapter present the conclusion, along with recommendations. The recommendations enabled the provision for policy implication and a need for further study being given.

6.1 Conclusion

The study has shown how PSRS manages the recruitment and selection functions for the purpose of enabling the availability of public employees on time. Based on the empirical findings regarding the objectives of the study it is concluded as follows;

PSRS ensures that policies, laws and regulations are adhered to and that those selected for the posts are the ones with higher scores. It was found that the mechanisms used are known to all staff at PSRS and they adhere to them in their day to day workings. After receiving requests from employers the posts are advertised in media and mostly is newspapers (not less than four) and that short listing is done after receiving applications.

Thereafter, interviews are done in collaboration with other experts from other government institutions; selection of qualified applicants and staffing is then done followed by induction courses to new employees. Basing on the request from various employers, the selected candidates are posted to their new working stations sometimes by considering their choices but mostly without considering their choices. The latter is the case due to selection of urban places by most applicants. Also, PSRS retains in its bank the list of interviewees with pass mark for possible future placements. The organisational structure of PSRS as stated above needs reorganisation for better performance.

It was also established that PSRS has no specialists in recruitment and selection and those who perform recruitment and selection have the basic knowledge of human resource officer trained in human resource management.

It was further found out that, PSRS has no specialists in psychology and aptitude test as it is not easy to assess a person's behaviour before giving him/her a full employment opportunity and it is not easy to discover an employee's behaviour before employing him/her. Furthermore, it was found out that, the mechanisms used seem to hinder or delay the process of recruitment in various institutions because when there are urgent cases for having a post filled; institutions have been failing to fill the vacancy hence leading to deterioration of services.

6.2 Recommendations

The researcher recommends the following focusing on research objectives as follows:

PSRS must be equipped with the necessary resources both financial and non-financial (for example specialised human resources) in order to adapt to the changing recruitment and selection environment.

PSRS must undertake recruitment process professionally with the use of ICT along with having specialists i.e. recruiters and selectors rather than having personnel with general knowledge in human resources management and administration.

Furthermore, in order to eradicate some of technological challenges that can be applied to improve recruitment and selection processes; the need to incorporate these is vital;

i) Incorporation of Online Interviews

As the costs that are incurred by both the employer and potential employee continue rising, the use of online interviews would slash these prices tremendously. As many of the interviews are conducted in the Dar es Salaam office, interviewees have to bear the cost to reach the place of interview. But with the use of and teleconferencing facilities, online interviews can be conducted by establishment of centres countrywide that have the said facilities.

ii) Use of Recruitment software

The use of software that will be able to capture information from the moment applications have been received at PSRS which will then record and later on sort the said information through the use of predefined variables (these being the qualification and experience needed for a vacant post). This sorting will produce a list of those who have been selected to be called for interview.

iii) Linking PSRS to external systems

Rather than keeping redundant data, it will be more efficient to share information between systems. As many learning institutions and professional boards already have systems in place that keep information on graduates and their members, PSRS looks forward on sharing information with these institutions. Institutions that hold such information include National Examination Council of Tanzania (NECTA), Tanzania Commission for Universities (TCU), learning institutions and professional bodies.

6.2.1 Recommendations towards job seekers /applicants

During the process of application the job applicants undergo several problems which led them to miss the job they are applying therefore the following recommendations will help the job seekers to improve their applications and help them secure the employment they were asking for.

i. Adherence to the application guidelines

Many of the job seekers don't go through the advertisement instructions or they read them but do not understand. And some of them tend to listen from the third party but they do not go through the advertisement properly as announced in the magazines, website radio and television. Therefore, I strongly recommend that all job applicants should build a culture of reading the job instruction as many times as possible, carefully and understand them before sending their applications to the PSRS.

ii. The actual ability of the job seeker during interview

It has been observed that most of the graduates have good certificates with high marks and good GPA's but their performance in school and their actual performance during the interview is different. Some of the applicants show poor understanding of the subject matter even in their own area of specialisation. Therefore, I highly recommend that before the job applicant comes to the interview they should prepare for the interview by reading more about the organisation they want to join and make thorough revision on their area of subject matter so that they can pass their interviews. ie should get enough time to prepare for the interview.

iii. Preparations of the certificates, CV and cover letter

Most new job applicants who wish to join the public or private sector are faced with this challenge. They do not complete the certificates need for the job application, they do not know how to write a proper cover letter and how to write a CV and arrange it properly something which make the recruitment and selectors in the PSRS put their applications aside. Therefore, the job applicants should make sure that they complete all the needed certificates and certify them to an advocate, write a proper cover letter with good English and it should be clear short and understandable and write a proper CV that it clear and understandable. Also, should write referees who are educated and they have assessed them during their school work or internship.

iv. Poor communication skills.

The language of communication used during interview is mostly English and Kiswahili. When it comes to the English language most of the interviewees cannot speak the language properly and sometimes they do not understand the questions due to poor understanding of the language. Therefore, the job applicants should practise the English language more and listen to the questions carefully before they give out an answer or fail to answer the questions.

v. Fake certificates

Since the establishment of the PSRS, it has been able to confiscate 5000-6000 fake certificates, most of the job applicants want to get employed without their original certificate due to poor performance or they did not go to school at all; this is wastage of time and energy to the PSRS. Therefore, if the job applicant does not have the original certificates it better not to apply for the job rather than wasting time. They should seek for other employment opportunities according to their qualifications.

vi. Lack of awareness on current issues

Most of the job applicants are not aware of the current global issues and sometimes current issues in their own countries; so, during the interview when the employer wants to get 360 degree feedback from the interviewee he finds that he/she knows very little or nothing at all. Therefore, the job applicants should have a habit of watching the news and reading magazines and newspapers so as to have a broad knowledge of the globe and their own country.

vii. Selection of work stations

The qualified new employees who have been selected by the PSRS to join the public service tend to be very selective when it comes to the working stations. Most of them prefer to work in rural areas because there are good facilities and good social services; so, they refuse to move to other regions. But currently most of the regions in Tanzania are in good condition and the social facilities have been improved eg. Mwanza, Arusha, Mbeya, Morogoro, Tanga, Kilimanjaro, Mtwara, Bukoba, Shinyanga etc. are in good living conditions and the social facilities have been improved eg good roads and enough water.

viii. Confidence

Having enough confidence in everything you do is more than anything else because you will always succeed if you are sure of what you are saying and what you are doing.

When an interviewee lacks confidence, he/she will fail to convince the panel of interview members as to whether he is capable to take the job he/she is asking for. Therefore, the interviewees should always have enough confidence when they are in the interview.

6.2.2 Working experience

The PSRS should employ more experienced employees in recruitment and selection for the better performance of the institution. The secretariat should recruit employees with long time working experience from the ministries and the president's office: public service management so that they may impose their knowledge to other young employees and they will be able to conduct recruitment and selection more effectively and on time.

6.2.3 Adjustment of the structure of the PSRS

The PSRS should adjust its structure by making an addition of more units such as the selection officers and the selection unit, the interview unit, the psychology test and aptitude test unit. By adding these units and more employees the secretariat will have the institutional strength to perform recruitment and selection more effectively and will be able to manage recruitment and selection of enough public servants. The PSRS should have its own private building where they will be able to conduct their own activities privately and freely without interacting with other government offices. Therefore, the government should provide sufficient funds to the PSRS so as to build their own private building.

6.2.4 Establishment of PSRS branches in Tanzanian regions

Also, PSRS should open its branches in all regions of Tanzania so as to enable all Tanzanian citizens who are interested to get government employment to be able to send their applications on those branches and these applications should be processed on those branches. Therefore the PSRS system should be decentralised.

6.3 Policy Implications and Need for further studies

The policy implication and a need for further studies are given hereunder.

6.3.1 Policy Implications

The researcher argues for recruitment and selection that meet the changing economic and technological climate. This being the case, the participation of all stakeholders in order to make these changes a reality is important. PSRS needs to develop an inclusive operational policy to guide its operations

6.3.2 Need for further studies

The study investigated on the institutional strength of PSRS in managing the recruitment and selection function in Tanzania. Further studies need to be done on the following areas:

- i) Will the availability of separate recruitment and selection departments enhance the effectiveness of PSRS in performing its functions?
- ii) To what extent will ICT reduce time for recruitment and selection process?

BIBLIOGRAPHY

- Azmi, I (2010). Competency-Based Human Resource Practices in Malaysia Public Sector Organisation. *Africa Journal of Business Management* 4(2): pp 235-241
- Armstrong M. (2006) *A hand book of Human Resource Practices* 10th Ed; Kogan Page Ltd. U.K
- Armstrong, M. (1980). "*A Handbook of Human Resource Management*", 8th Ed. Kogan Page Ltd, UK.
- Balovich, D. (2002). *Recruitment and Selecting Employees*. Creditworthy News. New York
- Barrett, J ; Zhen G and Yun C. (2007). *Challenges of finding competent workers*. Mayor. Nice
- Carmines, B and Zeller, A. (1979). *Primary and Secondary data collection methods*. Macmillan. U.S
- Charan, R (1991). *How Networks Re-shape Organisations-For Results*. Harvard Business Review (Sept-Oct): 104-115
- CIPD (2010). *Research and publications*: source <http://www.cipd.co.uk/bookstore>
- Collins, S. (2009). *Bottom-line oriented approach for decision making among employees*. New York. Prentice Press
- Compton, R and Nankervis, A (1998). *Effective Recruitment and Selection Practices*. 2nd ed. Englewood Cliffs. New Jersey
- Cook, J. (1997). *Management and Organisational Behaviour*, 2nd Ed, published by McGraw-Hill.
- Czebter, A. (2002). *Labour Market and Globalisation: Human Resources Management in Global Enterprises*. Centre International de Formation Europeenne. Nice
- Czebter, A (2011). *Challenges of Diversity in the Work place*. Centre International de Formation Europeenne. Nice
- Dessler, G. (1995). *Managing Organisations in an era of Change*. Sydney. Dryden Press
- Gareth, R. (2008). *Organisation Theory, Design and Change*. Pearson Education Publishing. New Delhi

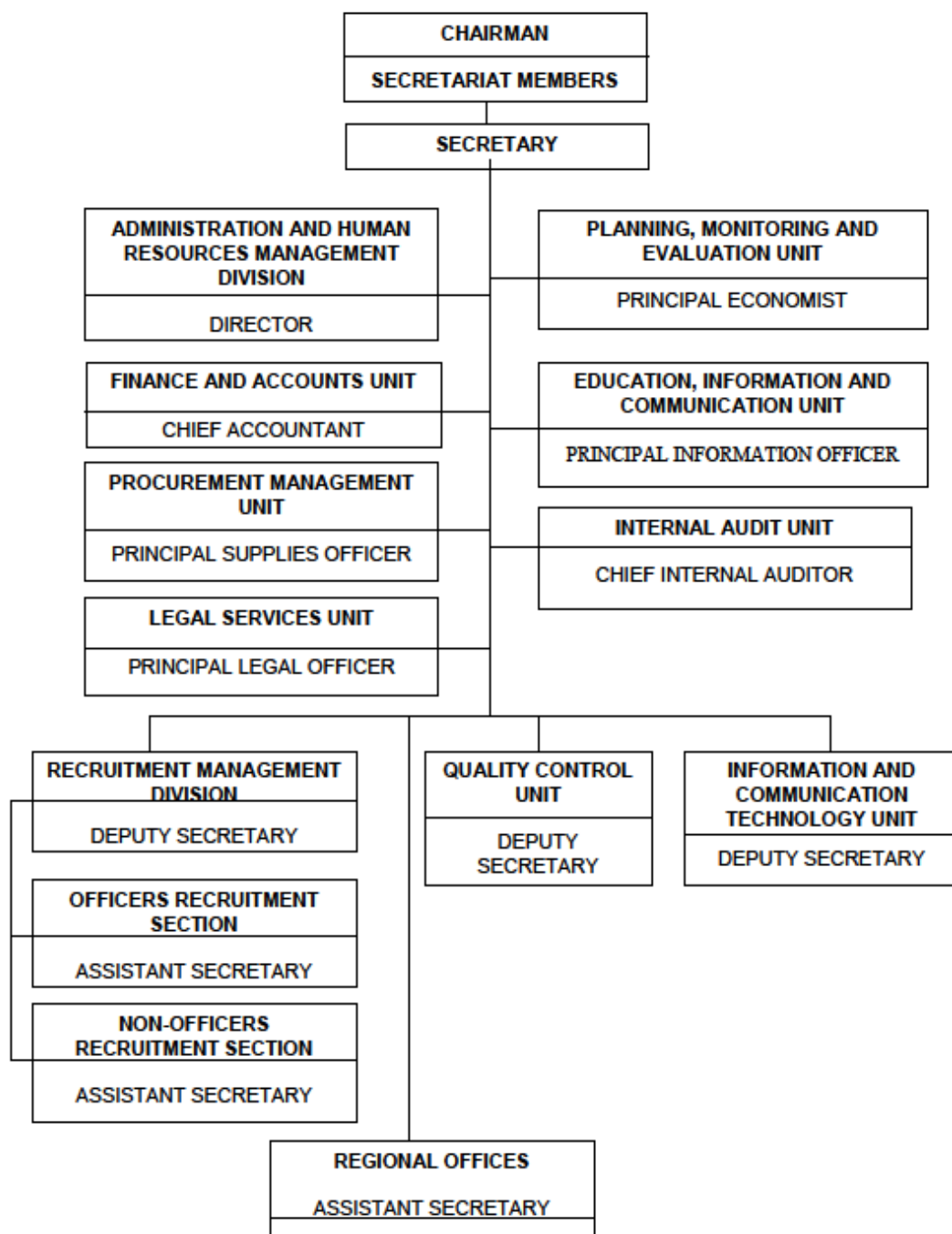
- Grant, R. (1991). The Resource Based Theory of Competitive Advantage. Implications for Strategy Formulation. *California Management Review* .33(3).pp 114-135
- Hellen, W. (2010). *The effects of job stress to productivity*. NY. Prentice Press
- Kamuzora, G. (2008). *Research Methodologies for Business and Social Studies*; Mzumbe Book Project. Mzumbe University.
- French R. and Rumbles S. (2010). *Recruitment and Selection: contemporary study of the new administration*. pp 216-224
- Gupta (2005). *Human Resource Management*, 6th Ed, Sultan Chand and Sons, New Delhi.
- Jones, G.R., George, J.M and Hill, C.W.C (2000). *Contemporary Management*, 2nd Ed, McGraw-Hill Companies, Inc. New York.
- Jones, David A.; Shultz, Jonas W.; Chapman, Derek S. (2006). Recruiting Through Job Advertisements: The Effects of Cognitive Elaboration on Decision Making. *International Journal of Selection and Assessment*, Volume 14, Number 2, pp. 167-179(13)
- Joseph, I. (2009). *The Impact Of HIV/Aids On Labour Force In Tanzania: The Case of Education Sector in Makete District*. Masters Dissertation, University of Dar es Salaam.
- Khan N. and Nahid G. (2011). Recruitment practices in public sector undertakings; *Asian pacific journal of social science*. Vol. III (1).
- Kiondo, E. (1999). *"Access to Gender and Development information by rural women in Tanga Region, Tanzania"*. PhD Thesis, University of Natal, Pietermaritzburg, S.A.
- Korsten A.D. (2003). Developing a training plan to ensure employees keep up with the dynamics of facility management. *Journal of Facilities Management*, Volume 1, Number 4, pp. 365-379(15)
- Ludovick, A. (2010). *Elements of Bias and Inequality in the Advancement System of Public Service: A Case Study of Agricultural Sector Employees in Tanzania*. Masters Dissertation, University of Dar es Salaam.
- Massie J.L. (1987). *"Essential of Management"* 4th Ed Prentice Hall Inc. New Jersey.

- Mitchell, H. (2002). *Strategic worth of Human Resource: driving organisational performance*; practice Coordination, corporate performance improvement, Universalia.
- Msemwa, U. (2006). *Causes Of Child Labour In Tanzania: The Case of Njombe District*. Masters Dissertation, University of Dar es Salaam.
- Mullins, P. (2002). *Management and Organisation Behaviour* 6th Ed; Great Britain
- Ofori, D and Aryeetey, M. (2011). Recruitment and selection practices in small and medium enterprises: Perspectives from Ghana, *International Journal of Business Administration*, 2 (3). 45-60.
- Ongori, H. (2010). Recruitment and selection practices in SMEs: empirical evidence from a developing country perspective', *Advances in Management*, 3(2), 52-58.
- Phillips J.J and Connel A. O (2003). *Managing Employee Retention*, Elsevier Butterwoth Heinemann, New York.
- Prasad, M. (2007). *Principles and practices of management*. 7th Ed; Sultanchand & Son New Delhi Publisher.
- Richardson M. (2001). *Recruitment Strategies managing/effecting the recruitment process*: How to meet the objectives of an Organisation.
- Rwegoshora H.M (2006). *A guide to social science research*; Mkuki na Nyota publishers
- Schuler D. and Randall S. (1987). *Personnel and Human resource Management*. Third edition
- Shangali, T. (2009). *Recruitment and Selection in Public Service: The Case of Tanzania*. CAPAM Conference on governance excellence. Managing Human Potential, Arusha; Tanzania
- Spector, B. (1985). *Readings in Human Resources Management*. The Free Press, USA
- Sparrow, P (2006) *Globalisation of Human Resource at Functional Level: Exploring the Issues through International Recruitment, Selection and Assessment Process*. Working Papers. Cornell University
- Sparrow, P, Brewster, C and Harris, H (2004). *Globalising Human Resource Management*. London. Routledge

- Taylor, S. (2006). Acquaintance, meritocracy and critical realism: Researching recruitment and selection processes in smaller and growth organisations', *Human Resource Management Review*, 16(4), 478-489.
- Xavier, M. (2013). *Facilitation of the Recruitment Process in the Public Service and its Challenges*. Mzumbe University, 11th May, Morogoro Tanzania.
- Yin, R.K. (2003). *Case Study Research: Design and Method: Applied Social Research Methods*, Vol.5: Sage Publications Ltd.

APPENDICES

**ORGANOGRAM OF THE SECRETARIA
THE APPROVED ORGANISATION STRUCTURE OF THE PUBLIC SERVICE
RECRUITMENT SECRETARIAT**



A QUESTIONNAIRE FOR EMPLOYEES

Dear Respondents,

I am a student of Mzumbe University proceeding on research. Please kindly fill this questionnaire. The responses will be used for academic purposes only, and your responses will be treated with utmost confidentiality. I forward you my thanks in advance.

Instructions: Please tick or fill in where applicable.

A: PERSONAL PARTICULARS

1. Sex (i) Male
(ii) Female
2. Level of Education (i) Graduate
(ii) Post graduate
(iii) PhD
(iv) Other (Please Specify)
3. For how long have you been working at the PSRS?
 - a. Less than 2 years
 - b. 2-5 years
 - c. 6-10 years
 - d. More than 10 years

B: GENERAL QUESTIONS

4. What is your understanding about PSRS and its functions?

.....
.....

5. How does it operate?

.....
.....

C: RECRUITMENT AND SELECTION FUNCTIONS

6. Does the PSRS have the ability and capacity in managing the recruitment and selection function?

.....
.....
.....

7. How much has it succeed in performance of recruitment and selection of the best candidates to work in the government sector in Tanzania?

.....
.....
.....

8. Does PSRS have quality and quantity employees to perform its functions?

9. What challenges does it face?

.....
.....
.....

10. What strategies do you have towards combating the challenges facing the PSRS?

.....
.....
.....

11. How does it compete with other recruitment agencies?

.....
.....

12. What challenges is it facing from other recruitment agencies?

.....
.....
.....

13. What advantages does it have toward performing the recruitment and selection function?

.....
.....

14. How many qualified recruiters and selectors do you have in performance of PSRS function?

.....
.....

15. Are the recruiters and selectors enough in managing the performance of the PSRS?

.....
.....

16. Does the structure of the organisation support the function of recruitment and selection?

.....
.....

MASWALI KWA WAAJIRIWA

Ndugu,

Mimi ni mwanafunzi wa Chuo Kikuu cha Mzumbe, naendelea na utafiti. Tafadhali jaza dodoso hili. Majibu utakayotoa yatumika kwa ajili ya taaluma tu, na jina la mtoa majibu litakuwa ni siri. Natanguliza shukrani zangu.

Maelekezo: Weka alama au toa maelezo kulingana na swali.

A: MAELEZO BINAFSI YA MJAZAJI DODOSO

1. Tafadhali weka alama ya pata sehemu husika

Jinsia (i) KE

(ii) ME

2. Kiwango cha Elimu (i) Graduate

(ii) Post graduate

(iii) PHd

(iv) Other (Please Specify)

3. Kwa muda gani umefanya kazi katika Wizara hii

.....

4. Tafadhali taja taaluma yako?.....

B: MASWALI JUU YA AJIRA

5. Unaelewa nini kuhusu PSRS na kazi zake?

.....

6. Tafadhali eleza ni jinsi gani PSRS inafanya kazi zake?

.....

C: MAELEZO YA SECRETARIATI YA AJIRA

7. Kwa maoni yako unaona PSRS inaweza na ina uwezo wa kutosha katika kufanya uchaguzi wa wajiriwa na kuajiri?

.....
.....
.....

8. Kama ndiyo, ni kwa kiasi gani PSRS imefanikiwa katika kufanya uchaguzi wa ajiriwa na kuajiri wafanyakazi/watumishi wenye kukidhi viwango katika sekta zote na Serikalini kwa ujumla?

.....
.....

9. Ni matatizo gani PSRS inakumbana nayo katika utendaji kazi wake wa kila siku?

.....
.....

10. Nini maoni yako katika kusaidia PSRS kukabiliana na matatizo inayokumbana nayo katika utendaji wake wa kila siku?

.....
.....

11. Tafadhali toa maoni yako ni jinsi gani PSRS inakabiliana na Sekta nyingine za ajira nchini?

.....
.....

12. Tafadhali toa maoni yako, ni kwa kiasi gani PSRS inafaida kwa Serikali na wananchi kwa ujumla?

.....
.....

13. Ni kiwango kipi cha elimu ambacho unaona waajiri wengi wanazingakia katika ufanyaji wa zoezi zima la uajiri wa watumishi katika sekta zote za kazi?

14. Katika wizara yako kuna **recruiters** na **selectors** wangapi wanaofanya kazi za usajiri?

.....
.....

15. Je **recruiters** na **selectors** waliopo wanatosha katika utendaji kazi wa Ofisi?

.....
.....

INTERVIEW QUESTIONS

1. Does the Public Service Recruitment secretariat have the appropriate and quality employees to perform the function?
2. Do they have appropriate knowledge in terms of holder of
3. Do they have skills for Recruitment and Selection?
4. Do they have ability to perform the recruitment and selection function and other function of the Public Service Recruitment Secretariat?
5. Have they ever done this job in other recruitment agencies?
6. Do you have enough employees who deal with new employee's application?
7. How many of the secretariat employees have specialised in recruitment and selection?
8. In selection criteria can they observe the aptitude, psychology and past behaviour of the new applicant?
9. Does the organisation structure support the function of the recruitment and selection?
10. Do they have a special department for Advertising, Receiving Applications, Recruitment, Selection, Long listing and Short listing, Interview, ICT and Registration Department?
11. Do they have a specialist in Psychology, aptitude, recruitment and Selection?